Performance Audit:
Service Delivery and Remote Work

April 2025

City Auditor's Office

City of Atlanta

File #24.11

CITY OF ATLANTA
City Auditor's Office
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Performance Audit:

Service Delivery and Remote Work

Why We Did This Audit

Following the pandemic, some of the city's workforce has transitioned to working remotely or on a hybrid schedule. We undertook this audit to assess the benefits and challenges posed by remote and hybrid work and the effects, if any, on service delivery.

What We Found

The city's telework policy and telework agreement allow departments discretion to set telework expectations specific to the needs of each department, which results in varied teleworking practices across the city. The city's telework policy includes elements of best practices; however, there are opportunities to improve implementation guidance for departments, such as defining telework eligibility, communication requirements, and employee performance measures. Only one department has developed a rubric for identifying which employees can telework.

Most city employees do not telework. As of September 2024, 19 of 26 departments we reviewed had adopted a hybrid model, but only about 21% of city employees worked a remote or hybrid schedule. Higher percentages of employees in positions classified as officials and administrators, professionals, and administrative support were working remote or hybrid schedules.

Several departments told us that the ability to work remotely has allowed the city to be a competitive employer. In our survey of city employees, about 92% of respondents agreed that some or all of their work can be performed remotely.

Less than half of personnel records in our sample contained a copy of a signed telework agreement. The city's telework policy requires that teleworking employees must sign the telework agreement.

Without a common understanding of the city's telework policy or signed telework agreements, departments may face productivity issues, risk of misuse of assets and/or information, or misconduct while teleworking. Human Resources should revise the telework policy and provide additional criteria to assist departments in executing telework agreements and ensure performance needs are met.

What We Recommended

To ensure that telework is administered according to the telework policy, the human resources commissioner should:

- revise the city's telework policy to include a requirement that departments using telework must develop procedures that specify the following: organization-wide working hours; eligibility criteria; customer service expectations; shared space protocols; defined objectives and performance indicators; maintenance of company culture
- work with departments to develop telework eligibility criteria
- develop a process for annual re-certification of telework agreements
- work with departments to track and provide teleworking data, and report at least annually to City Council on: the number of staff working hybrid, remote, or in-person; employee job classifications; data on successes and challenges

For more information regarding this report, please use the "contact" link on our website at www.atlaudit.org

Management Responses to Audit Recommendations

Summary of Management Responses

Recommendation #1:

We recommend the Human Resources commissioner revise the city's telework policy to include a requirement that departments using telework must develop procedures that specify the following**:**

a. organization-wide working hours
b. eligibility criteria
c. customer service expectations
d. shared space protocols
e. defined objectives and performance indicators
f. maintenance of company culture, including opportunities for in-person gatherings and benefits and privileges associated with telework

Response:	**Status:**	**Estimated Completion Date (M/Y):**
Agree	Not Started	July 2025

Recommendation #2:

We recommend the Human Resources commissioner work with departments to develop telework eligibility criteria for staff in accordance with the City of Atlanta Telework Policy.

Response:	**Status:**	**Estimated Completion Date (M/Y):**
Agree	Not Started	July 2025

Recommendation #3:

We recommend the Human Resources commissioner develop a process for annual re-certification of telework agreements.

Response:	**Status:**	**Estimated Completion Date (M/Y):**
Agree	Not Started	July 2025

Recommendation #4:

We recommend the Human Resources commissioner work with departments to track and provide teleworking data, and report at least annually to City Council on:

- the number of staff working hybrid, remote, or in-person
- employee job classifications
- data on successes and challenges

Response:	**Status:**	**Estimated Completion Date (M/Y):**
Agree	Not Started	July 2025

CITY OF ATLANTA

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April 10, 2025

Honorable Mayor and Members of the City Council:

We undertook this audit to assess the benefits and challenges posed by remote and hybrid work and the effects, if any, on service delivery. The city's telework policy and telework agreement allows departments the discretion to set telework expectations specific to the needs of each department.

To understand how departments have been using telework, we interviewed department leadership and analyzed staff data. We also conducted a citywide survey to understand how employees feel about teleworking arrangements and returning to the office. Because most departments lack clear ways to measure productivity, we were unable to determine whether telework affects service delivery. Most departments, however, require customer-facing and direct field services employees to work in person. Our recommendations focus around on setting criteria for telework eligibility, documenting performance expectations and requirements, recertifying telework agreements, and reporting telework data annually.

The Audit Committee has reviewed this report and is releasing it in accordance with Article 2, Chapter 6 of the City Charter. We sent a draft report to management on February 28, 2025, and received their response on April 10, 2025. We appreciate the courtesy and cooperation of city staff throughout the audit. The team for this project was Zoe Geiger, Anijarae Dade, and Myra Hagley.

Amanda Noble
City Auditor

Danielle Hampton
Chair, Audit Committee

Service Delivery and Remote Work

Table of Contents

List of Exhibits

Introduction

The City of Atlanta comprises 27 departments and employs over 9,000 workers. Following the pandemic, some of the city's workforce has transitioned to working remotely or on a hybrid schedule. The city's telework policy provides guidance, but implementation is up to department heads. We undertook this audit to assess the benefits and challenges posed by remote and hybrid work and the effects, if any, on service delivery. We excluded City Council employees for the purpose of this audit.

Background

In March 2020, the City of Atlanta implemented a mandatory teleworking deployment for non-essential employees to prevent the spread of the coronavirus (COVID-19). On August 31, 2022, the chief operating officer sent a memo to department heads communicating that the city would resume enhanced in-person operations on September 6, 2022, in which public-facing departments were expected to have approximately 75% or more of their workforce in office during normal operating hours to provide in-person coverage and availability. Not all departments received this notice, and it was unclear how the mayor's office determined which departments were considered "public facing." Since 2022, departments have offered remote and hybrid work arrangements at the discretion of each department head.

To manage telework, Human Resources developed a telework policy agreement that outline telework expectations (see Appendix B). According to Human Resources' leadership, the telework agreement should be re-signed annually by employees who telework. In February 2023, Human Resources also introduced a Telework Performance Log, which departments can use to track teleworking employees' productivity (see Appendix C). Although Human Resources provides these documents as guidance for implementing and managing telework, individual department heads are ultimately responsible for choosing whether their employees telework and overseeing their own telework programs.

Citywide Standards Establish Teleworking Parameters

Human Resources most recently revised the city's telework policy and telework agreement with an effective date of January 1, 2024. The telework policy establishes parameters for departments to implement telework. The policy statement describes teleworking as a viable, flexible work option when city departments, city employees and certain job functions are suited to such an arrangement. According to the telework policy, positions must be approved by the employee's leadership, a Human Resources director and the Human Resources commissioner; however, the policy does not include criteria for approval. The policy establishes an implementation process for employees to telework, provides guidance for using city resources and assets, and offers instruction on how to administer and manage the telework policy and agreement to departments and the city's management team.

The city's telework policy describes two types of telework:

- **Directed telework**—when the city directs all or some employees to telework based on city operational needs, emergencies, or urgent or special circumstances.
- **Optional telework**—when an employee (or department leadership) requests, and is authorized by their leadership, to telework.

Directed telework is not voluntary and can be long or short-term term, while optional telework is voluntary and may include working from home in the short term or on a formal, set schedule away from the office. According to the telework policy, the city has the authority to terminate directed telework at any time, and optional telework may be terminated at any time by the employee or the department head, with approval from the Human Resources commissioner.

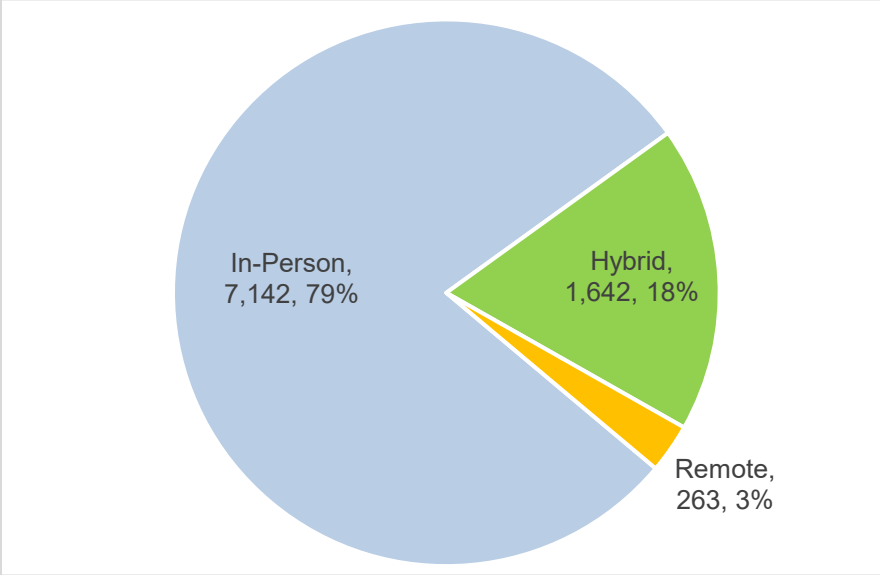
The policy defines the term "telework employee" as "a city employee that has been authorized to telework and who has executed a telework agreement." The city's telework agreement is the implementation of the telework policy. In the telework agreement, employees and supervisors initial to acknowledge telework requirements, such as compliance with city policies and procedures and adherence to departmental performance expectations. Human Resources staff told us that departments can update the agreement to include specific requirements for their employees.

Most Employees Do Not Telework, But It Is Available in Most Departments

According to the telework policy, department leadership authorizes which employees may telework. Teleworking employees work either a remote or hybrid schedule. The telework agreement defines remote work as working solely/remotely off city premises and hybrid work is a blend of designated days when team members work in-office and remotely.

As of September 2024, most departments had adopted a hybrid model, and more than half of departments offered remote or hybrid schedules to at least some of their employees. As of September 2024, only about 21% of city employees worked a remote or hybrid schedule; the remaining 79% worked in-person schedules, as illustrated in Exhibit 1.

Exhibit 1: The Majority of City Employees Work In-Person



Source: Prepared by auditors based on position data provided by departments

No departments allowed all employees to work 100% remotely. Of 26 city departments we reviewed, 19 offered remote or hybrid schedules to some or all staff, and 7 require all staff to report in person (see Exhibit 2). Depending on the department, hybrid schedules required one to four days working in the office. Of the seven departments that required in-person work schedules, four allowed telework on an ad-hoc basis to some or all employees. Ad-hoc telework is temporary telework for a specific reason or task, and is not part of an employee's routine work schedule.

