

HAMILTON @ WORK

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

SEPTEMBER 2021



Hamilton

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1. STRATEGY OVERVIEW

In March 2020, in response to the developing COVID-19 pandemic situation, the City of Hamilton closed municipal facilities and sent many of its employees to work from home where possible. Since that time, approximately 20 per cent of the City's workforce has continued working from home, with essential and public-facing municipal service staff returning to the workplace as services reopened to the public.

Although the City was previously supporting technology and infrastructure for a smaller group of staff to work remotely before the pandemic, we were able to quickly scale up and ensure all 1,800 employees who needed it, had the appropriate equipment and technology to connect and work from home successfully. Fortunately, the City had been piloting more flexible work arrangements and considering future workplace strategies since long before COVID-19. As one of Hamilton-Niagara's Top Regional Employers for 2021, the City of Hamilton understands the importance of keeping up with employment trends to attract and retain the best and brightest candidates so we are able to deliver superior public service to the residents of Hamilton.

As we look ahead toward our recovery from the COVID-19 pandemic, the City is planning to bring these more flexible work arrangements into practice across our organization.

Hamilton@Work is the City's plan for how and where our employees will work going forward. It is a tailored approach for the City of Hamilton that is aligned with our commitment to be an inclusive, empowering and equitable employer.

Hamilton@Work considers new ways of working, a changed work culture, how and where our employees are most productive, ongoing health and safety factors, evolved business needs, and the environmental advantages available to us by encouraging our workforce to carry on in the new and different ways we have been working through the pandemic.

Continuing to creatively provide services to our residents throughout the pandemic has demonstrated that our staff are able to be productive and effective while working in different environments – Hamilton@Work was created to recognize and advance this progress.

Providing more flexible work options is certainly a trend among top employers in Ontario and beyond, and the Hamilton@Work strategy not only helps to make the City of Hamilton an employer of choice, it also contributes to our commitment to service excellence for our residents.

Hamilton@Work provides a summary and links to detailed policies and procedures related to how municipal staff will work going forward. It also provides information about plans for returning City staff

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

to municipal workplaces and setting up staff for success in long term work from home and hybrid work models.

Throughout the pandemic, the health and safety of City employees and residents visiting municipal facilities has remained a top priority for the City of Hamilton. As we begin to bring more people back into our facilities, our policies and procedures around cleaning, physical distancing, hand hygiene, health screening, personal protective equipment and communication are essential as we remain focused on ensuring we limit the spread of COVID-19 in our workspaces. These health and safety guidelines, combined with the [Mandatory COVID-19 Vaccination Verification Policy](#) for all municipal employees, are important pieces of our COVID-19 recovery at the City of Hamilton.

Together, staff mobilization and adherence to public health guidelines has protected our friends, neighbours and loved ones. As we emerge from the pandemic stronger and more resilient than ever before, we will carry forward the lessons learned and use them to enhance employee flexibility in ways we had not previously considered.

As we continue in our COVID-19 recovery efforts, the City will take advice from the Province of Ontario as it relates to the pandemic and any guidance or restrictions for workplaces. Additionally, the City will monitor ongoing discussions and trends related to workplaces and employment in Ontario and beyond.

OUR GUIDING PRINCIPLES

The City has developed a series of Guiding Principles that have supported the development of Hamilton@Work and the efforts to imagine our future workplace. These principles are rooted in the City's vision, mission, strategic priorities and cultural values.

CULTURE

A positive workplace culture improves teamwork, raises the morale, increases productivity and efficiency, and enhances attraction and retention of the workforce. Therefore, we will continue to embrace, leverage and grow our shared culture values of collective ownership, steadfast integrity, sensational service, courageous change and engaged empowered employees as individuals and an organization to shape how we get work done, where we get work done, and how we think about our work in order to produce high quality results.



CLEAN & GREEN

The City of Hamilton aims to be an environmentally sustainable workplace where we take a leadership role and operate in a sustainable manner. Therefore, we are environmentally conscious and make decisions on how we operate that are focused on reducing waste and our carbon footprint. We leverage technology in order to automate and modernize work processes and practices that advance the programs and services delivered to our communities.

BUSINESS CONTINUITY / OPERATIONAL SERVICE EXCELLENCE

We strive to continue to provide services to citizens at the highest level. It is essential to assess any work model relative to the ability to maintain business continuity and service excellence. A successful assessment will consider new technologies and processes that support an efficient and modern mobile and/or remote workforce while maintaining the same or higher levels of service.

TALENT / PEOPLE

Our People are key to the City's success. The modern workplace has evolved and changed. In a competitive job market, providing a flexible workplace models will set the City apart and support attraction and retention of talented, dedicated employees looking for work-life balance and flexibility. Within the global category of Our People, we must consider the health, safety and psychological well-being of staff working on or off-site. Leaders must be clear in their expectations on conduct, service levels, performance and deliverables regardless of physical work location.

FINANCIAL

We ensure corporate strategies are in place to support the cost-efficient and financially-effective delivery of City services. Decision making and workplace governance is based on how best we can continue to meet the needs of our community. Therefore, implementing changes to shift our workplace model will be planned, thoughtful and gradual. Change will be funded by existing budgets or, where it makes sense, we will request increases to allotted budgets and will slowly work towards fully implementing our desired workplace model over time.

MODERNIZATION

We are a dynamic, improvement-focused organization that has continuously adapted and evolved. As we transition to our new work environment, we must continue to embrace this growth-focused approach and address and review processes, technology, asset management, service delivery, facilities allocation and existing framework from a modernization perspective, and plan for the future of our work.

