

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 tools or approaches exist to measure employee productivity in hybrid work environments? How might such models be applied in the context of hybrid work by employees of the city of Hamilton?

This project will be paired with a second project exploring the work culture, employee morale, equity and other benefits (to workers/to employees) 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.

	<p>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.</p> <p>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.</p>
<p>Background Research (optional)</p> <p>What kind of research will be required to pursue the challenge?</p>	<p>The major focus of the project will be a literature review. Students will consult with city staff to determine exact parameters, deliverables, and modes of communication.</p>
<p>Communication Plan</p> <p>How frequently will partners from different institutions communicate, in what method and who will initiate.</p>	<p>Communication: zoom meeting or meetings in person at City Hall</p> <p>Expectation is biweekly communication, with the possibility of weekly communication as the project nears conclusion.</p> <p>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.</p> <p>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</p> <p>The student team will have guidance from one member of the teaching team from IBH 4AB6B, either the instructor or one of the TAs.</p>
<p>Timeframe</p>	<p>January – April 2024.</p>

<p>Will the project run for one or two terms?</p>	<p>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.</p>
<p>City Staff Information</p>	
<p>City staff details</p>	<p>City Staff name: Simmy Aujla City Staff department: Human Resources City staff position: Benefits Supervisor</p>
<p>Additional City staff If applicable include names, emails, and positions of additional staff supporting the project.</p>	<p>City staff name: Lora Fontana City staff department: Human Resources City staff position: Executive Director</p>
<p>Intended Outcomes How will this work be used by City Staff once the project has been completed?</p>	<p>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.</p>
<p>Instructor / Course Information</p>	
<p>Instructor and student details</p>	<p>Instructor name: Karen Balcom Instructor phone number: Course name: 4AB6 Number of students: Student names (if known):</p>
<p>In Scope Clarify the components of the project that are feasible for this course/term.</p>	<p>Literature Review and plain language report. Collaboration with the second student team to discuss and document crossovers, common findings. And/or potential contradictions between the findings of the two student groups.</p>

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

	and on the penultimate draft of the report. City Staff are not required to provide a grade for any work.	
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 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.
CityLAB Deliverables		
Infographic and 3-minute Video		TBD
Presentation and/or video at Project Showcase **		TBD
Alignment with City of Hamilton Strategic Plan Priorities:		
<input type="checkbox"/> Community Engagement and Participation <input checked="" type="checkbox"/> Economic Prosperity and Growth <input type="checkbox"/> Healthy and Safe Communities <input type="checkbox"/> Clean and Green <input type="checkbox"/> Built Environment and Infrastructure <input type="checkbox"/> Culture and Diversity <input checked="" type="checkbox"/> 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)
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