

City of Riverside Telecommuting Program Overview

Human Resources Department

May 07, 2025

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BACKGROUND

In March 2020, the City Council adopted the Telecommuting Program Policy to **enhance workforce flexibility**, help employees **achieve a healthy work-life balance** and **reduce greenhouse gas emissions/carbon footprint**.



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IMPORTANCE OF TELECOMMUTING



Telecommuting has become an undeniable force shaping the modern workforce and the shifting landscape of work.

Its **importance** lies in its ability to provide significant benefits to both employees and organizations, **fostering flexibility, productivity, and access to a wider talent pool**. As technology continues to evolve and work preferences shift, telecommuting is likely to become an even more integral part of the future of work.



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BENEFITS OF TELECOMMUTING

Telecommuting allows employees to perform their job duties from outside of a traditional office environment. Telework is a **benefit** that is **earned, not an entitlement**. Employees must demonstrate their suitability through performance and reliability. The growing benefits of telecommuting include:

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> • Increased Productivity & Performance • Expand/Retain Top Talent • Enhances Retention • Creates a Healthy Work-Life Balance • Boost/Improved Employee Morale • Fosters Inclusivity for a Diverse Workforce • Reduce Burnout or Fatigue at Work | <ul style="list-style-type: none"> • Cost Savings • Environmental Benefits • Business Continuity • Increases Collaboration • Encourage Innovation • Overhead Reduction • Reduce Turnover | <ul style="list-style-type: none"> • Promotes Innovation • Fewer Distractions • Increase Employee Satisfaction • Reduction in Absenteeism • Increases Employee Empowerment • Reduced Stress Levels • Improved Customer Service |
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TECHNOLOGY IS POWERING A SEAMLESS AND SECURE WORK EXPERIENCE



Communication Tools

Employees use Avaya phone app and Microsoft Office 365 for effective communication. These tools enhance collaboration and accessibility.

Secure Remote Access

VPNs facilitate secure connections for remote work, ensuring data protection and privacy for employees working from home.

Essential Security Measures

Multi-factor authentication and endpoint detection safeguard sensitive information during telecommuting.

Maintaining Efficiency

Remote patching and security protocols ensure efficient operations without compromising on security.



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CHALLENGES OF TELECOMMUTING

While the benefits of telecommuting are significant, successful telecommuting programs requires addressing potential challenges to maximize its potential. The challenges associated with telework include:

- **Communication & Collaboration**
- **Performance Management**
- **Blurring of Work-Life Boundaries**
- **Maintaining Employee Engagement**
- **Feeling Isolated**
- **Security Concerns**
- **Technology & Infrastructure**
- **Telecommuting is Not for Everyone**
- **Distractions at Home**
- **Team Culture**



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POTENTIAL IMPACT OF ELIMINATING REMOTE WORK

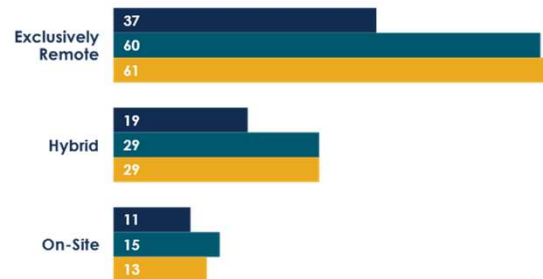
29% of current hybrid employees with *remote capable* jobs say they are **extremely likely to search for employment elsewhere** if they are not allowed remote flexibility.

High Risk of Turnover for U.S. Remote-Capable Employees if not Allowed Remote Flexibility

If your employer decides not to offer opportunities for you to work remote some or all of the time long term, how likely would you be to look for opportunities for employment with other organizations?

% Extremely Likely

■ 2021 (Q2) ■ 2022 (Q2) ■ 2023 (Q2)