CHANGE MANAGEMENT

We implement new working models to help sustain our future workplace, while ensuring a healthy, safe and productive workforce. We will provide necessary flexibility to accommodate differences and recognize that work is evolutionary and dynamic. We are committed to helping staff transition through these significant changes and challenges while planning for the future of our work and workplace. To ensure our success we will have frequent, open and transparent communications with staff and ensure meaningful feedback mechanisms are put in place so that we can adapt and enhance our work practices along the way.

2. HAMILTON@WORK MODELS

The City of Hamilton's future workforce is comprised of four main work models. Each employee will fall into one of the following four work models:

OFFICE EMPLOYEES	HOME EMPLOYEES	HYBRID EMPLOYEES	MOBILE & FRONTLINE EMPLOYEES
Employees who work from a municipal office or workplace 100% of the time.	Employees who work from their home space 100% of the time.	Employees who split their work hours between a City office building and their home work space.	Employees who work from a City vehicle or other mobile location some or all of the time.

To help determine which work model an employee or group of employees fall into, leaders will use the established **Decision Criteria** (Appendix A of Hamilton@Work). Leaders will use this consistent approach in assessing each position that reports to them to determine the work model that the position will be most productive in. Additionally, leaders will also consider if they have the infrastructure and equipment to support employees working in the selected work model.

All employees in the same position / job / role or job function will be in the same work model, save for exceptions.

Decisions around which work model an employee or group of employees will fall into should not be based on the personal preferences or perceptions of individual leaders or employees, and they should not be focused solely on enhancing operational budgets or acquiring additional assets.

In the coming months, leaders are encouraged to conduct regular check-ins with their employees and with other stakeholders to ensure the most effective work model was selected. Leaders should consider:

- If there have been any changes to operational or service delivery needs or priorities
- If there have been any changes to the core job responsibilities or expectations of the role
- If there have been any changes in technology or equipment required to perform the job

The **Decision Criteria** (Appendix A) guides leaders in asking questions about the work employees in the same position / job / role or job function are required to complete. However, at a high level, work model decisions will be made based on:

CORE JOB RESPONSIBILITIES

- Does the work location impact the employee's ability to perform the core roles and responsibilities of their position / job / role or job function?

OPERATIONAL NEEDS AND PRIORITIES

- Can the organization's operational needs and priorities be maintained where an employee is located on a day-to-day basis?

PROGRAM AND SERVICE DELIVERY CONTINUITY

- Is there an impact to municipal program and service delivery if employees are located off site?

BUDGET, TECHNOLOGY & EQUIPMENT CONSIDERATIONS

- Can the City provide the technology and equipment necessary to support the various work models within existing budgets?
- Are additional tools, resources or assets required to support the chosen work model?

PHYSICAL DISTANCING & HOT SPOTS

- Are employees working in the space able to maintain appropriate physical distancing from their colleagues?
- Are there any hot spots in the office space that would make physical distancing challenging?

ADHERENCE TO THE CITY'S POLICIES & PROCEDURES

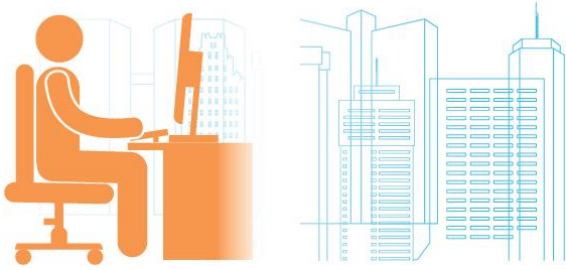
- Can the employee adhere to all of the City's approved policies and procedures in their work location?

INDUSTRY LAWS OR REGULATIONS

- Are there any industry laws or regulations that require employees to work in a specific location?

HEALTH, WELL-BEING AND PRODUCTIVITY

- How is the health, well-being and productivity of employees impacted by their work location?



OFFICE EMPLOYEES

Employees who work from a municipal office or workplace 100% of their time.

OFFICE EMPLOYEES are in positions where the functions and duties of their job can only be performed at a City location.

While some **OFFICE EMPLOYEES** have already returned to a City workplace to support the delivery of public-facing municipal services, some **OFFICE EMPLOYEES** will soon be returning to a City-owned workplace for the first time since March 2020.

As these employees begin to return to municipal workspaces, health and safety considerations are at the forefront. To ensure staff remain protected and potential exposure to COVID-19 is limited, the City has implemented enhanced health and safety controls, combined with detailed policies and procedures, specific to various municipal work environments.

The following pages review the most relevant pandemic-related policies and procedures for **OFFICE EMPLOYEES** and provide a number of key resources as we prepare to return to the office.

Additionally, a high-level summary of the health and safety guidelines for **OFFICE EMPLOYEES** is provided, and outlines the most important aspects related to cleaning, physical distancing, hand hygiene, health screening, personal protective equipment and communication.

For detailed plans on the strategy and schedule for bringing **OFFICE EMPLOYEES** back into municipal workplaces, read through to Section 3 of Hamilton@Work.

Examples of OFFICE EMPLOYEES*

- Counter service staff
- On-site program delivery employees
- Those delivering face-to-face customer service
- Jobs that require specialized equipment

**Final decision based on operational requirements and leader evaluation.*

As OFFICE EMPLOYEES begin to return to municipal workspaces, health and safety considerations are at the forefront.