Exhibit 2: Most Departments Authorize Teleworking

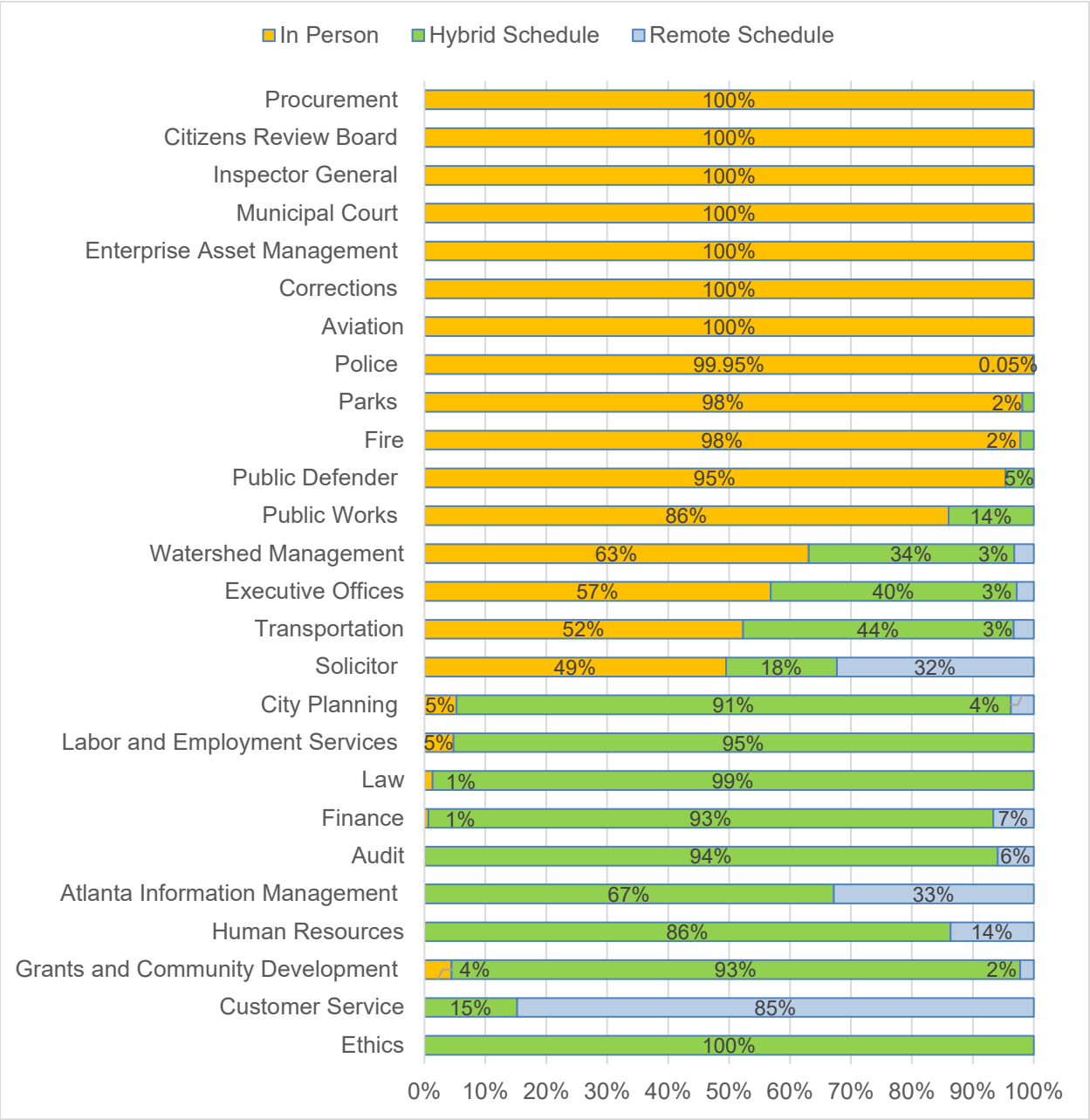
		Work Schedule Type		
#	Department	In-Person	Hybrid	Remote
1	Atlanta Information Management		✓	✓
2	Audit		✓	✓
3	Aviation	✓		
4	Citizens Review Board	✓		
5	City Planning	✓	✓	✓
6	Corrections	✓		
7	Customer Service		✓	✓
8	Enterprise Asset Management	✓		
9	Ethics		✓	
10	Executive Offices	✓	✓	✓
11	Finance	✓	✓	✓
12	Fire	✓	✓	
13	Grants and Community Development		✓	✓
14	Human Resources		✓	✓
15	Inspector General	✓		
16	Labor and Employment Services	✓	✓	
17	Law	✓	✓	
18	Municipal Court	✓		
19	Parks	✓	✓	
20	Police	✓	✓	
21	Procurement	✓		
22	Public Defender	✓	✓	
23	Public Works	✓	✓	
24	Solicitor	✓	✓	✓
25	Transportation	✓	✓	✓
26	Watershed Management	✓	✓	✓
	Total	20	19	11

Source: Prepared by auditors based on position data provided by departments

Of the departments that offered telework arrangements to some or all employees, there was not a consistent ratio of in-office staff to remote and/or hybrid staff. This can be attributed to the type of work each department is doing and their associated teleworking limitations. Some departments indicated that the ability to telework depends on how much of their work is customer-facing.

Exhibit 3 shows the percentage of employees who worked in-person, remote, or hybrid schedules, as of September 2024.

Exhibit 3: Telework Usage Varies Across Departments



Source: Developed by auditors based on September 2024 citywide position report and teleworking position classification.

Telework Offers Both Advantages and Disadvantages

SHRM (Society for Human Resource Management) and the Indeed career platform have several career guide articles discussing the benefits and challenges associated with telework arrangements. SHRM cited survey results from Gallup, which found that flexible scheduling plays a role in

an employee's decision to take or leave a job, and BetterUp, which found that the time and expense of the commute was a challenge for a majority of respondents. For example, limiting the amount of time spent commuting each week enables teleworkers to avoid work delays, which in turn, can improve productivity and decrease stress. This can also enhance teleworkers' savings by reducing commuting expenses and have a positive environmental impact. Furthermore, teleworking can empower employees to improve productivity and work-life balance and cultivate a healthier lifestyle.

However, these articles also note that the opposite can also be true; employees may encounter more distractions that decrease their productivity and may have a worse work-life balance from the reduced separation between their professional responsibilities and personal life. SHRM noted that some organizations use a model of concentrative versus collaborative work, which identifies what types of work are best conducted alone or best tackled as meetings or group projects. Additionally, frequent teleworking can make it challenging for employees to build social networks, collaborate and provide feedback on work processes, and have access to needed information for their tasks. Ultimately, the benefits and challenges that can be associated with telework are determined by individual employees and how suited they are to the remote environment.

Audit Objectives

This report addresses the following objectives:

- Does the City of Atlanta have standardized guidelines for teleworking?
- How has the City of Atlanta implemented telework?
    - What are the benefits and challenges of teleworking?
    - How do departments ensure that teleworking doesn't interfere with service delivery?

Scope and Methodology

We conducted this audit in accordance with generally accepted government auditing standards. We reviewed the city's telework policy, departments' internal procedures for teleworking, and position report data from February 2020 and September 2024. City Council is not in our audit scope.

Our audit methods included:

- reviewing the City of Atlanta's telework policy and telework agreement to understand standards for telework within the city
- interviewing department staff to understand telework arrangements in each department
- reviewing position report data from February 2020 and September 2024 to understand staffing level changes
- conducting a citywide survey to gather and analyze feedback from city staff regarding hybrid and remote work
- comparing the City of Atlanta's telework policy to policies of cities of similar population to determine if gaps exist
- reviewing audits from other municipalities to understand the impacts of teleworking
- researching guidance to determine best practices to manage teleworking arrangements and return-to-office mandates
- analyzing employee zip code data to understand potential commuting requirements for city employees
- obtaining and analyzing employee data from each department to determine how many employees work hybrid, remote, or in-person schedules
- reviewing departments' internal procedures to determine compliance with the city's telework policy

Generally accepted government auditing standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Findings and Analysis

City's Telework Policy Provides Limited Guidance

The city's telework policy and telework agreement broadly describe expectations for compliance with city policies and procedures, but the intent is to allow departments the discretion to set telework expectations specific to the needs of each department. This results in varied teleworking practices across the city. The city's telework policy does not establish criteria for telework eligibility, communication during telework, or how employee performance will be measured. Lack of clear criteria may contribute to some confusion around telework expectations. We reviewed industry best practices regarding telework and also compared the city's telework policy to telework policies from similar sized municipalities. We found that the city's telework policy includes elements of best practices; however, there are some opportunities for improvement to guide implementation across departments, such as criteria for which positions and employees are eligible to telework.

Most departments have unwritten procedures for determining which positions or employees are eligible to telework. A report published by McKinsey and Company, a management consulting firm that provides organizations with benchmarking and insights into performance, discusses the types of positions that have the most potential for telework. Based on interviews with leadership from 26 departments, we found that only 4 had created procedures specific to their departments to administer telework. For example, only AIM (Atlanta Information Management) has developed a rubric for identifying which employees can telework.

Given that departments have discretion in authorizing telework, the city may be administering telework inconsistently across its employees. Without clear standards for implementing remote or hybrid work schedules, staff in similar positions within departments or across departments may not be equally provided with the option to telework. As a result, there may be feelings of social inequity that could affect employee morale and retention.

Several departments told us that teleworking staff had signed telework agreements at the start of the pandemic but could not confirm whether employees hired since then had signed agreements. We reviewed a random sample of personnel files of teleworking employees and found that files for 29 of 50 employees did not contain a signed telework

agreement. Without a common understanding of the city's telework policy or signed telework agreements, departments may face productivity issues, risk of misuse of assets and/or information, or misconduct while teleworking.

We recommend that the commissioner of Human Resources revise the telework policy and provide additional criteria to assist departments in executing telework agreements and ensure performance needs are met.

Gaps in the City's Telework Policy Remain

The city's telework policy designates authority for approval of telework, defines who is an authorized telework employee, and outlines some employee and department expectations for implementing the telework program. SHRM (Society for Human Resource Management) suggests specific elements of best practices to create an effective teleworking program. While the city's telework policy contains several elements of best practices, it does not provide eligibility criteria to help departments determine which positions or employees should telework or guide departments in developing the telework agreement to document performance expectations and requirements specific to each department's needs.

We identified best practices elements for telework policies and agreements based on SHRM guidance (see Appendix D). As shown in Exhibit 4, the city has several of these elements in the telework policy.