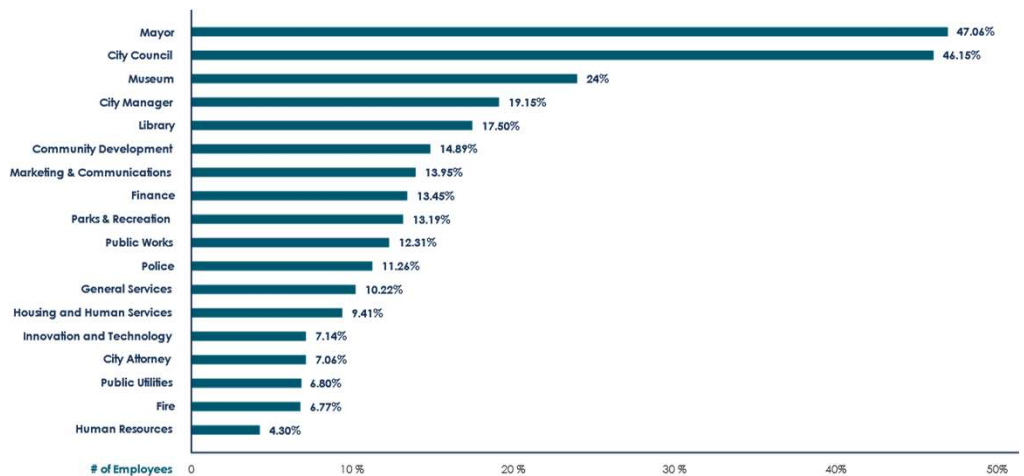
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2024 TURNOVER RATE BY DEPARTMENT

Turnover Rate
10.56%



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HOW IT WORKS IN RIVERSIDE

- Employees must communicate their interest in the Telework Program to their supervisor
- Discuss a schedule that aligns with the operational needs of the department and the specific job class
- Complete the Authorization to Telecommute Form
- Upload documents securely via One Solution
- Track Progress in real-time
- Engage with team members

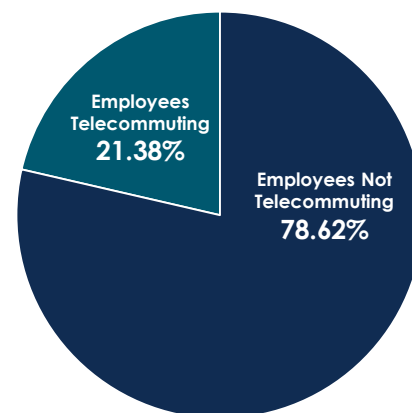
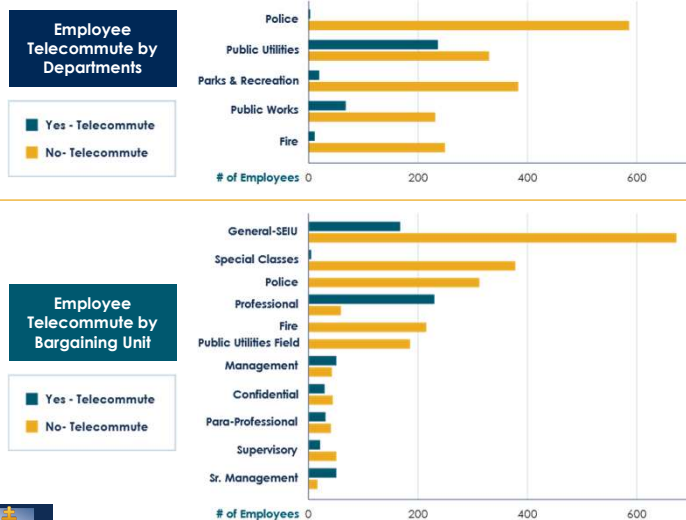


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REAL TIME STATUS TRACKING

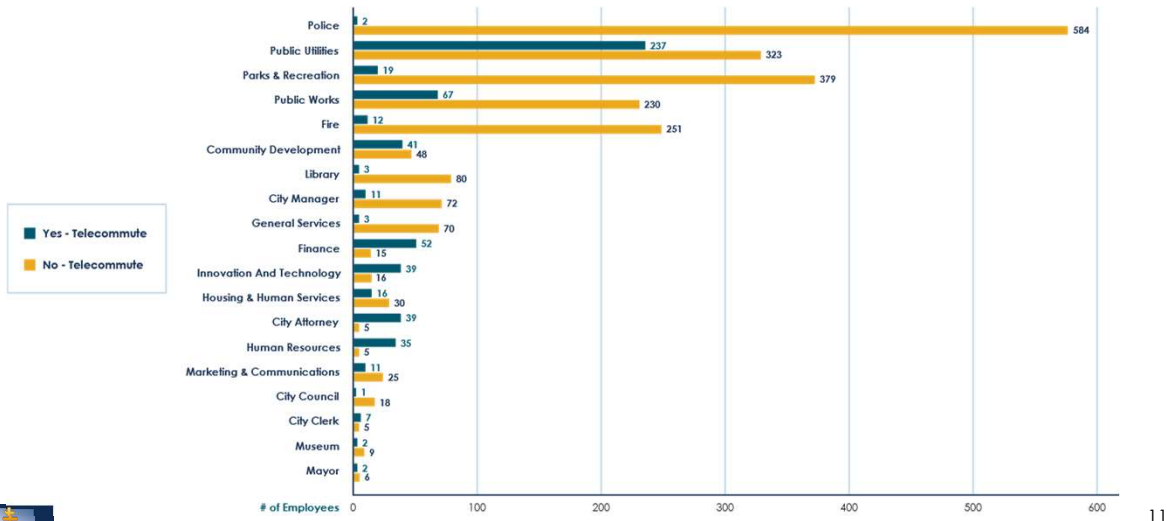


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NUMBER OF TELECOMMUTERS BY DEPARTMENT