POLICIES & PROCEDURES FOR OFFICE EMPLOYEES

Vaccinations

- [Mandatory COVID-19 Vaccination Verification Policy](#)

Masks & Personal Protective Equipment

- [Guidance for Use of Personal Protective Equipment](#)
- [Selection and Use of Medical and Non-Medical Masks in Non-Medical Settings](#)
- [When and How to Wear a Medical or Non-Medical Mask - Recommendations for the General Workforce](#)

Information Technology

- [Return of Office Equipment and IT Hardware Procedure](#)
- [Corporate Office Equipment and IT Hardware Return form](#)

Daily Health Screening

- [City of Hamilton Employee Self-Screening Policy](#)
- [Guidelines for Visitor & Client COVID-19 Assessment for Non-Employees](#)

Cleaning, Supplies & Facilities

- [Environmental Cleaning for Workspaces](#)
- [Tools and Equipment Cleaning](#)
- [Supply Depot Ordering](#)
- [Elevator and Stairwell Occupancy Capacity Protocol](#)

Physical Distancing

- [Using Flexible Arrangements in the Workplace for Physical Distancing](#)
- [Facility Modification Request Process](#)

RESOURCES FOR OFFICE EMPLOYEES

Daily Health Screening

- [COVID-19 self-assessment online screening tool](#)
- [COVID-19 self-assessment paper screening tool \(PDF\)](#)

Mental Health & Wellness Resources

- Health Safety & Wellness Team: healthsafetyandwellness@hamilton.ca
- [Employee Wellness Resources](#)
- [Homewood Employee Toolkit](#)
- [Managing Stress and Finding Work-Life Balance](#)
- [ROSA - Rapid Office Strain Assessment Tool](#)

Information Technology Resources

- [General IT Resources](#)
- IT Service Desk:
 - [IT Service Desk Online](#)
 - Email servicedesk@hamilton.ca
 - Call 905-546-4357 or ext. 4357(HELP)

Facilities Resources

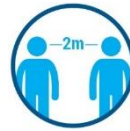
- [General Facilities Resources](#)
- [Facilities Service Centre](#)
- [Directions for Cleaning Acrylic Shields](#)

HEALTH & SAFETY GUIDELINES FOR OFFICE EMPLOYEES



CLEANING

- ☑ Regularly clean and disinfect your own desk, chair, keyboard, mouse, phone and other equipment with the products provided.
- ☑ Ensure high-touch areas like doors, door handles, sinks, counters, fridge handles, etc. are cleaned regularly.
- ☑ Ensure meeting and training rooms are cleaned regularly.



PHYSICAL DISTANCING

- ☑ Maintain physical distance of two metres from others; stay within your own work location where possible.
- ☑ Minimize face-to-face interactions where possible.
- ☑ Work with supervisors to rearrange workstation assignments, leave alternate desks empty to ensure physical distancing.
- ☑ Adhere to signage showing maximum capacities for smaller spaces.



STOP THE SPREAD

- ☑ Practice good hand hygiene by washing with soap and water or using alcohol-based hand sanitizer regularly.
- ☑ Cough or sneeze into your elbow, a tissue or your mask.
- ☑ Stay home if you are sick (consider working from home if possible).
- ☑ Don't share desks, keyboards, phones or other equipment where possible.



HEALTH SCREENING

- ☑ Complete and pass the daily [health self-screening](#) before attending work.
- ☑ Ensure visitors complete the visitor health screening before entering the facility or workplace.



MANDATORY MASKS

- ☑ Wear your mask!
- ☑ You can take your mask off while at your individual workstation as long as you aren't within six feet of other employees and you aren't moving around or interacting with others.
- ☑ Masks aren't required while eating or drinking (but you must keep your distance).



COMMUNICATION

- ☑ Monitor for updates and information about the COVID-19 situation.
- ☑ Follow all posted signage and floor markings.
- ☑ If there is a positive case of COVID-19 confirmed in the workplace, follow the policy for [Responding to Positive COVID-19 Test Results for Employees or Visitors](#).



HOME EMPLOYEES

Employees who work from their home space 100% of the time.

HOME EMPLOYEES are in positions where the functions and duties of their job are performed exclusively from the employee's residence.

HOME EMPLOYEES may be asked to attend the office infrequently for team meetings, in-person training, or other occasional duties requiring in-person attendance.

All employees who are deemed to be in the **HOME EMPLOYEES** work model must adhere to the City of Hamilton's **Working from Home Policy** (update pending).

HOME EMPLOYEES have additional considerations when working from home and are responsible for reviewing and addressing any health and safety concerns in their location. **HOME EMPLOYEES** should follow City-issued guidelines to creating comfortable and ergonomic work spaces in their homes.

The following pages review the most relevant pandemic-related policies and procedures for **HOME EMPLOYEES** and provide a number of key resources that may be helpful to those working in their homes.

Additionally, a high-level summary of the health and safety guidelines for **HOME EMPLOYEES** is provided, and outlines the most important aspects related to cleaning, physical distancing, hand hygiene, health screening, personal protective equipment and communication.

Examples of HOME EMPLOYEES*

- Some administrative positions
- Jobs that don't require face-to-face interactions
- Staff who don't deliver face-to-face customer service
- Some data entry work

**Final decision based on operational requirements and leader evaluation.*

All HOME EMPLOYEES must adhere to the City of Hamilton's Working from Home Policy.