Exhibit 4: City's Telework Policy Has Mechanisms to Establish Telework Arrangements

Best Practice Element	Why Important	City's Telework Policy	City's Telework Agreement
Define customer service expectations (i.e., availability, responsiveness, dress code, etc.)	Maintains an efficient and transparent communication process between employees and customers	Not addressed	Requires that employee be available/responsive during normal work hours, and respond to supervisor within 90 minutes
Evaluate telework programs frequently and adjust as necessary	Allows organizations to manage and optimize performance in the remote environment	States that an employee's telework arrangement will be evaluated and re-authorized annually as part of standard job performance review	Requires supervisor to conduct performance evaluations according to the city policy; does not address evaluating telework agreement
Establish point of contact and feedback mechanisms	Establishes expectations for how information and updates regarding telework are communicated	Establishes Department of Human Resources as contact for any questions regarding telework	Designates supervisor or Human Resources as contact for questions about the telework policy or agreement
Require review and signed acknowledgement of policy	Ensures that employees understand the terms of their telework arrangement	Requires employees to review all relevant teleworking city policies, and review and sign the telework agreement	Requires signed acknowledgement from employee for telework agreement terms
Establish IT support and technology/security requirements	Keeps technology effective, efficient, and consistently operating; promotes the security of information for teleworkers	Requires teleworking employees to use all electronic and technology resources in compliance with the City of Atlanta's "Acceptable Use of Assets Policy"	Provides AIMNOW IT Self-Service Portal for service needs; requires compliance with city policy to protect equipment and sensitive information

Source: Prepared by auditors based on review of telework best practices and city's telework policy and agreement

We also compared the city's telework policy against the telework policies for eight similar-sized municipalities. We reached out to request telework policies from nine cities whose populations were within 50,000 people above and below Atlanta's estimated population:

- City of Baltimore, Maryland
- City of Milwaukee, Wisconsin
- City of Albuquerque, New Mexico
- City of Sacramento, California
- City of Colorado Springs, Colorado
- City of Omaha, Nebraska
- City of Raleigh, North Carolina

- City of Virginia Beach, Virginia
- City of Miami, Florida

We received telework policies from eight of the nine cities; the City of Miami did not have a telework policy. The City of Baltimore's telework policy appears to contain components of all best practices elements described by SHRM. In addition, its policy designates the roles of "Telework Coordinator" and "Telework Program Manager," to coordinate training, review agreements, and compile metrics to track the effectiveness of telework arrangements. The city could model best practices elements from other cities' telework policies.

We identified some best practices elements which the city could incorporate into its telework policy and agreement to ensure that departments clarify performance expectations for employees who telework (see Exhibit 5). These elements focus on defining which employees are eligible to telework, explaining work hours when teleworking, and clarifying how in-office workspace will be assigned. The best practices also suggest developing opportunities to build teams and connect employees who are teleworking.

Exhibit 5: City's Telework Policy Could Clarify Performance Expectations

Best Practice Element	Why Important	City's Telework Policy	City's Telework Agreement
Define working hours & develop a team schedule and system that is consistent with the needs of the organization	Clarifies what hours employees are expected to work; working hours may depend on the organization's structure	Defines telework schedule to include hours of work, cadence of communication, check-in times, full telework each workday, multiple days of telework per week	Unable to determine hybrid or remote teleworking schedules because some responses were not in standard format
Create opportunities for in-person gatherings & define benefits of remote work	Builds a sense of teamwork and loyalty that can motivate productivity; remote workers may experience loneliness	Not addressed	Not addressed
Develop shared space protocols	Clarifies how workspaces may be assigned when employees need to work in person	Not addressed	Not addressed
Define eligibility for telework	Helps departments determine which activities can be performed remotely and which employees meet performance requirements remotely	Not addressed	Not addressed

Source: Prepared by auditors based on review of telework best practices and city's telework policy and agreement

To standardize telework implementation across departments, we recommend that the Commissioner of Human Resources revise the city's telework policy to include a requirement that departments using telework must develop procedures that specify the following:

- employee eligibility for telework
- organization-wide working hours
- customer service expectations
- shared space protocols
- clearly defined objectives and performance indicators
- in-person teambuilding opportunities

Most Departments Do Not Have Written Procedures to Implement the City's Telework Policy

Departments may be unable to determine whether telework affects service delivery because they lack the measures to assess productivity. According to Human Resources staff, departments may amend the

telework agreement to meet department-specific performance expectations; however, this may not be clear to departments because signed telework agreements mirrored the expectations described in the telework policy. Only a four departments (AIM, City Auditor, Inspector General, and Parks and Recreation) developed supplemental telework guidance that reference operational needs, business continuity, and performance expectations.

Determining telework eligibility is a critical consideration in administering telework. A 2020 report published by McKinsey & Company determined that staff who worked with information had the highest potential for remote work. We found the city's teleworkers fall within all EEO-4 (equal employment opportunity reporting) job categories; however, three categories: officials and administrators; professionals; and administrative support have the highest percentages of teleworkers. The term "EEO-4" refers to the U.S. Equal Employment Opportunity Commission's EEOC Form 164, which is a workforce report that state and local governments must submit under section 709(c) of Title VII of the Civil Rights Act of 1964.

Leadership of most departments do not believe that telework has affected service delivery. The city's telework policy expectations statement requires departments to "develop a plan for employees to remotely achieve their job roles and responsibilities." We interviewed leaders in 26 of the city's 27 departments to understand whether they permit and how they manage teleworking. Some departments told us that they do not offer telework schedules to employees who work face-to-face with customers. For example, the Department of Finance's customer service staff are available in person to take payments from customers. Law, City Planning, AIM, and the City Auditor's Office leadership believe there may be internal and external service delivery effects, particularly in dealing with partner agencies, but are unsure if this is due to teleworking or from another issue, such as understaffing or performance. As of September 2024, only about 21% of city employees worked a remote or hybrid schedule.

The city's telework policy provides some definitions, but implementation is left up to the departments. According to the city's telework policy, department leadership and employees are expected to develop a plan for teleworking. Expectations for telework should be defined and documented with a formal telework agreement; however, we found that 16 of 19 departments that provide telework schedules do not have documented procedures for implementing telework.

The city's telework policy states that employees' telework status should be evaluated as a part of their standard job performance and

teleworking authorization should be determined annually. Human Resources staff also told us that the telework agreement should be re-signed annually, however, this requirement is not stated in the agreement. SHRM recommends departments consider how telework will affect performance and the way work is assessed when developing a telework policy.

Four departments (AIM, City Auditor, Inspector General, and Parks and Recreation) have documented internal procedures for teleworking. AIM has the most robust telework policy.

1. AIM created an addendum regarding parking at the Government Center Parking Deck, subsidized parking cards, and required shared workspaces when employees need to perform work on-site. The department measures service delivery performance through surveys from customers. To assess telework eligibility by employee and position, AIM developed a rubric to assess the responsibilities of each employee based on two tiers—the first with four criteria and the second based on manager input.
    a. Each employee is graded one through five for each of the four criteria in tier one, with one meaning "absolutely no need or benefit to on-site performance" and five meaning "must be on-site to perform." Employees with a total score between 4 and 10 can perform their jobs from home, 11 through 15 can work in a hybrid arrangement, and 16 or more should be on-site. Criteria for the first tier include:
        i. Deliverable type: the extent to which deliverables of this position are heavily reliant on or influenced by on-site factors
        ii. Partner engagement: the degree to which partners can be engaged and effectively served on site versus off-site
        iii. Proficiency: the degree to which the functions of the class can be performed on-site versus off-site efficiently and effectively
        iv. Mayoral compliance (resumption of work): the degree to which the classification qualifies under the mayoral guidance for operational departments for enhanced in-person operation for 75% of public-facing activities

    b. AIM's second tier of the rubric considers customer support sensitivity or the degree to which clients specifically supported by this individual require in-person support, rated on a scale from low, medium, or high. Employees are also assessed on whether or not their performance is satisfactory. Based on all

these factors, managers determine the recommended number of days in the office for each staff member.

Human Resources could model telework eligibility on AIM's assessment of its employees and positions. We recommend that the Commissioner of Human Resources work with departments to develop telework eligibility criteria for staff in accordance with the City of Atlanta Telework Policy.

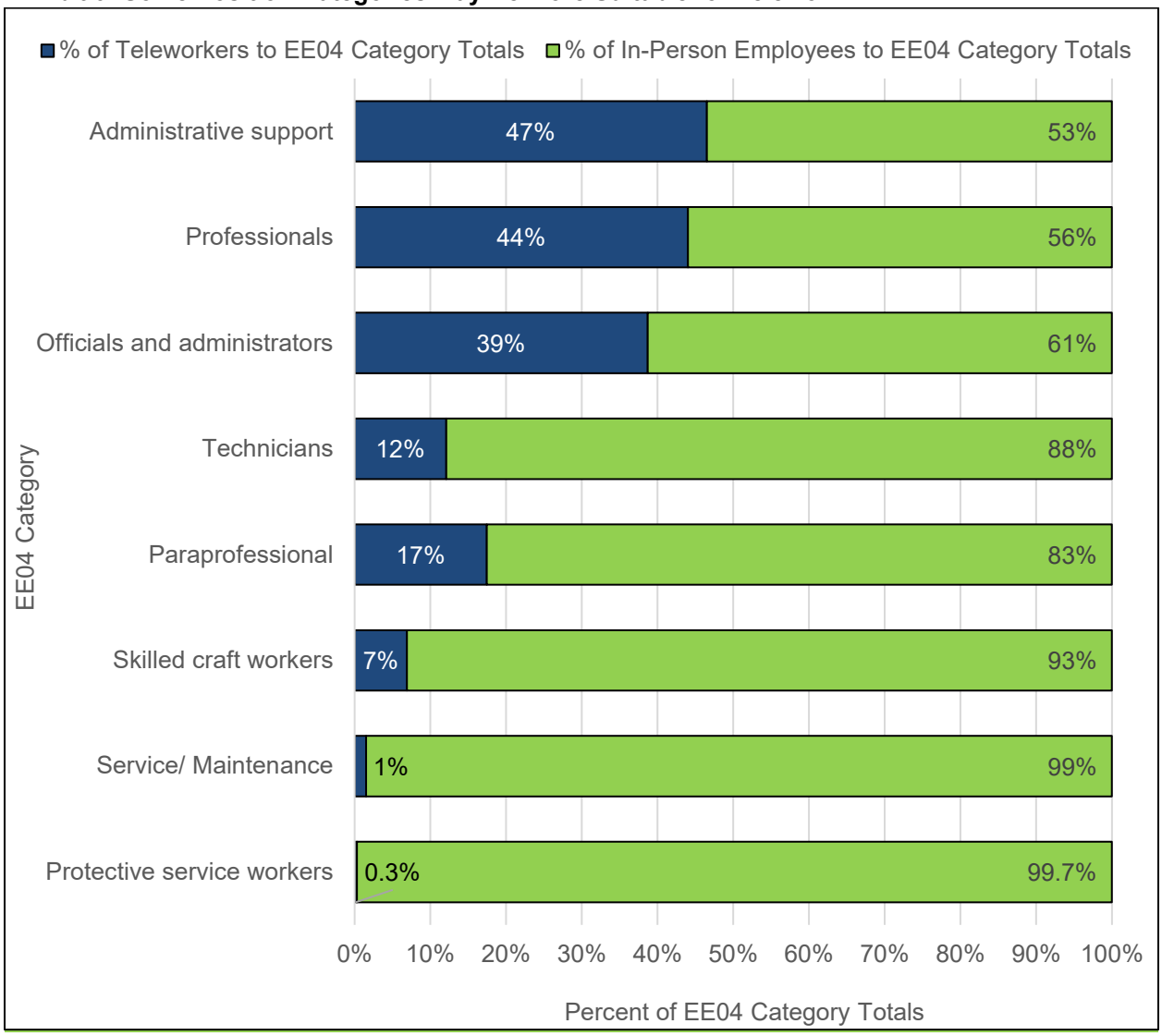
How departments determine telework eligibility is **not fully defined.** According to the city's telework policy, not all positions are suitable for teleworking. Although most departments do not have written eligibility standards, the majority report that they limit employee telework eligibility to those who do not provide direct field services. These departments require customer-facing and direct field services employees to work in person and allow some employees in administrative roles to telework.

