CityLAB Project Agreement Winter 2024
The role of the project agreement is to document the expectations for the project, define objectives, clarify constraints or limitations, and outline responsibilities to ensure clarity for the project. CityLAB can help you and your partner complete this document, feel free to reach out for support at any time. Email us at citylab@hamilton.ca

Project Title: Performance Measures Pre and Post COVID

Is this project continuing from a previous CityLAB project?

☐　　　Yes

☒　　　No

If yes, what was the project title:

Challenge summary Please summarize the challenge you wish to work on solving in plain language in one sentence.	What do we know about how hybrid work environments affect work culture, employee morale, equity and other benefits (to workers/to employees)? How might research on this topic inform approaches to HR at the City of Hamilton? This project will be paired with a second asking what tools and approaches exist to measure employee productivity in hybrid work environments
Project Description What is the problem you are trying to solve and what is the context? If applicable, use the original challenge description found on www.citylabhamilton.com/challenges.	Lora Fontana is the Executive Director of Human Resources (HR) for the City of Hamilton. The City is a large employer with over 9000 employees. The HR team services the entire organization including labour relations, health and safety, recruitment, talent, diversity, human rights and more. There is currently a return to work policy asking employees to come in person a minimum of 2 days per week. The questions being posed by senior leadership is how do we know that administrative staff are continuing to work and produce at the level they did pre-pandemic? Supervisors are trying to provide measurements, accountability, and follow-up although they don't always know how hard their employees are working. It is possible people are producing more than before? The City of Hamilton is also interested in understanding how to stay competitive as employer with possibilities to work from home for organizations in Toronto and elsewhere. HR is looking for literature review on how other cities and other employers are measuring productivity. There is also interest in understanding the social impacts of work from

| | home and return to work policies on the culture and morale. There is interest in understanding how to balance the desire for productivity and accountability with the social and equity related factors.

This work will be taken on by two collaborating student teams, one focused on productivity measures and one focused on culture, morale, equity and other benefits accruing to workers and employers in a hybrid work environment. |
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| **Background Research** (optional)

What kind of research will be required to pursue the challenge? | The main focus of the project will be a literature review. Students will consult with city staff to determine exact parameters, deliverables and modes of communication. |
| **Communication Plan**

How frequently will partners from different institutions communicate, in what method and who will initiate. | Communication: zoom meeting or meetings in person at City Hall

Expectation is biweekly communication, with the possibility of weekly communication as the project nears conclusion.

Project begins with a zoom or in person meeting between the student teams and designated city staff, ideally between 1:00 and 2:15 on Friday, Jan. 26.

A further communication plan (which student on the team will reach out to city staff with questions/how frequently the student team will meet with the staff member) will be worked out at this meeting

The student team will have guidance from one member of the teaching team from IBH 4AB6B, either the instructor or one of the TAs. |
| **Timeframe**

Will the project run for one or two terms? | January – April 2024.

This is a significant challenge. In the event the student team is unable to complete all elements of the work, the students are responsible for creating a hand off/next steps document and the teaching team is responsible for brokering further partnerships or options to complete the research as appropriate. |

City Staff Information	
City staff details	City Staff name: Simmy Aujla City Staff department: Human Resources City staff position: Benefits Supervisor
Additional City staff If applicable include names, emails, and positions of additional staff supporting the project.	City staff name: Lora Fontana City staff department: Human Resources City staff position: Executive Director
Intended Outcomes How will this work be used by City Staff once the project has been completed?	This research will be used to inform the City of Hamilton's future work from home policies and what measures will be used for tracking productivity.
Instructor / Course Information	
Instructor and student details	Instructor name: Karen Balcom Instructor phone number: Course name: 4AB6 Number of students: Student names (if known):
In Scope Clarify the components of the project that are feasible for this course/term.	Literature Review and plain language report, highlighting Findings likely to be of use to Hamilton city staff. Collaboration with the second student team to discuss and document crossovers, connections and/or contradictions in the findings of the second student teams
Out of Scope (optional) Clarify the components of the project that are **not** feasible for the course/term.	
Student Learning Objectives (optional) By the end of this project/term, students should be able to:	

Project Deliverables, Timelines, and Strategic Priorities

For the below table, please select all options that apply to your project. The dropdown boxes contain common checkpoints and milestones to help you envision the partnership. Please use the notes column for extra detail as needed and feel free to add in your own relevant items.

Timeline	Notes	Date
Pre-semester meeting between faculty and staff		November 28th 2023
Class visit #1	45 – 60 min meeting with student teams (two teams together). May take place via zoom or in person on campus	Ideally, Jan. 26, 1:15 pm. Other times can be arranged
Group meeting with staff	At least every two weeks for a check in with the student team leader and/or the entire group as needed.	Schedule of meetings to be laid out in the student research proposal created after the Jan, 26 meeting
Students share draft work	A presentation by the students to fellow students, the instructional team and city staff (optional) to share in-process work.	March 8, during class time (11:30 – 2:20). Zoom feed available. City staff attendance is not required
Staff provides feedback	Ongoing, as students draft materials and request support. City Staff will be asked for feedback on presentation at CityLab Showcase and on penultimate draft. City Staff are not required to provide a grade for any work.	Ongoing Early April

Final Deliverables – Please select from the drop-down menus below		
Secondary Research (i.e. review of literature and finding information from books and online)		Mid-April 2024
Joint analysis of the work of the two student teams	This may be a short, separate document or a joint introduction to a single report containing the research results of both student teams.	Submitted with the final report.
Choose an item.		
Choose an item.		
CityLAB Deliverables		
Infographic and 3-minute Video		TBD
Presentation and/or video at Project Showcase **		TBD
Alignment with City of Hamilton Strategic Plan Priorities:		
☐Community Engagement and Participation ☒Economic Prosperity and Growth ☐Healthy and Safe Communities ☐Clean and Green ☐Built Environment and Infrastructure ☐Culture and Diversity ☒Our People and Performance		

Please submit your project agreement to CityLAB by emailing citylab@hamilton.ca before January 2024 for Winter semester projects.

CityLAB Deliverables and Semester Schedule	
**PLEASE NOTE: If you are completing a project over two consecutive terms, students will only be required to participate in one of the Project Showcases.	
Project Agreements Due	January 5, 2024
Mid-Semester Check-in (CityLAB and faculty)	February 19-23, 2024
Project Showcase Materials Due	March 28, 2024 (tentative)

City Manager's Office

Digital and Innovation Office

Project Showcase	April 5, 2024 (tentative)
Project Data and Reports due (final day of classes)	April 12, 2024
Exit Surveys sent to faculty and City staff (to be completed by staff and faculty)	April 15-19, 2024
Post-Project Check-in with City staff	April 15-19, 2024