POLICIES & PROCEDURES FOR HOME EMPLOYEES

Working from Home

- Working from Home Policy (update pending)
- [Telecommuting Equipment, Resource, and Workspace Set Up Procedure during COVID 19](#)
- [Office supplies for employees during COVID-19 event](#)

Vaccinations

- [Mandatory COVID-19 Vaccination Verification Policy](#)

RESOURCES FOR HOME EMPLOYEES

Working from Home

- [Ergonomic Tips](#)
- [Working from Home Safety Checklist](#)
- [How to Stay Productive and Motivated at Home](#)
- [Working from Home: Ergonomics for your Body and Mind](#)
- [Video: Home Offices \(Hamilton Reopens\)](#)

Mental Health & Wellness Resources

- Health Safety & Wellness Team: healthsafetyandwellness@hamilton.ca
- [Employee Wellness Resources](#)
- [Homewood Employee Toolkit](#)
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Information Technology Resources

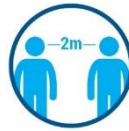
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HEALTH & SAFETY GUIDELINES FOR HOME EMPLOYEES



CLEANING

- ☑ Regularly clean and disinfect your home workspace.
- ☑ Tidy up any hazards and ensure any power cords from your work equipment are out of your way.



PHYSICAL DISTANCING

- ☑ Don't invite other coworkers over to your home office space. If you must have a face-to-face meeting with a colleague, do so in a municipal office space.
- ☑ If you do need to attend a City workspace, be sure to maintain physical distance of two metres from others.



STOP THE SPREAD

- ☑ Practice good hand hygiene by washing with soap and water or using alcohol-based hand sanitizer regularly.
- ☑ Cough or sneeze into your elbow, a tissue or your mask.



HEALTH SCREENING

- ☑ Completing health screening is not required if you are working at home. However if you are coming into a City workspace, you must complete and pass the daily [health self-screening](#) before arriving each day.



MANDATORY MASKS

- ☑ Although you don't need to wear a mask in your home office, if you need to go into the office for a special meeting or in-person training, remember masks are mandatory in many places.
- ☑ If you're in the office, you can take your mask off while at your workstation as long as you aren't within six feet of other employees and you aren't moving around or interacting with others.



COMMUNICATION

- ☑ Monitor for updates and information about the COVID-19 situation.



HYBRID EMPLOYEES

Employees who split their work hours between a City office building and their home work space.

HYBRID EMPLOYEES are in positions where the functions and duties of their job are performed part time in a municipal workplace and part time at the employee's residence.

As an example, **HYBRID EMPLOYEES** could spend two or three days a week in the office and two or three days a week at home.

All employees who are deemed to be in the **HYBRID EMPLOYEES** work model must adhere to the City of Hamilton's Working from Home Policy (update pending) while they are working in their home office. While attending a City-owned workplace, **HYBRID EMPLOYEES** must adhere to all of the health and safety and other policies and procedures relevant to a City workplace.

HYBRID EMPLOYEES require portable technology and equipment that can be easily moved between a home office space and a City-owned office space.

As these employees begin to return to municipal workspaces, health and safety considerations are at the forefront. To ensure staff remain protected and potential exposure to COVID-19 is limited, the City has implemented enhanced health and safety controls, combined with detailed policies and procedures, specific to various municipal work environments.

Examples of HYBRID EMPLOYEES *

- Positions where some duties can be performed from home
- Some Analysts
- Some Project Managers
- Some Planners
- Some administrative work

**Final decision based on operational requirements and leader evaluation.*

**HYBRID
EMPLOYEES**
require portable
technology and
equipment that can
be easily
transported.

The following pages review the most relevant pandemic-related policies and procedures for **HYBRID EMPLOYEES** and provide a number of key resources as we prepare to return to the office.

Additionally, a high-level summary of the health and safety guidelines for **HYBRID EMPLOYEES** is provided, and outlines the most important aspects related to cleaning, physical distancing, hand hygiene, health screening, personal protective equipment and communication.

For detailed plans on the strategy and schedule for bringing **HYBRID EMPLOYEES** back into municipal workplaces, read through to Section 3 of Hamilton@Work.

POLICIES & PROCEDURES FOR HYBRID EMPLOYEES

Vaccinations

- [Mandatory COVID-19 Vaccination Verification Policy](#)

Working from Home

- Working from Home Policy (update pending)
- [Telecommuting Equipment, Resource, and Workspace Set Up Procedure during COVID 19](#)
- [Office supplies for employees during COVID-19 event](#)

Masks & Personal Protective Equipment

- [Guidance for Use of Personal Protective Equipment](#)
- [Selection and Use of Medical and Non-Medical Masks in Non-Medical Settings](#)
- [When and How to Wear a Medical or Non-Medical Mask - Recommendations for the General Workforce](#)

Daily Health Screening

- [City of Hamilton Employee Self-Screening Policy](#)
- [Guidelines for Visitor & Client COVID-19 Assessment for Non-Employees](#)

Cleaning, Supplies & Facilities

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RESOURCES FOR HYBRID EMPLOYEES

Working from Home

- [Working from Home Safety Checklist](#)
- [How to Stay Productive and Motivated at Home](#)
- [Working from Home: Ergonomics for your Body and Mind](#)
- [Video: Home Offices \(Hamilton Reopens\)](#)

Daily Health Screening

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HEALTH & SAFETY GUIDELINES FOR HYBRID EMPLOYEES



CLEANING

- ☑ Regularly clean and disinfect your own desk, chair, keyboard, mouse, phone and other equipment with the products provided.
- ☑ Ensure high-touch areas like doors, door handles, sinks, counters, fridge handles, etc. are cleaned regularly.
- ☑ Ensure meeting and training rooms are cleaned regularly.