To better understand what types of positions are working remote or hybrid schedules, we reviewed the city's EEO-4 position categories listed on the citywide position report from September 2024 of each in-person, hybrid, and remote employee as reported by the surveyed departments. The eight position categories are established and defined by the federal Equal Employment Opportunity Commission as:

1. **Officials and administrators**—positions responsible for setting and executing broad policies or directing department or phases of operations
2. **Professionals**—positions that require specialized knowledge
3. **Paraprofessionals**—positions that perform some professional or technician duties, require less training or knowledge
4. **Protective service workers**—positions with public safety, security, and protection from destructive forces
5. **Skilled craft workers**—positions that require special manual skills and knowledge of processes
6. **Service/maintenance**—positions responsible for comfort, convenience, hygiene or safety of the general public or upkeep and care of public buildings, facilities or grounds of public property
7. **Technicians**—positions that require scientific or technical knowledge and manual skill
8. **Administrative support** (including clerical and sales)—positions responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork

Exhibit 6 shows that the officials and administrators, professionals, and administrative support position categories have a higher percentage of remote workers.

Exhibit 6: Some Position Categories May Be More Suitable for Telework



Source: Prepared by auditors using department telework data and position report as of September 2024

According to the "What's Next for Remote Work" report published by McKinsey & Company, a management consulting firm, the potential for remote work relies on the nature of the occupation and tasks required within the role. Through an analysis of 2,000 tasks, 800 jobs, and nine countries in 2020, the McKinsey report assessed the possibility of various work activities being performed remotely.

The report stated that tasks that can be performed remotely include:

- answering telephones to direct calls
- estimating building costs
- making travel arrangements
- testing software performance

Tasks that cannot be performed remotely include:

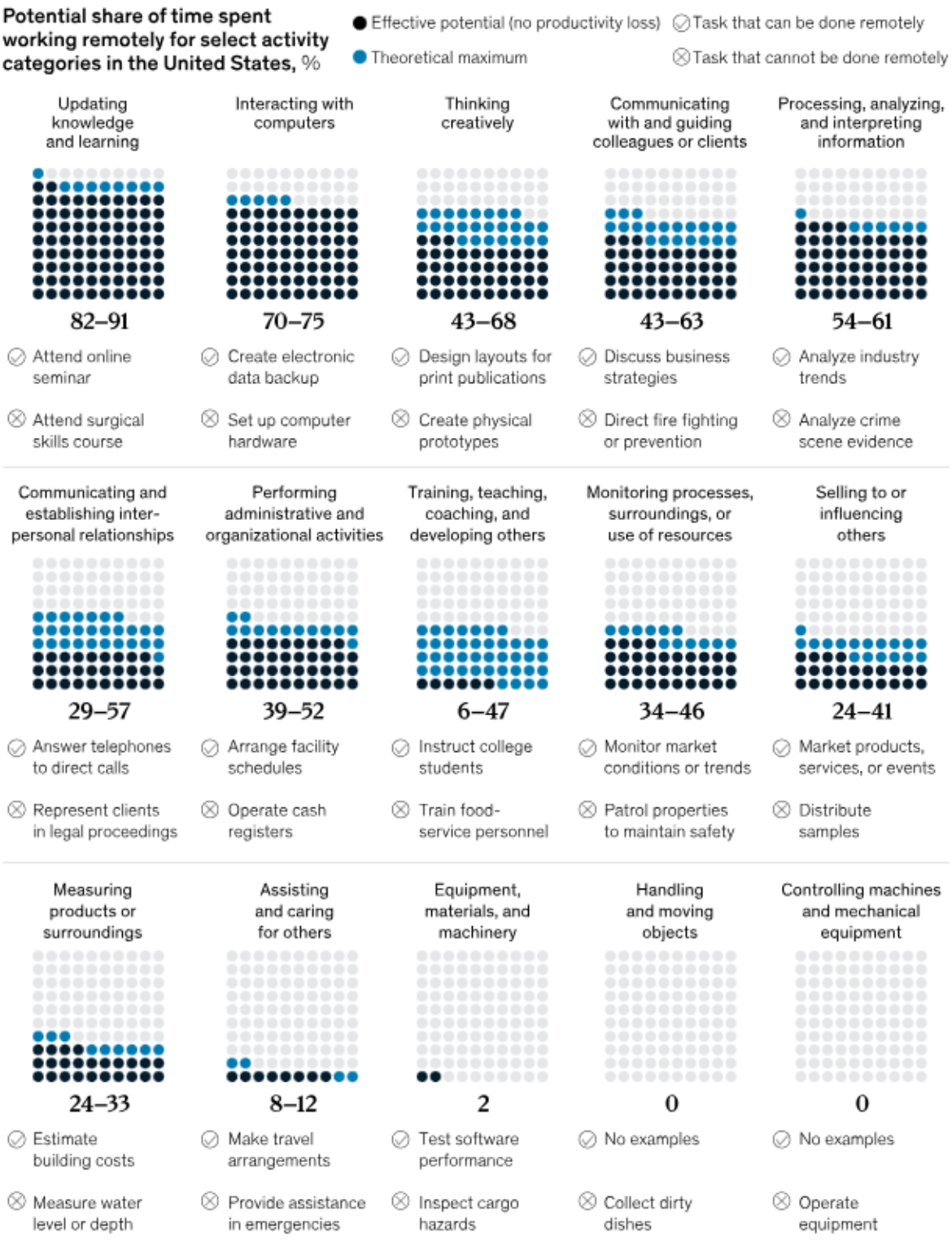
- property and facilities maintenance
- garbage collection
- watershed infrastructure repairs
- building inspections

Telework eligibility can also be assessed by determining whether a task requires an employee to be physically present on-site or use specific machinery or equipment. The McKinsey report found that many physical or manual activities, and tasks that require fixed equipment use, cannot be done remotely. Another consideration is whether a task *should* be conducted remotely, even if it can be. Some tasks, although able to be carried out in a remote setting, are better served in-person, according to the report. These tasks can include:

- providing advice and feedback
- building customer and colleague relationships
- onboarding new employees
- negotiating and making critical decisions
- work that benefits from collaboration

As illustrated in Exhibit 7, the McKinsey report highlights activities with the highest potential for remote work, which include updating knowledge and learning, interacting with computers, and processing, analyzing, and interpreting information.

Exhibit 7: Some Activities Have Higher Potential for Remote Work Than Others



Source: McKinsey & Company, McKinsey Global Institute, published on Mckinsey.com November 23, 2020

Not All Teleworking Staff Have a Signed Telework Agreement in Oracle

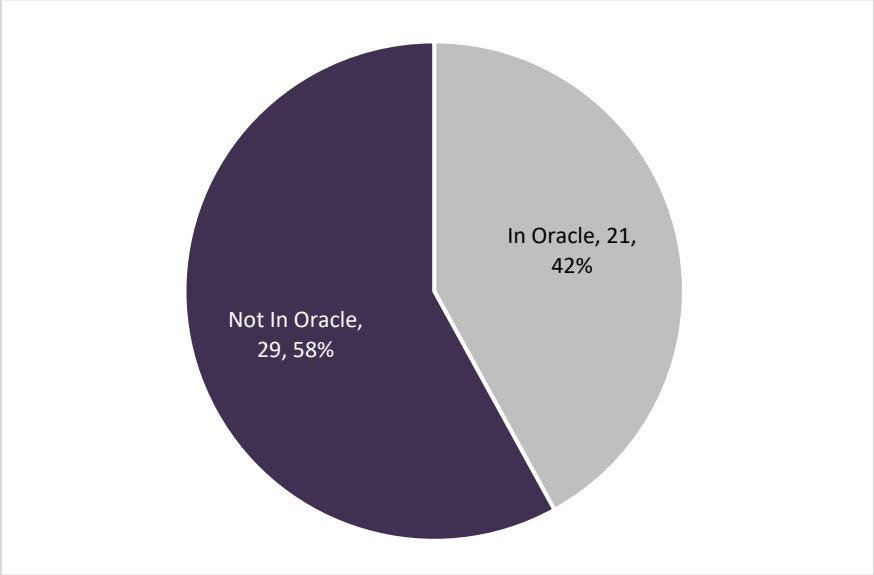
Departments have not consistently followed the telework policy's requirement that teleworking employees must sign the telework agreement. Leaders in some of the departments we interviewed could not confirm that all of their remote or hybrid employees had signed a telework agreement. We also found that Human Resources had not uploaded a signed telework agreement to all of the personnel files in a random sample of teleworking employees.

We randomly selected 50 employees of 1,447 who were identified as working a remote or hybrid schedule to confirm whether they had a signed telework agreement in their Oracle personnel files. We found that less than half (21 of 50) of personnel records in our sample contained a copy of a signed telework agreement (see Exhibit 8). Human Resources updated the telework policy effective January 1, 2024; however, we found no signed agreements for any of five teleworking employees who were hired after January 1, 2024.

Oracle is the repository of employee information. Our sample was drawn from employees in the 13 departments that had provided telework confirmation as of November 8, 2024, and included employees from:

- Customer Service
- Executive Offices
- Finance
- Grants and Community Development
- Law
- Parks
- Planning
- Public Works
- Watershed Management
- Solicitor's Office

Exhibit 8: Personnel Records Indicate Missing Telework Agreements in Oracle



Source: Prepared by auditors based on a sample of Oracle data

Human Resources leaders should communicate with employees what is expected of them and invest in training employees and leaders on how to make remote work successful. To ensure that department leaders and employees conduct regular reviews of the telework agreement, we recommend that the Commissioner of Human Resources develop a process for annual re-certification of telework agreements.