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FOSTERING SUCCESS

For telecommuting to be effective and successful on an ongoing basis we must:

- Design new approaches to engage, evaluate, educate, organize and inform workers (communicate expectations).
- Empower teams to work as one. We think hybrid work is best suited for this.
- Train workers to adapt to a new environment and cope with challenges it poses.
- Monitor teleworking carefully and react quickly to adjust any unintended negative consequences.
- Build a healthy and nurturing hybrid work environment focusing on employee engagement.



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MEASURING RESULTS

To ensure the effectiveness and continued improvement of our telecommuting program, HR will track and evaluate key performance indicators (KPIs). Our measurement approach will include:

- **Employee Engagement Survey** – Launch Spring 2025
- **Pulse Survey** – Launch Fall 2025
- **Revised Performance Evaluation** – Launch Summer 2026

The collected data will guide continuous improvement and demonstrate the program's value to both employee and the City.



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A GREATER PERCENTAGE OF EMPLOYEES WHO TELECOMMUTE ARE "FULLY ENGAGED"

- 51% of employees who **telecommute** are fully engaged
- Only 31% of employees who **do not telecommute** are fully engaged

1. Yes



2. No



Source: City of Riverside 2022 Employee Engagement Survey



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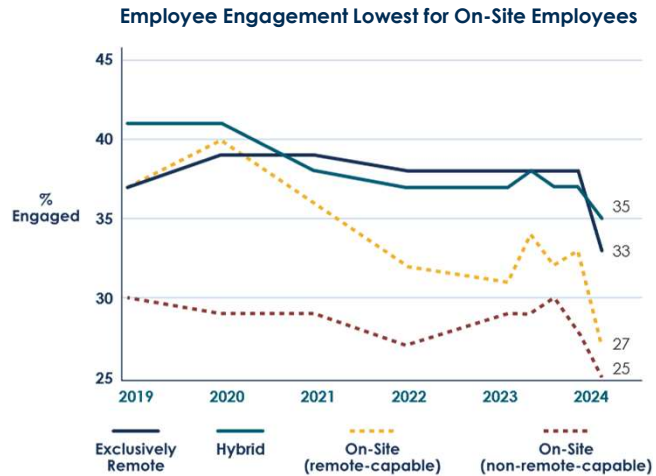
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HYBRID WORK CONTRIBUTES TO HIGHER ENGAGEMENT

2024 Gallup research shows that individuals who work a **hybrid schedule** have the highest engagement (35% engaged).

Onsite with a remote-capable job (27% engaged).

On-site & not remote capable had the lowest engagement (25% engaged).

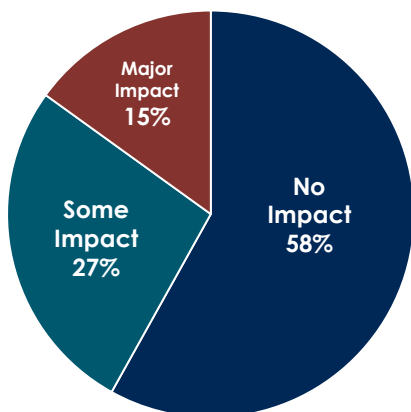


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IMPACT OF TELECOMMUTING ON DAY-TO-DAY PERFORMANCE



No Impact
255 Employees

Some Impact
118 Employees

Major Impact
66 Employees

- **58% of employees** who telecommute say that working remotely has had **no impact** on their day-to-day performance.
- 27% say working remotely has had some impact on their performance.

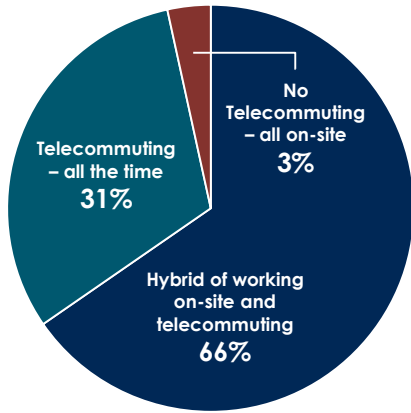


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EMPLOYEES WANT HYBRID WORK IN THE FUTURE



In the future, post-COVID, how often would you prefer to work remotely?