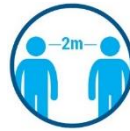
MANDATORY MASKS

- ☑ Although you don't need to wear a mask in your home office, masks are mandatory in many places while in a City workspace.
- ☑ You can take your mask off while at your individual workstation as long as you aren't within six feet of other employees and you aren't moving around or interacting with others.
- ☑ Masks aren't required while eating or drinking (but you must keep your distance).



STOP THE SPREAD

- ☑ Practice good hand hygiene by washing with soap and water or using alcohol-based hand sanitizer regularly.
- ☑ Cough or sneeze into your elbow, a tissue or your mask.
- ☑ Stay home if you are sick (consider working from home if possible).
- ☑ Don't share desks, keyboards, phones or other equipment where possible.



PHYSICAL DISTANCING

- ☑ Maintain physical distance of two metres from others; stay within your own work location where possible.
- ☑ Minimize face-to-face interactions where possible.
- ☑ Work with supervisors to rearrange workstation assignments, leave alternate desks empty to ensure physical distancing.
- ☑ Adhere to signage showing maximum capacities for smaller spaces.



HEALTH SCREENING

- ☑ Completing health screening is not required if you are working at home. If you are coming into a City workspace, you must complete and pass the daily [health self-screening](#) before arriving each day.
- ☑ Ensure visitors complete the visitor health screening before entering the facility or workplace.



COMMUNICATION

- ☑ Monitor for updates and information about the COVID-19 situation.
- ☑ Follow all posted signage and floor markings.
- ☑ If there is a positive case of COVID-19 confirmed in the workplace, follow the policy for [Responding to Positive COVID-19 Test Results for Employees or Visitors](#).



MOBILE & FRONTLINE EMPLOYEES

Employees who work from a City vehicle or other mobile location some or all of the time.

MOBILE & FRONTLINE EMPLOYEES are in positions where the functions and duties of their job require them to be mobile. These employees often provide frontline services and attend multiple locations in a day. They often travel to different worksites and perform work at various locations.

For the most part, **MOBILE & FRONTLINE EMPLOYEES** deliver essential services and have been working in the field for most or all of the pandemic.

To ensure staff remain protected and potential exposure to COVID-19 is limited, the City has implemented enhanced health and safety controls, combined with detailed policies and procedures, specific to various municipal work environments. City staff may also be required to follow site-specific COVID-19 precautions when they enter non-City of Hamilton workplaces as part of their work duties.

The coming pages review the most relevant pandemic-related policies and procedures for **MOBILE & FRONTLINE EMPLOYEES** and provide a number of key resources.

Additionally, a high-level summary of the health and safety guidelines for **MOBILE & FRONTLINE EMPLOYEES** is provided, and outlines the most important aspects related to cleaning, physical distancing, hand hygiene, health screening, personal protective equipment and communication.

Examples of MOBILE & FRONTLINE EMPLOYEES *

- Employees who visit multiple locations during their day
- Roles that are required to travel from site-to-site regularly
- Staff who must attend site visits regularly

**Final decision based on operational requirements and leader evaluation.*

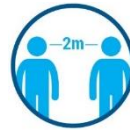
**For the most part,
MOBILE &
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EMPLOYEES deliver
essential services and
have been working in
the field for most or all
of the pandemic.**

HEALTH & SAFETY GUIDELINES FOR MOBILE & FRONTLINE EMPLOYEES



CLEANING

- ☑ Regularly clean and disinfect your own vehicle and equipment.
- ☑ Ensure high-touch areas like doors, door handles, hand tools and other shared equipment are cleaned regularly.



PHYSICAL DISTANCING

- ☑ Maintain physical distance of two metres from others.
- ☑ Minimize face-to-face interactions where possible.
- ☑ Adhere to signage showing maximum capacities for smaller spaces.



STOP THE SPREAD

- ☑ Practice good hand hygiene by washing with soap and water or using alcohol-based hand sanitizer regularly.
- ☑ Cough or sneeze into your elbow, a tissue or your mask.
- ☑ Stay home if you are sick (consider working from home if possible).
- ☑ Don't share equipment with others where possible.



HEALTH SCREENING

- ☑ Complete and pass the daily [health self-screening](#) before attending work.
- ☑ Ensure visitors complete the visitor health screening before entering the facility or workplace.



MANDATORY MASKS

- ☑ Wear your mask!
- ☑ You can take your mask off if you are working alone or aren't moving around or interacting with others and can maintain six feet of distance.
- ☑ Masks are even required outside if you are working within six feet of others.
- ☑ Masks aren't required while eating or drinking (but you must keep your distance).



COMMUNICATION

- ☑ Monitor for updates and information about the COVID-19 situation.
- ☑ Follow all posted signage and floor markings.
- ☑ If there is a positive case of COVID-19 confirmed in the workplace, follow the policy for [Responding to Positive COVID-19 Test Results for Employees or Visitors](#).