In order to ensure that telework continues to meet its purpose, we also recommend that the Human Resources Commissioner work with departments to track and provide teleworking data, and report at least annually to City Council on:

- The number of employees working hybrid/remote/in-person
- Employee job classifications
- Data on successes and challenges

Telework Provides Benefits to the Workforce

Several departments told us that the ability to work remotely has allowed the city to be a competitive employer. Departments have taken advantage of the remote work environment by recruiting for hard-to-fill positions beyond the metropolitan area in various towns around Georgia and outside Georgia. The ability to telework appears to be important to city employees. In our survey of city employees, although most of the 1,421 respondents stated they didn't believe there were barriers to coming into the office for two to three days per week, about 40% of respondents said they would seek other employment if not

permitted to telework at least some of the time. Employees reported barriers to coming into the office, such as transportation issues, including commute, distance, traffic, vehicle and public transit issues. City leadership expressed some concern about the effect employee telework has had on small businesses. In addition to remote work benefits, the McKinsey report recognizes the impact of remote work on the economy, such as reduced demand for office real estate, gasoline and auto sales, and foot traffic restaurants and retail in urban centers.

As a result of increased staffing, some city departments have expanded beyond their physical office space, which has impacted their ability to conduct work in-person. Not all departments have funding to renovate their office areas to increase workspaces. Lack of dedicated workspace can affect staff productivity and morale. Several departments also noted that limited free or subsidized parking at city facilities is a concern for employees if there is a requirement to return to in-person work.

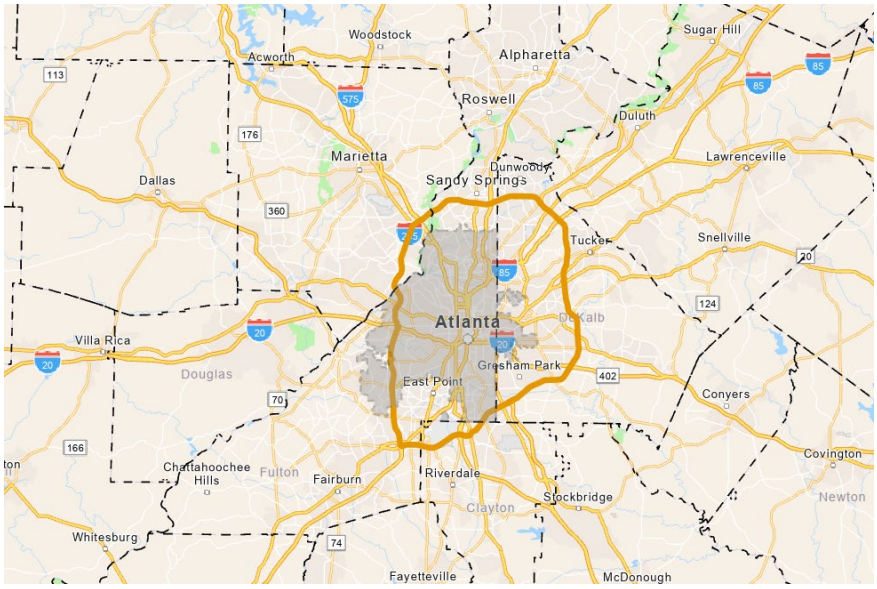
Telework Expands Recruitment Efforts and May Improve Retention

Most city employees do not live within City of Atlanta limits. The option to telework may appeal to employees who would have long commutes. Several departments told us that hybrid work arrangements allow departments to retain and recruit staff. For example, due to the specialized nature of the department's work, Grants and Community Development has had difficulty hiring employees, which put the department at risk of losing federal funding. Additionally, Planning also told us that during the pandemic the department was very short-staffed, which caused a crisis situation.

More than half of city employees have addresses outside the of the I-285 highway perimeter around the city. According to the U.S. Office of Management and Budget, the Atlanta metropolitan statistical area comprises 29 counties. We analyzed employee zip code data, excluding post office box zip codes, to understand whether long-distance commuting could be a factor in city employees' preference for telework. This employee data is based on the self-reported employee addresses found in Oracle. No departments have all employees live within city limits.

Only about 26% of employees have zip codes within the City of Atlanta city limits. Exhibit 9 shows the boundaries of the Atlanta city limits, Interstate 285, also known as the "perimeter", and surrounding metro Atlanta counties. The City of Atlanta is located within Fulton and DeKalb counties.

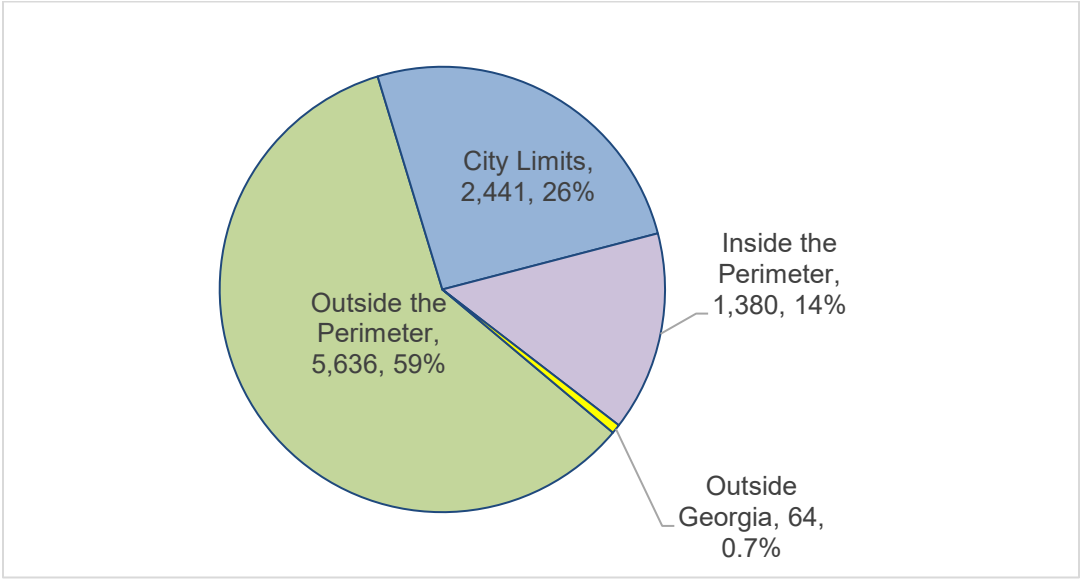
Exhibit 9: Majority of the City is Inside the Perimeter



Source: Prepared by Transportation staff

About 59% of employees live in metro Atlanta outside of the - Interstate 285 perimeter, or "OTP" (outside the perimeter), which means that commuting issues impact most employees. We also identified a small number (64) of employees with zip codes outside of the state, across 22 states. Exhibit 10 shows the breakdown of employee zip code locations.

Exhibit 10: Most City Employees Have Zip Codes Outside City Limits



Source: Prepared by auditors based on Oracle data

Returning to the Office May Pose Challenges for Some Departments

Some departments expressed concerns that there may not be enough office space to accommodate all workers if directed to return in person fully. In addition, staff conveyed concern about the quality of the spaces they would have to occupy. For example, Planning described shuffling employees between conference rooms and hallways. DEAM staff told us that renovated workspaces have been smaller to allow for an increased number of staff in some departments. Some departments may not have funding to complete renovations and office buildouts to accommodate all staff. As a result, some departments have had to adjust to hybrid schedules to allow some employees to share workspaces in the office.

Departments told us that there is not enough subsidized parking to accommodate all city employees. A lack of adequate subsidized parking may create an additional financial burden for employees, which may deter potential new employees and cause current employees to seek other employment. AIM leadership told us that the daily parking cost is a pain point when recruiting new staff. The Solicitor's Office stated that remote work is beneficial for staff because parking at City Hall would add about $150 per month to employee costs. They also told us that it would be a critical issue to force people back to the office without accommodating for the cost of parking.

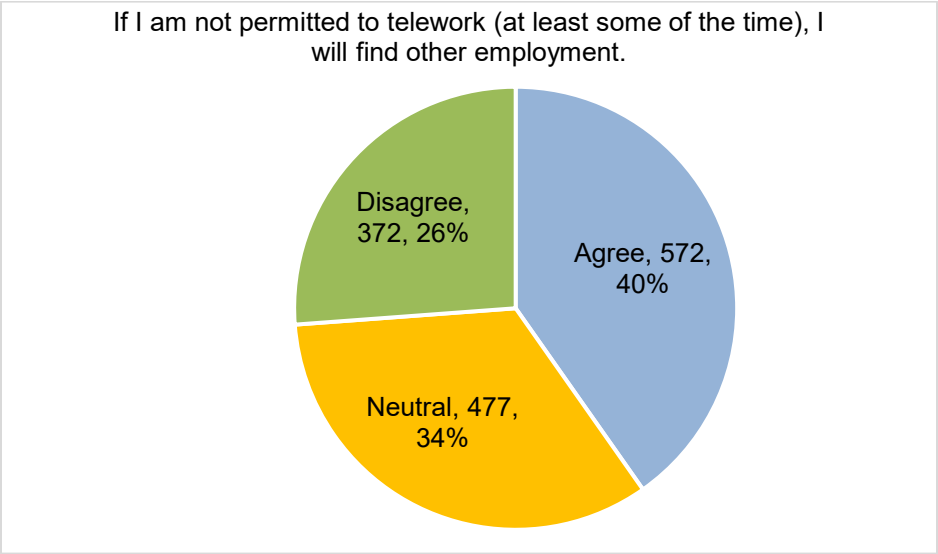
Most Survey Respondents are Satisfied with Telework

We conducted a citywide survey to understand employee attitudes toward teleworking arrangements and returning to the office. The survey captured employee responses between October 14, 2024, and October 28, 2024 and asked the following questions:

1. What department do you work for?
2. How long have you worked for the City of Atlanta?
3. Given my current duties, I believe that some or all of my work can be successfully conducted remotely.
4. If I am not permitted to telework (at least some of the time), I will find other employment.
5. Are there any barriers to you coming in to the office at least part-time (2-3 days per week)?
6. If yes, please explain:
7. I have looked for another job in the past year.
8. If yes, why?

Based on survey responses, about 40% of respondents (572 of 1,421) agreed that they would seek other employment if not permitted to telework at least some of the time (see Exhibit 11).