Hybrid of working on-site and telecommuting
287 Employees

Telecommuting - all the time
137 Employees

No Telecommuting - all on-site
15 Employees



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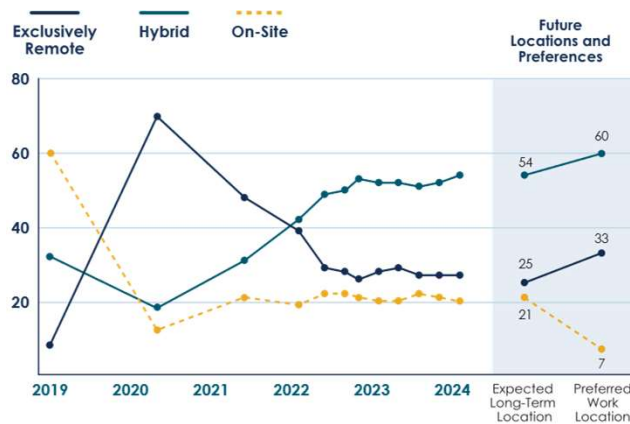
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FUTURE EXPECTATIONS

Over half of remote-capable workers say they expect and prefer hybrid work in the future.

Over half of U.S. Remote-Capable Employees Expect and Prefer Hybrid Work
% Remote-capable employees working (or expecting or preferring to work) at each location

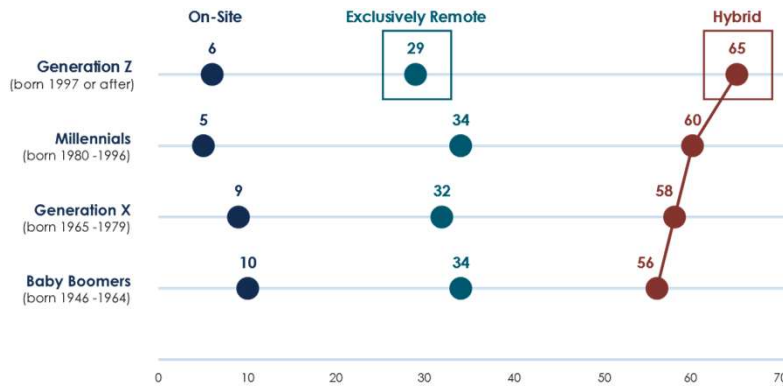


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HYBRID WORK IS PREFERRED BY ALL GENERATIONS



For individuals with a *remote-capable job*, all generations prefer hybrid work over fully on-site and fully remote.

A fully on-site schedule was the lowest preferred of all individuals surveyed.



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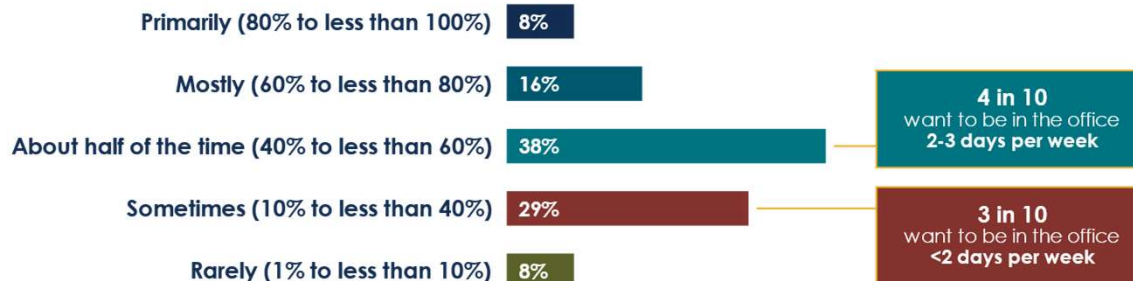
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THE IDEAL OFFICE BALANCE

2-3 Days Per Week is Preferred

Gallup data shows that **2-3 days in the office** during a typical week **leads** to the highest employee engagement, reduces burnout, and decreases an employee's "intention to leave"



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NEXT STEPS



All telecommuting arrangements are evaluated annually and as needed to ensure productivity and satisfactory service levels are maintained for external and internal customers.

The Human Resources Departments recommends on-going program assessments and refinements to ensure long-term sustainability and effectiveness.



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