POLICIES & PROCEDURES FOR MOBILE & FRONTLINE EMPLOYEES

Vaccinations

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- [City of Hamilton Employee Self-Screening Policy](#)
- [Guidelines for Visitor & Client COVID-19 Assessment for Non-Employees](#)

Cleaning, Supplies & Vehicles

- [Environmental Cleaning for Workspaces](#)
- [Vehicle Cleaning Procedure](#)
- [Tools and Equipment Cleaning](#)
- [Supply Depot Ordering](#)
- [Multi-Occupancy Vehicle Procedure](#)

RESOURCES FOR MOBILE & FRONTLINE EMPLOYEES

Daily Health Screening

- [COVID-19 self-assessment online screening tool](#)
- [COVID-19 self-assessment paper screening tool \(PDF\)](#)

Mental Health & Wellness Resources

- Health Safety & Wellness Team: healthsafetyandwellness@hamilton.ca
- [Employee Wellness Resources](#)
- [Homewood Employee Toolkit](#)
- [Managing Stress and Finding Work-Life Balance](#)

Information Technology Resources

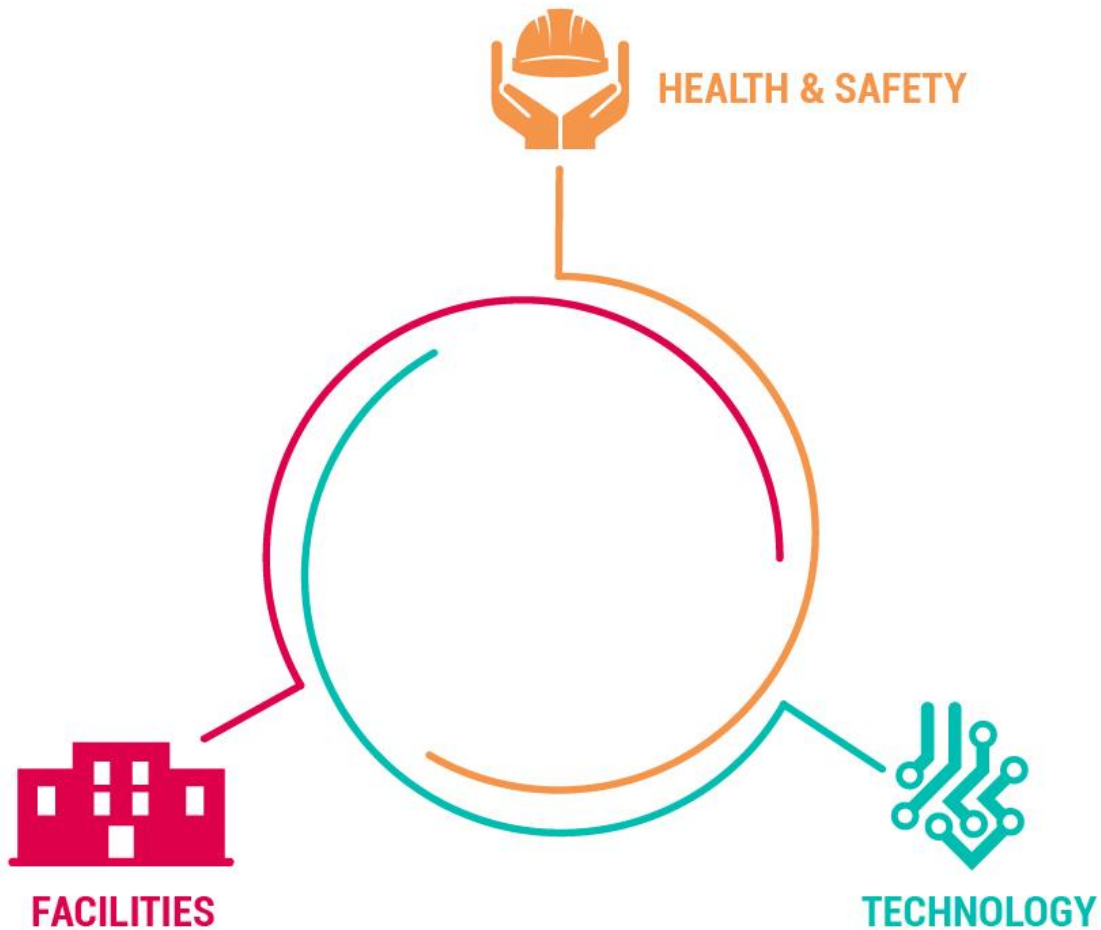
- [General IT Resources](#)
- IT Service Desk:
 - [IT Service Desk Online](#)
 - Email servicedesk@hamilton.ca
 - Call 905-546-4357 or ext. 4357(HELP)

3. RETURN TO THE WORKPLACE STRATEGY

Returning City of Hamilton employees to the workplace is an important step in our COVID-19 recovery efforts. Returning to the workplace will take place using a gradual, safe and measured approach.

Throughout the pandemic, the health and safety of City employees and residents visiting municipal facilities has remained a top priority for the City of Hamilton, and this will continue as we begin to bring **OFFICE EMPLOYEES** and **HYBRID EMPLOYEES** back into City-owned workplaces.

The return to the workplace strategy is guided by the following three key considerations:



HEALTH AND SAFETY

The health and safety of City staff and residents visiting municipal facilities is our top priority. As we begin to bring more people back into City facilities, our policies and procedures around cleaning, physical distancing, hand hygiene, health screening, personal protective equipment and communication are essential as we remain focused on ensuring we limit the spread of COVID-19 in our workspaces.

While City employees must adhere to the [Mandatory COVID-19 Vaccination Verification Policy](#) and complete [daily health screening](#), we must also continue to take additional precautions to ensure staff are able to maintain appropriate physical distancing, are properly wearing masks or other relevant personal protective equipment, have access to hand washing stations or alcohol-based hand sanitizer, and are in a clean and sanitized workspace.