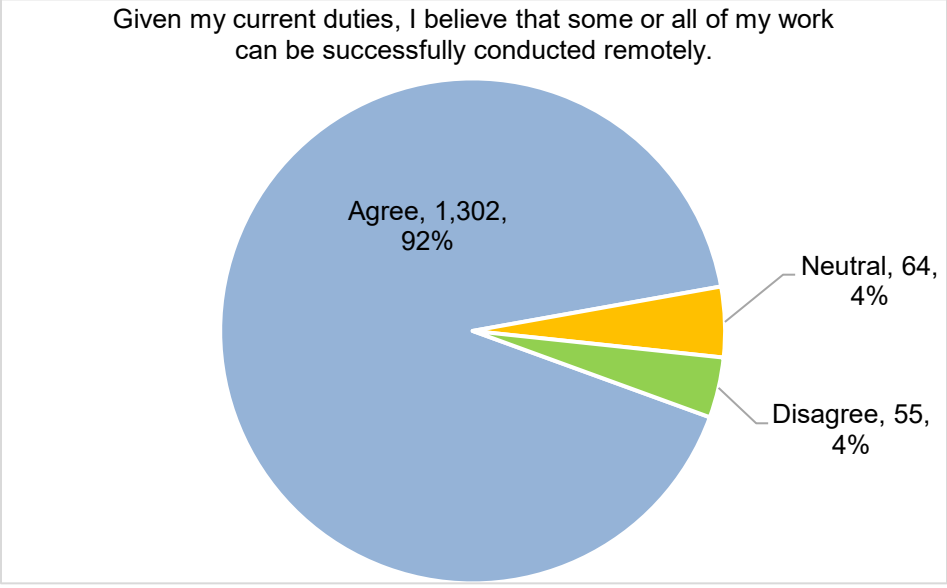
Exhibit 11: About 40% of Respondents Would Consider Other Employment



Source: Prepared by auditors based on survey data

We received survey responses from 1,421 participants in all 27 departments. Appendix E shows the survey questions and results. The majority of respondents believe their work can be completed remotely, as shown in Exhibit 12. About 92% (1,302 of 1,421) of respondents agreed that some or all of their work can be performed remotely.

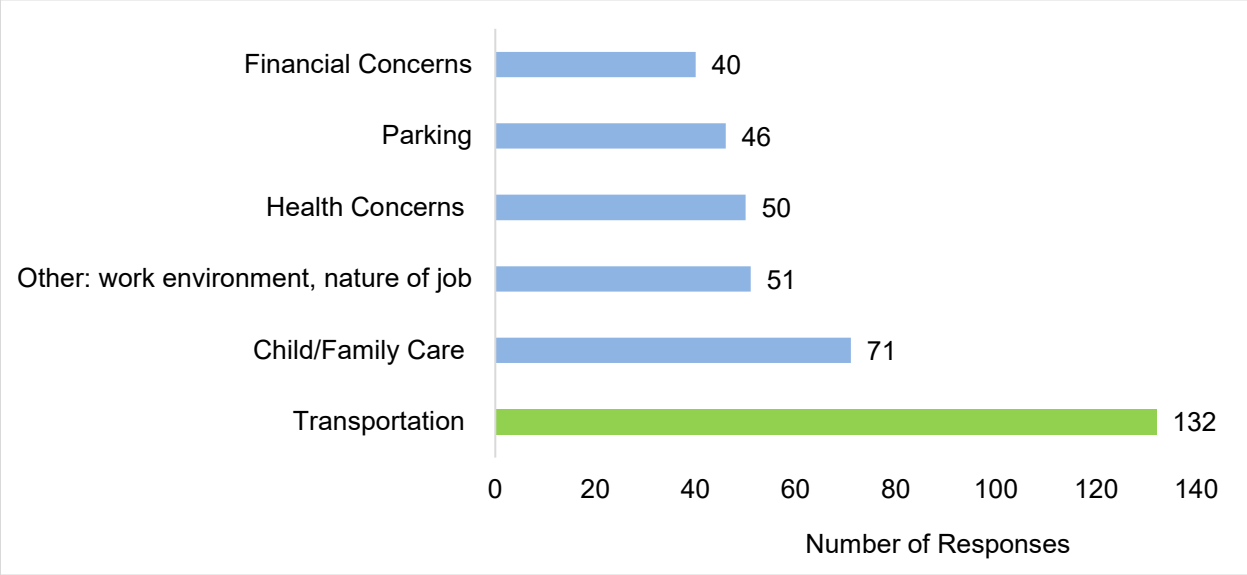
Exhibit 12: Most Respondents Believe Work Can Be Conducted Remotely



Source: Prepared by auditors based on survey data

The majority of respondents do not believe there are barriers to coming into the office for two to three days per week. About 20% (288 of 1,421) of respondents agreed that there are barriers to coming into the office. Many respondents noted multiple barriers, with about 34% (132 of 390) of these responses describing transportation issues, such as traffic, commute, distance, or personal/public transit (see Exhibit 13).

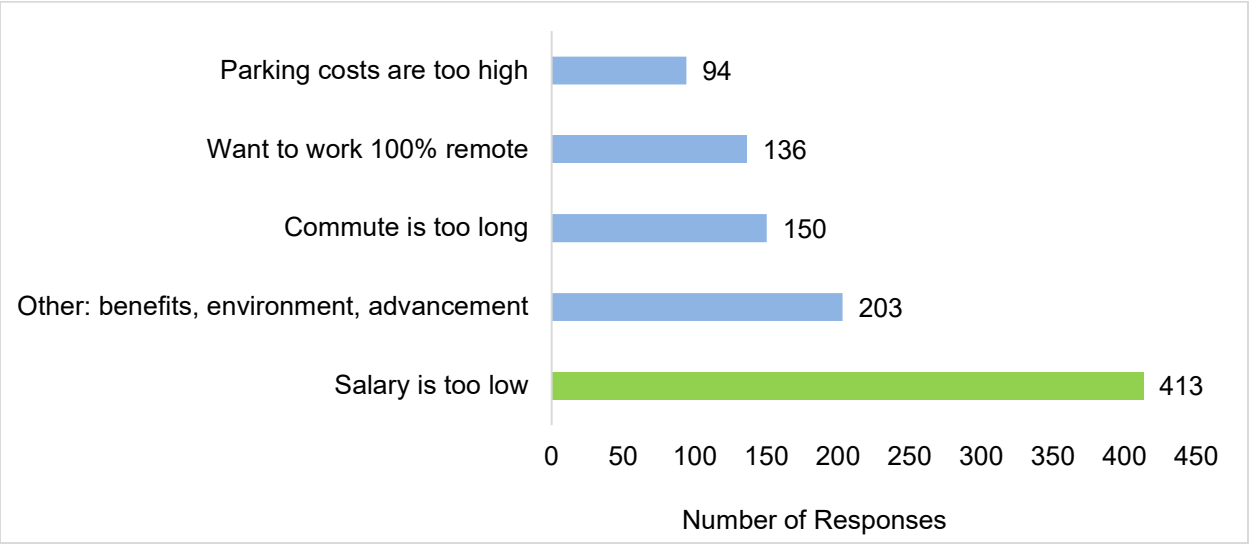
Exhibit 13: About 34% of Responses Included Transportation as a Barrier



Source: Prepared by auditors based on survey responses

We noted that 768 respondents (about 54%) looked for a job within the past year. The option to telework may help the city remain competitive for employee retention. Of these responses, many respondents noted multiple factors that caused them to seek other employment. As shown in Exhibit 14, about 42% of those responses included low salary as a reason.

Exhibit 14: About 42% of Responses Included Salary as a Factor in Seeking Employment



Source: Prepared by auditors based on survey responses

Recommendations

In order to ensure that telework is administered according to the telework policy, the commissioner of human resources should:

1. revise the city's telework policy to include a requirement that departments using telework must develop procedures that specify the following:
    a. organization-wide working hours
    b. eligibility criteria
    c. customer service expectations
    d. shared space protocols
    e. defined objectives and performance indicators
    f. maintenance of company culture, including opportunities for in-person gatherings and benefits and privileges associated with telework
2. work with departments to develop telework eligibility criteria for staff in accordance with the City of Atlanta Telework Policy
3. develop a process for annual re-certification of telework agreements
4. work with departments to track and provide teleworking data, and report at least annually to City Council on:
    - the number of staff working hybrid, remote, or in-person
    - employee job classifications
    - data on successes and challenges

Appendices

Appendix A: Management Review and Response to Audit Recommendations

Report # 24.11	Report Title: Service Delivery and Remote Work	Date: April 2025

Recommendation #1:

We recommend the Human Resources commissioner revise the city's telework policy to include a requirement that departments using telework must develop procedures that specify the following:

a. organization-wide working hours
b. eligibility criteria
c. customer service expectations
d. shared space protocols
e. defined objectives and performance indicators
f. maintenance of company culture, including opportunities for in-person gatherings and benefits and privileges associated with telework

Risk Category:	Recommendation Priority:	Auditee Response:
Service Delivery	Low	Agree

Related Finding(s):

1. Most departments do not have written procedures to implement the city's telework policy, which has resulted in varied teleworking practices across the city.

Proposed Action:	Current Status:
The Commissioner of Human Resources will work with the department s to draft department-specific telework policies that align with the overall COA Telework Policy.	Not Started
Business Owner: Jennifer Hicks, Kimberly Finley, & April Weekes	**Estimated Implementation Date (M/Y):** July 2025

Additional Comments:

Recommendation #2: We recommend the Human Resources commissioner work with departments to develop telework eligibility criteria for staff in accordance with the City of Atlanta Telework Policy.		
Risk Category: Service Delivery	**Recommendation Priority:** Low	**Auditee Response:** Agree
Related Finding(s): 1. How departments determine telework eligibility is not fully defined. Most departments do not have written eligibility standards.		
Proposed Action: HR's Organizational Development Director will take lead on developing the criteria and assisting departments in tailoring their policies accordingly.		**Current Status:** Not Started
Business Owner: Darrilynn Poindexter		**Estimated Implementation Date (M/Y):** July 2025
Additional Comments:		

Recommendation #3: We recommend the Human Resources commissioner develop a process for annual re-certification of telework agreements.		
Risk Category: Information Systems	**Recommendation Priority:** Low	**Auditee Response:** Agree
Related Finding(s): 1. Departments have not consistently followed the telework policy's requirement that teleworking employees must sign the telework agreement. We found that less than half (21 of 50) of personnel records in our sample contained a copy of a signed telework agreement.		
Proposed Action: HR's Organizational Development Division will also oversee the creatin of the recertification process and ensure that the necessary forms are accessible to all employees.		**Current Status:** Not Started
Business Owner: Darrilynn Poindexter & Joi Hall		**Estimated Implementation Date (M/Y):** July 2025
Additional Comments:		

Recommendation #4:

We recommend the Human Resources commissioner work with departments to track and provide teleworking data, and report at least annually to City Council on:

- the number of staff working hybrid, remote, or in-person
- employee job classifications
- data on successes and challenges

Risk Category:	**Recommendation Priority:**	**Auditee Response:**
Service Delivery	Low	Agree

Related Finding(s):

1. Departments may be unable to determine whether telework affects service delivery because they lack the measures to assess productivity. We only found four departments developed supplemental telework guidance that reference operational needs, business continuity, and performance expectations.

Proposed Action:	**Current Status:**
HR will provide updates and analysis on telework trends and challenges and will report out during our quarterly presentation. Additionally, Organizational Development will track key metrics and performance indicators related to telework, ensuring that we monitor progress and identify areas for improvement.	Not Started
Business Owner: Darrilynn Poindexter & Calvin Blackburn III	**Estimated Implementation Date (M/Y):** July 2025

Additional Comments: First Quarterly Presentation to provide data will be calendar year 2026.