Allowing employees to maintain appropriate physical distancing in indoor workspaces will take various forms, including:

- Ensuring adequate space between work stations.
- Encouraging rotational shifts or start times to limit the number of people in smaller spaces like changerooms.
- Posting capacity limits for smaller spaces, including washrooms, kitchens, meeting rooms, etc.
- Identifying “hot spots” that might create challenges for physical distancing and working with leaders to find solutions.
 - i.e. staff with workstations located within a hot spot might be good candidates for the **HYBRID EMPLOYEES** model, working on an opposite rotation to the neighbouring colleague.
- Making modifications to desks, service counters or office arrangements when necessary.
- Posting signage as reminders for staff to maintain physical distance.
- Completing pre-return inspections with Health, Safety & Wellness staff prior to bringing staff back into municipal facilities.

TECHNOLOGY

Ensuring staff have the appropriate technology and network connection to successfully do their work each day is essential. This is especially important given that, with the four Hamilton@Work work models, not all City staff are located at municipal facilities. Providing seamless IT support, functional equipment and an easy connection into the City's network will allow staff to be productive and efficient at work.

This will take various forms, including:

- Ensuring equipment that was taken home at the start of the pandemic is returned and reconnected properly.
- Assisting in reconnecting technology that may have been sitting idle during the pandemic.
- Testing the health of the network in City facilities that have been closed to ensure returning staff will be able to connect quickly and without issues.
- Ensuring IT support is available either in-person or via the Service Desk on the day **OFFICE EMPLOYEES** and **HYBRID EMPLOYEES** return to their workstations.
- Ensuring **OFFICE EMPLOYEES** can easily connect with **HOME EMPLOYEES** and **HYBRID EMPLOYEES** using the technology or other equipment, such as TV screens and webcams.
- Supporting each division and section in assessing requirements for meeting room technology such as video conferencing or other equipment.

FACILITIES

Ensuring our facilities are properly prepared for the return of **OFFICE EMPLOYEES** and **HYBRID EMPLOYEES** will help to create a seamless transition for those coming back into municipal facilities.

We are taking a number of steps to be certain that municipal facilities and equipment are properly prepared for staff who are returning to the workplace, including:

- Ensuring each office space and workspace has been properly cleaned and sanitized.
- Ensuring washrooms, kitchens, meeting rooms and other shared spaces have been properly cleaned and sanitized.
- Planning for the regular cleaning of workspaces and shared spaces to meet health and safety requirements.
- Conducting pre-return inspections to ensure desks and other office equipment is properly set up to accommodate staff who are returning to the office.

- Installing the appropriate signage and floor markings to remind staff to maintain physical distancing, room capacities, cleaning frequency, and more.
- Performing air filtration system preparations and ensuring HVAC systems are operating properly, where required.

RETURN TO THE WORKPLACE APPROACH

Generally, the return of employees into the workplace will take place by building, including a floor-by-floor approach in buildings with a number of employees. This approach provides for the coordination of resources to ensure the space is ready, and that support is available for locations with a larger number of employees returning.

In prioritizing the locations that would reopen first, the strategy looks at a number of considerations, including:

- Is the building a flagship location for the City of Hamilton?
- Does the building offer essential public services?
- Are there public counters where residents visit to access municipal services?
- Are there spaces that are/can be booked by the public?
- Are there any tenants? Are they providing essential services?
- Was the facility already fully or partially open/occupied?
- How many staff are returning to the space?
- Was the office space newly constructed? Have staff worked there before?
- How much preparation effort is required? Is an inspection required?
- What level of day-of-return support will be required from IT, facilities and the health and safety teams?

4. RETURN TO THE WORKPLACE TIMING

The City's Senior Leadership Team has committed to providing City staff with at least four weeks' notice on return to the workplace timing, wherever possible. However, at this time, a specific date for staff to begin returning to the workplace has not yet been set.

To determine the start date for returning staff to the workplace, the Senior Leadership Team will take advice from our local Medical Officer of Health and will review the COVID-19 situation and variants of our concern in our community. A return start date will be shared with staff with at least four weeks' notice.

Leaders in the organization will be asked to provide a list of which work model each of their employees will belong to. Once the number of **OFFICE EMPLOYEES** and **HYBRID EMPLOYEES** is known for each facility and floor, a detailed return schedule will be published and additional information about return logistics will be available.

All **OFFICE EMPLOYEES** and **HYBRID EMPLOYEES** will be asked to attend the office on their identified return date(s) so that on-site staff can support return efforts where required. Depending on the number of staff returning to a given building or floor, one or more support staff from IT, Facilities or Health Safety & Wellness will be on site.

Appendix A: Decision Criteria

The Decision Criteria is meant to support leaders in making decisions on the most appropriate work model for the employees in their divisions or sections.

All employees in the same position / job / role or job function will be in the same work model, save for exceptions.

OFFICE EMPLOYEES	HOME EMPLOYEES	HYBRID EMPLOYEES	MOBILE & FRONTLINE EMPLOYEES
Employees who work from a municipal office or workplace 100% of the time.	Employees who work from their home space 100% of the time.	Employees who split their work hours between a City office building and their home work space.	Employees who work from a City vehicle or other mobile location some or all of the time.

Decisions around which work model an employee or group of employees should not be based on the personal preferences or perceptions of individual leaders or employees, and they should not be focused on enhancing operational budgets or acquiring additional assets.

Leaders should use the following form and questions to guide discussions with an employee or groups of employees when determining which Hamilton@Work work model best suits their position / job / role or job function.

DECISION & DISCUSSION GUIDE / WORKSHEET

Position / Job / Role:	
Evaluation date:	
Leader:	
Next-Level Leader Sign-Off:	

QUESTIONS

PART ONE: About the employee’s or group of employees’ abilities to perform the core roles and responsibilities of the position / job / role / function:

Question	Discussion Notes / Leader Comments
1. Does this role rely on face-to-face internal/external client/customer interactions?	
2. Does this role rely on systems or special equipment only located on premise at a City of Hamilton work location and/or facility?	

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Question	Discussion Notes / Leader Comments
3. Does this role rely on hardware/software (technology asset) only available on premise at a City of Hamilton location?	
4. Does this role require physically handing-off a portion of work to another individual (paper-based documentation)?	
5. Does this role rely on a vehicle whereby the employee travels or needs to be mobile?	
6. Does this role share responsibilities or functions with multiple other incumbents in the same role or associated role?	
7. Are those in this role required to be accessible during the City of Hamilton's core business hours (10am to 3pm) with flexibility to perform work during standard business hours (8:30am to 4:30pm)?	
8. Does this role lead employees who are predominately OFFICE EMPLOYEES , HOME EMPLOYEES , HYBRID EMPLOYEES or MOBILE & FRONTLINE EMPLOYEES ?	

Question	Discussion Notes / Leader Comments
<p><i>Any additional notes about the employee's or group of employees' abilities to perform the core roles and responsibilities of the position / job / role / function?</i></p>	
<p><i>Based on responses to PART ONE Questions 1 to 8, select the work model this position and all employees in this position can be most productive in:</i></p>	

**OFFICE
EMPLOYEES**

**HOME
EMPLOYEES**

**HYBRID
EMPLOYEES**

**MOBILE &
FRONTLINE
EMPLOYEES**

PART TWO: About the department's, division's or section's ability to support the selected work model:

Question	Discussion Notes / Leader Comments
<p>9. Can we deliver optimal levels of customer service, and maintain business/operational continuity that meets our service and operational requirements while operating in the selected work model?</p>	
<p>10. Can we continue to ensure the safety and wellbeing of Hamilton residents while operating in the selected work model?</p>	

Question	Discussion Notes / Leader Comments
11. Can we preserve and continue to build the trust and confidence of residents while operating in the selected work model?	
12. Can we ensure there will be no negative impacts to program and/or service delivery while operating in the selected work model?	
13. Do we have the appropriate facilities/amenities/City premises to accommodate staff/clients to operate in the selected work model?	
14. Is our facility/workspace set up appropriately to support working in the selected work model? Do we have the appropriate assets, furniture, accommodations etc.?	
15. Do we have the required technology/equipment assets to support the selected work model?	
16. Do we have the budget to support transition to the selected work model now? Will we be able to budget for it in the future?	

COVID-19 RECOVERY:
Future Work Models & Return to the Workplace Strategy

Question	Discussion Notes / Leader Comments
17. Can we comply with all Health, Safety and Wellness protocols while working in the selected work model?	
18. Can we apply this decision criteria in a fair and equitable manner across multi-incumbent roles?	
<i>Any additional notes about the department's, division's or section's ability to support the work model:</i>	
<p>Based on responses to PART TWO Questions 9 to 18, confirm the department's, division's or section's ability to support the selected work model and all employees in the position without impacts to the operation, service excellence and budgets.</p>	

**OFFICE
EMPLOYEES**

**HOME
EMPLOYEES**

**HYBRID
EMPLOYEES**

**MOBILE &
FRONTLINE
EMPLOYEES**

PART THREE: About implementing the selected work model:

Question	Discussion Notes / Leader Comments
19. Have key stakeholders for the position being assessed been consulted to inform the decision made regarding appropriate work model (e.g. employees currently in the position, leaders/employees who regularly interact with the position, clients/customers and/or vendors/contractors etc.)?	
20. Have leaders who oversee similar positions to the one being assessed been consulted to ensure consistency?	
21. Has a communication plan has been developed that identifies who to communicate with, how and when to effectively manage this change?	
22. Have risks in making this change been identified? Are strategies to mitigate risks in place?	
<i>Any additional notes about implementing the selected work model for this position and supporting all employees in the position making the change</i>	

Question	Discussion Notes / Leader Comments
<p>Based on responses to PART THREE Questions 19 to 22, confirm that key stakeholders have been consulted to inform the decision and an appropriate implementation plan is in place to support making this change to the workplace model.</p>	



SCENARIOS:

PUBLIC COUNTER CLERK

Consider a counter clerk that is required to interact in person with drop-in inquiries.

- How many people are in that same role?
- Are there other “back of the house” functions the role is responsible for and can they be accommodated out of the office?
- Can a rotating schedule be applied?

PROJECT MANAGERS

Consider two Project Managers, both working in different parts of the organization.

- Although they may have the same job *title*, their functional operational requirements are different.
- They may be best suited for different work models.

SUPERVISOR/MANAGER

Consider supervisor/manager that leads a team of staff who must work from a City office.

- This leader should also be required to work from a City office.

PLANNERS

Consider two Planners, both working in the same Department or Division.

- Although they may have the same job *title*, their functional operational requirements are different.
- They may be best suited for different work models.