Appendix B: Telework Policy and Agreement

	CITY OF ATLANTA Department of Human Resources	*Control ID*	OPAP – 01
		Effective Date	January 1, 2024
		Policy Number	HR 03.06
		Revision Date	July 7, 2023
Telework Policy		*Approved By*	DocuSigned by: DC Kollas o/b/o Com TWSmith
		Department Policy Owner	Department of Human Resources

1.0 Policy Statement

1.1. The City of Atlanta (hereinafter the "City") considers teleworking to be a viable, flexible work option when City Departments ("Departments"), City employees ("Employees") and certain job functions are suited to such an arrangement.

1.2. Teleworking may be available if the City determines teleworking to be the most efficient mode of operation for specific departments, employees or job positions. Additionally, the City may allow telework due to emergency or exigent circumstances.

1.3. This policy is not intended as a contract and does not provide any legal advice or rights. If a discrepancy exists between this policy and the City of Atlanta code, state law or federal law, such law takes precedence.

1.4. This Policy is not a contract of employment and may not be construed as such. The City will not be held responsible for costs, damages or losses resulting from cessation of participation in the teleworking program.

1.5. As of the effective date of this policy, it shall cancel and supersede all other existing City of Atlanta policies, directives, practices, and procedures with which it conflicts that relate to telework and telework agreements.

2.0 Purpose

2.1. The purpose of this policy is to:

A. Determine the eligibility requirements of each Employee to be authorized for telework and establish the process for implementation of this Telework Policy, and the related Telework Agreement.

B. Establish the City's expectations and requirements related to working and conducting the City's business remotely.

C. Provide guidance for the use of City resources and assets outside of City facilities for telework assignments.

D. Offer instruction to City Departments and members of the City's management team on how to administer and manage the Telework Policy and the Telework Agreement.

3.0 Applicability and Scope

3.1. Not all positions are suitable for teleworking. All positions selected for teleworking must be approved by the Employee's Leadership, HR Director, and the HR Commissioner or their designee.

3.2. Employees will be designated as Telework Employees upon the signing of an approved Telework Agreement.

3.3. During certain emergency, exigent or special circumstance the City may require that all employees, except for those employees identified as essential under the circumstance, work remotely for a period until such emergency, exigent or special circumstance has ended.

3.4. Employees *requesting* a formal teleworking assignment under the City's Optional Telework program must be employed with the City of Atlanta for continuous, regular employment for a period of at least 90 days.

4.0 Definitions

4.1. Directed Telework Program ("DTP"): When the City directs all or some employees to telework based on City operational needs, or emergency, exigent or special circumstances. DTP may include long-term or short-term telework requirements. DTP is not voluntary and may be terminated by the City at any time.

4.2. Optional Telework Program ("OTP"): When an employee (or a specific department's leadership) requests, and is authorized by their leadership, to telework. OTP may include working from home for a short-term project or on a formal, set schedule working away from the office. OTP is voluntary and may be terminated at any time, by either the Employee or the City and subject to approval by the DHR Commissioner or their designee.

4.3. Telework Agreement: A formal agreement between a Telework Employee and the City of Atlanta which directs how the employee will work from another location. This document considers the Telework Employee's workday, the cadence of required communication between the Telework Employee and supervisor and any other necessary work requirements.

4.4. Telework Employee: A City employee that has been authorized to telework and who has executed a Telework Agreement.

4.5. Telework Schedule: The telework schedule to which an employee is assigned during teleworking and includes how the employee shall typically perform their work. (e.g. hours of work, cadence of communication, check-in times, full telework each workday,

multiple days of telework per week, etc.) This assignment may be changed to meet departmental needs.

4.6. Teleworking: A viable and flexible work option for the City to allow its employees to work from another location when a mutually beneficial situation exists.

5.0 Expectations for Telework

5.1. The employee and their department leadership team shall develop a plan for the employee to remotely achieve their job roles and responsibilities.

5.2. The employee and the leadership of their department, with the guidance of the Department of Human Resources, will evaluate the suitability of a telework arrangement.

5.3. The employee and the leadership of their department shall define the expectations of telework and document those requirements with a formal Telework Agreement.

5.4. The Telework Employee will execute a Telework Agreement.

5.5. The Telework Employee and the department will determine the equipment distribution to the employee and review the importance of a physical workspace that considers guidelines to support Employee's health and safety while working remotely.

5.6. An employee's telework status will be evaluated as part of their standard job performance review and authorization to telework will be an annual determination.

5.7. The City may terminate any Directed Telework Program with reasonable notice. The decision to terminate may be based on business decisions, including the resolution of any emergency, and shall include a plan to transition back to in-facility work.

5.8. Telework Employee Expectations

A. Employees will manage any City assets and resources available to them in an appropriate and responsible manner. This includes the City's electronic information, data and technology resources in compliance with City of Atlanta's "Acceptable Use of Assets Policy".

B. Employee must review and understand all City policies relevant to teleworking and discuss any questions with the Department of Human Resources.

C. Employee must review and sign a Telework Agreement and adhere to their department's job performance expectations.

D. Employee should not use personal equipment for City business, unless approved in writing by the Chief Technology Officer in the Department of Atlanta Information Management ("AIM"). If use of employee's personal equipment has been approved for teleworking purposes, such use must be in accordance with the Acceptable Use of Assets Policy. In such cases, Employees will continue to be responsible for the maintenance of their personal equipment. Employees can access their email through

cloud-based Office365 and may review emails through that access, but may not download, save or store City information on non-City issued devices.

E. Employees must comply with all City policies and procedures designed to protect City information, including information that is confidential, private, personal, or otherwise sensitive. The City is subject to the Open Records Act, O.G.C.A. Sections 50-18-70et seq., however the release of information related to that Act is conducted through a City designated process in compliance with the Act.

F. Any City-owned or provided materials taken off City premises should be kept in the Employee's designated work area and not be made accessible to others.

G. Employee has the responsibility to determine any income tax implications of maintaining a home office area. The employee must determine any tax or legal implications under IRS, state and local government laws, and/or restrictions of working out of the home-based office. Responsibility for fulfilling all obligations in this area rests solely with the Employee.

H. It shall be the responsibility of the employee to notify their direct leadership team or Human Resources Business Partner of any issues, concerns or needs experienced while teleworking

5.9. Department Expectations

A. Department Leadership shall be responsible, in their role as an Employee, to follow all Employee Responsibilities above.

B. Any City leader that has a direct report who is authorized to telework is required to adhere to their leadership role. This includes reviewing the Telework Employee's job duties, performance expectations and Telework Agreement with that employee.

C. The Department will determine the success of the telework arrangement by evaluating the Employee, including their demonstration of satisfactory behavior, attendance (availability) and performance.

D. Department leadership shall meet with telework employees to review telework agreements annually during the first month of the fiscal year (July).

E. Department leadership shall review telework agreements when an employee moves into a new position to determine if the telework agreement is still beneficial for the new position and the employee.

F. Department leadership shall provide thirty (30) days' notice of a change to a regular or long-term teleworking arrangement. This notice is to accommodate commuting, childcare and other issues that may arise from the termination of a teleworking arrangement. However, there may be instances when notice is not possible.

	CITY OF ATLANTA **Department of Human Resources**	*Policy Name:*	*City of Atlanta Telework Policy*
		Department Policy Owner	*Department of Human Resources*
		Department:	
		Office:	
		Employee Name:	

Telework Authorization & Agreement

The City of Atlanta (hereinafter the "City") considers teleworking to be a viable, flexible work option when both the employee and the job are suited to such an arrangement. Teleworking, or working from another location such as home or an office close to home, is an assignment that the City may choose to make available to some City employees ("Employees") when a mutually beneficial situation exists, or may require for all Employees for a period of time due to emergency or exigent circumstances impacting the City or City employees. It is not an employee benefit, but rather an alternative method of meeting the needs of the employer. Conditions for teleworking are agreed upon by the teleworker and teleworker supervisor in accordance with the City of Atlanta Telework Policy effective _____ (the "Telework Policy" or the "Policy").

In accordance with the City of Atlanta's Telework Policy, this Telework Authorization and Agreement (the "Telework Agreement" or the "Agreement") for the _____ ("Department") sets forth the expectations, directions and guidelines for the Department's Employees and their respective supervisor/manager in establishing the terms of each employee's eligibility and responsibilities for teleworking during the period set forth in this Agreement. This Agreement does not supersede any requirements of the Telework Policy.

☐ **Optional Telework**

This Telework Agreement is for an Optional Telework assignment offered by the City of Atlanta due to a mutually beneficial situation. This Telework Agreement is subject to the needs of the Department and the City, accordingly there may be times that the Employee may be required to physically come into the office or facility at the request of a supervisor to conduct City business.

☐ **Directed Telework**

This Telework Agreement is for a Directed Telework assignment required by the City of Atlanta as a result of [a business operational decision, an emergency situation, or exigent circumstances]. This requirement for Directed Telework is due to the following emergency:

Like much of the world, the United States, the State of Georgia and the City of Atlanta are responding to an outbreak of respiratory disease caused by a novel coronavirus names

"SARS-CoV-2" and the disease it causes named "coronavirus disease 2019" (abbreviated "COVID-19"). The President of the United States announced a national emergency in response to this COVID-19 pandemic, the Governor of the State of Georgia signed a public health state of emergency, and the Mayor of the City of Atlanta declared there to be an emergency in existence within the City of Atlanta. These various federal, state and city emergency orders have been extended in whole or in part multiple times. Accordingly, as of March 13, 2020, the City of Atlanta initiated a citywide telework exercise which continues to date and until further notice due to the COVID-19 pandemic emergency. This Telework Agreement is subject to the needs of the Department and the City, accordingly there may be times that the Employee will be required to physically come into the office or a facility at the request of a supervisor to conduct City business.

[Intentionally left blank]

I. EMPLOYEE INFORMATION

Name	
Employee Number	
Network ID	
Job Title and Office	
Normal Work Hours	
Primary Remote Working Address	
Communication Method (phone, email, etc.)	
Phone Number Where Employee Can Be Reached While Teleworking	
COA Email Address Where Employee Can Be Reached While Teleworking	

II. EMPLOYEE ACKNOWLEDGEMENTS

Initials	
	I can perform the essential functions of my position remotely using City-issued equipment and previously approved access or I understand my remote work responsibilities until such time as the City provides me with City-issued equipment and remote access.
	I have read, understand, and agree to comply with the Telework Policy and the Acceptable Use of Assets Policy. I have received a copy of the policies and agree to abide by their guidelines as a condition of my employment and my continuing employment with the City of Atlanta.
	I acknowledge and agree that I must continue to comply with all City of Atlanta policies and Department procedures.
	I acknowledge that this Agreement may be terminated at any time at the request of the Department head or an authorized designee.
	I acknowledge and agree that I am responsible for maintaining the safety and security of City equipment and supplies while teleworking and I agree that I alone will use the City equipment and supplies provided to me for City business and that

	I will not disclose or share my sign-in/log-in information with anyone else in accordance with City policy.
	I acknowledge and agree that I must comply with all procedures designed to protect sensitive City information, including information that is confidential, private, personal, or otherwise sensitive while teleworking.
	I acknowledge and agree that I must comply with all City procedures regarding saving information in OneDrive or other appropriate shared locations, and not saving information to private or personal devices and locations, which may subject those devices to open records requests.
	I acknowledge that it is my responsibility to set up my designated workspace in a manner that considers health and safety guidelines to support my own health and safety workplace needs.
	I acknowledge that I must comply with the City's rules with respect to work injuries as indicated in the City's Employee Handbook and that the City's workers compensation medical panel will still apply to me in accordance with the City's rules.
	I acknowledge that I must continue to adhere to the performance expectations of the Department and will continue to have regular performance evaluations.
	I acknowledge that, from time to time, my supervisor or Department head may require that I physically come into the office and/or other facility to conduct City business.
	I will be available and responsive by phone (at the telephone number listed in this Agreement) and/or e-mail during my normal work hours, and I will respond to any attempted communication from my supervisor within 90 minutes.
	I will utilize the AIMNOW IT Self-Service Portal at https://aimatlanta.service-now.com/sp if I should have service requirements for my COA computers or other digital equipment.
	I agree to discuss any questions I may have regarding this Telework Policy or this Agreement with my supervisor or with the Department of Human Resources.
	I have discussed the terms of this Agreement with my supervisor, and I agree to comply with all acknowledgements, terms, and conditions in the Agreement.

Please select one of the following telework options below to identify your current work model:

☐ **Hybrid** work is a blend of designated days where team members work in-office and remotely.

☐ **Home-based** work is where team members work solely remotely/off city premises.

Employee Name _____

Signature _____

Date _____

III. SUPERVISOR/MANAGER AGREEMENT

Initials	
	I have determined that this employee can perform the essential functions of their position remotely using City-issued equipment and previously approved access and I authorize this employee to work remotely.
	I have read the Telework Policy, reviewed this Agreement with the employee, and understand that I am responsible for enforcing this Agreement in accordance with the terms of the Telework Policy.
	I acknowledge and agree that I must continue to comply with all the City of Atlanta policies and Department procedures.
	I understand that this Agreement is valid only for the purposes described above and may be terminated, extended, or amended at any time by the Department head or an authorized designee. I also understand that it is my responsibility to review and communicate explicitly regarding extensions, amendments, or termination of this Agreement.
	I understand that it is my responsibility to establish, communicate, track, and record expectations for the employee and conduct regular performance evaluations in accordance with City policy.
	I understand that it is my responsibility to record any changes in the employee's eligibility; report and noncompliance on the part of the employee on any additional agreed upon terms; and to report these events to my reporting authority and/or the Department of Human Resources.
	I have discussed this Authorization and Agreement with the employee. I agree to uphold all terms and conditions applicable to supervisor/manager in this Agreement.

Supervisor/Manager Name _____

Signature _____

Date _____

Department Head/Commissioner _____

Signature _____

Date _____

Appendix C: Sample Telework Performance Log

Telework Performance Log

MANAGER SECTION	
EMPLOYEE NAME:	
JOB TITLE:	
DEPARTMENT NAME:	
MANAGER:	
WORK PERIOD:	

ASSIGNMENT	STATUS	PRIORITY

EMPLOYEE SECTION		
TIME	**TASK**	**NOTES**
MONDAY		
7:00 AM		
8:00 AM		
9:00 AM		
10:00 AM		
11:00 AM		
12:00 PM		
1:00 PM		
2:00 PM		
3:00 PM		
4:00 PM		
5:00 PM		
6:00 PM		
7:00 PM		

Note: The employee section (i.e., time, task, notes) is repeated for each day of the business week (ex: Monday-Friday).

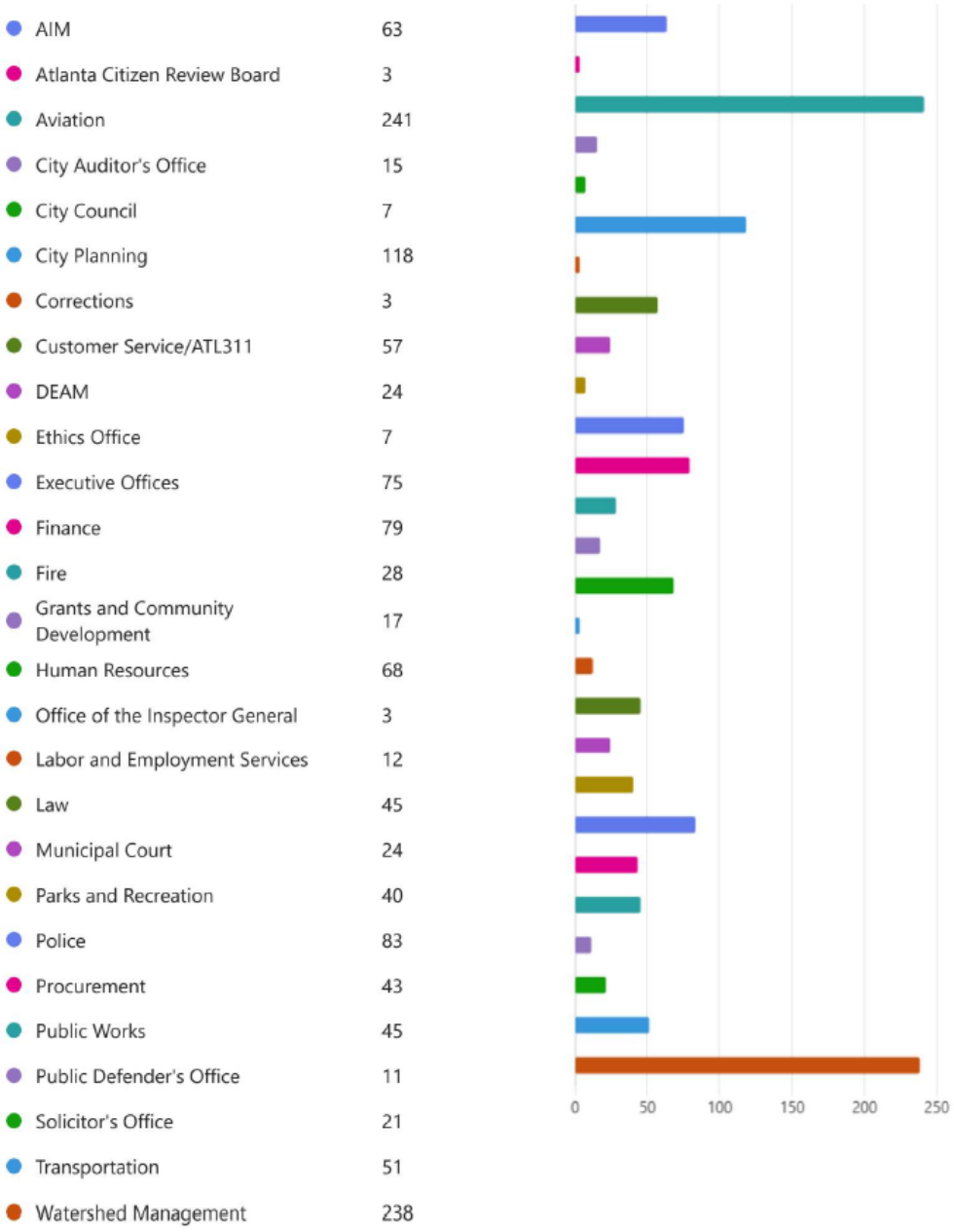
Appendix D: Telework Policy Best Practices Elements

Best Practices	City of Atlanta	City of Baltimore	City of Milwaukee	City of Albuquerque	City of Sacramento	City of Omaha	City of Colorado Springs	City of Raleigh	City of Virginia Beach
Create telework policy collaboratively & address any questions	X	X	X	X	X		X	X	X
Define working hours & develop a team schedule and system that is consistent with the needs of the organization		X	X	X	X	X	X	X	
Track hours & establish a virtual presence via instant messaging, status update software, and other transparent communication tools	X	X	X	X	X	X		X	
Define customer service expectations (i.e., availability, responsiveness, dress code, etc.)	X	X	X		X			X	X
Establish IT support and technology/security requirements	X	X	X	X	X	X	X	X	X
Establish trust with check-in mechanisms	X	X	X						
Create opportunities for in-person gatherings & define benefits of remote work		X	X		X			X	
Develop shared space protocols in-office (hoteling)		X							

Best Practices	City of Atlanta	City of Baltimore	City of Milwaukee	City of Albuquerque	City of Sacramento	City of Omaha	City of Colorado Springs	City of Raleigh	City of Virginia Beach
Clearly define objectives and performance indicators that can be tracked		X	X		X	X	X	X	X
Monitor performance measures, such as decreased absenteeism/sick leave and customer satisfaction		X	X		X		X	X	X
Evaluate telework programs frequently and adjust as necessary	X	X	X					X	X
Define eligibility for telework		X	X		X	X	X	X	X
Create an approval process	X	X	X		X	X		X	X
Establish confidentiality requirements regarding sensitive information	X	X	X	X	X	X		X	X
Establish point of contact and feedback mechanism	X	X						X	
Require review and signed acknowledgement of policy	X	X	X					X	

Appendix E: Remote/Hybrid Work Citywide Survey Questions and Results

1. What department do you work for?



2. How long have you worked for the City of Atlanta?

1421
Responses

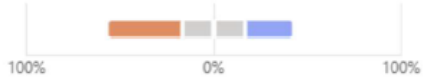
Latest Responses
"9 years"
"19.5 yrs"
"1 year"
...

3. Given my current duties, I believe that some or all of my work can be successfully conducted remotely.

Agree Neutral Disagree

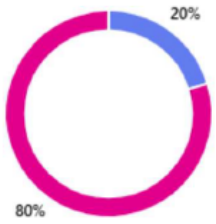
4. If I am not permitted to telework (at least some of the time), I will find other employment.

Agree Neutral Disagree



5. Are there any barriers to you coming in to the office at least part-time (2-3 days per week)?

Yes	288
No	1133



6. If yes, please explain:

1420
Responses

Latest Responses
"N/A"
"N/A"
"Travel distance"
...

7. I have looked for another job in the past year.

Yes	768
No	653

8. If yes, why?

Salary is too low	311
Commute is too long	88
Want to work 100% remote	98
Parking costs are too high	49
Other	875