



D 2022 008

EXECUTIVE ORDER

Flexible Work Arrangements in State Government

Pursuant to the authority vested in the Governor of the State of Colorado and, in particular, pursuant to Article IV, Section 2 of the Colorado Constitution, I, Jared Polis, Governor of the State of Colorado, issue this Executive Order directing the Colorado Department of Personnel & Administration (DPA) to lead the State's action to become an Employer of Choice by enhancing employee work-life flexibility.

I. Background and Purpose

For over four decades, the State has committed to and supported work-life balance and family-friendly initiatives but these initiatives were not applied consistently across agencies and departments managed by governor-appointed executives (Agency and/or Department). The coronavirus disease 2019 (COVID-19) pandemic forced State Agencies and/or Departments to make remote work possible in previously unimagined circumstances to protect the health and safety of our employees, their families, and our communities. The incredible success of this effort proved that much of our workforce could be productive, effective, and efficient while working in a more flexible environment. This is an opportunity for the State to standardize flexible work practices while maximizing cost savings, benefiting our environment, and maintaining a high level of customer service to Coloradans.

The State accepts the challenge of enhancing flexible work initiatives that support employees' work-life and family needs while maintaining productivity and efficiency in our workplaces. Flexible work arrangements support the needs of the State's diverse workforce by providing flexibility in how, when, and where work gets done while improving employee health and wellbeing, creating a supportive and productive work environment, and increasing employee engagement. Work and personal life demands are not mutually exclusive, and healthy, emotionally stable families are vital to Colorado's future.

A work environment that integrates flexible work arrangements is a crucial business strategy tested in the private sector, and represents a sound investment and a cost-effective approach to acquiring and retaining a stable, productive workforce for both now and in the future. These strategies are proven to empower employees to be more productive, regardless of location and time. Flexible work arrangements for State employees present opportunities to save taxpayers money. Using technology to support a remote and mobile workforce will allow us to

be more adaptive, available, and responsive, particularly during emergencies that might close other workplaces.

The State supports the general concept of flexible work arrangements, providing staff the potential to prioritize work and personal commitments, and perform at their highest level. Flexible work arrangements require rethinking how, when, and where people do their best work while understanding the diverse range of needs employees face both personally and professionally. Reimagining how, when, and where State government employees work provides an efficient, modern, and purpose-driven space aligned with the work that will support the State's effort to optimize the physical footprint of our facilities and reduce environmental impacts.

In Executive Order D 2022 007, I rescinded prior Executive Orders concerning flextime, job sharing, and work-life issues dated June 10, 1977, June 22, 1978, December 11, 1989 (D 0153 89); and April 10, 1998 (D 0001 98). To create consistency and to update State initiatives and policies, I am issuing this Executive Order directing DPA to lead the State's actions to become an Employer of Choice by enhancing employee work-life flexibility. This Executive Order also directs each agency and department managed by governor-appointed executives (Agency and/or Department) to build a modern, innovative, and flexible work environment.

II. Declarations

- A. Flexible work arrangements are critical in attracting, recruiting, retaining, and rewarding a quality workforce.
- B. Developing and fostering a more modern work environment that reflects organizational cultures and aligns with employees' and customers' changing expectations is cost-effective, reduces State environmental impacts, enhances productivity, and saves taxpayers money in the long term.
- C. Adopting innovative workplace strategies improves the well-being of State employees while supporting the State's organizational mission and Agency and/or Department business needs.
- D. Flexible work arrangements support the State's efforts to be an Employer of Choice, and an efficient, effective, and accountable government.

III. Directives

- A. To achieve our vision to be supportive of employees' work-life needs and become an Employer of Choice, I direct DPA and the State Personnel Director to take the following actions:
 - 1. Ensure the Flexible Work Arrangements Universal Policy reflects this Executive Order's declarations and directs State Agencies and/or Departments to create and

build flexible work environments. As such, I authorize DPA to determine a new space plan that reduces all State office space by at least 30%, or 1 million square feet from pre-pandemic levels, whichever is greater. DPA has the authority to lead the consolidation of workspaces into flexible office space dedicated to use by multiple Agencies and/or Departments, including regional hubs in the Denver Metro Area, Pueblo, Colorado Springs, Grand Junction, and other locations as appropriate. The office space reduction effort in State buildings and State leased space will be led by the Office of the State Architect, and completed no later than June 30, 2026. Progress towards this goal shall be reported in the Agency's performance plan through June 30, 2026.

2. Continue to promote flexibility and innovation in human resource policies and programs, create an environment that encourages positive solutions to balancing work and personal life, focus on effective methods for supporting family-related needs, and pursue new options that continually improve responsiveness and commitment to being a model Employer of Choice.
 3. Ensure the State Controller's Flexible Work Arrangement Fiscal Policy and supporting guidance align with this Executive Order.
 4. Continue to partner with the Governor's Office of Information Technology to transform the State's technology roadmap and shared technology services to support remote workers.
 5. Ensure supervisory and managerial training programs offered by DPA address flexible work arrangements.
 6. Lead a coordinated approach with Agencies and/or Departments to operationalize flexible work arrangements, policies, and practices.
- B. Without reducing the security, effectiveness, quality or availability of State services, each Agency and/or Department shall, in partnership with DPA, take the following actions:
1. Build a modern, innovative, and flexible work environment and create an organizational culture that empowers employees with choice, enables excellent performance, supports diverse life needs, and is mindful of our State's impact on the environment.
 2. Seek to provide flexible work arrangement options that balance business needs with those of employees, and with tools that support the work performed and the customers served in a cost-effective manner.
 3. Maintain a written policy(s) supporting flexible work arrangements, including remote and flexible work schedule options, while maintaining or improving

business operations and customer service.

4. Increase the availability and accessibility of digital government services by identifying opportunities to grow the number of online offerings and leveraging the myColorado mobile app and other technology to expand access to those services across the State. Enable a mobile workforce and encourage mobility by adopting technology that allows employees to support online services remotely.
5. Reduce our physical footprint where possible by improving physical space asset management and by using space differently to maximize efficiency while reducing costs in the long term.
6. Work with DPA's unused state-owned real property program (C.R.S. § 24-82-102.5) to put unused or underutilized state property to beneficial use for affordable housing, child care, public schools, residential mental and behavioral health care, and renewable energy.
7. Reduce the impact of State operations on our environment and the general public in coordination with our greening government efforts by reducing energy consumption in buildings, increasing renewable energy consumption, right-sizing the workplace to reduce carbon pollution, reducing transportation-related greenhouse gas emissions, and developing substantive programs to reduce commute trips by state employees, including encouraging more transportation options.
8. Agencies and/or Departments shall act in accordance with the applicable partnership agreement between the State and Colorado WINS.
9. Agencies and/or Departments shall implement these directives within existing budgets and authorities.

C. I invite other Statewide elected officials, institutions of higher education, and boards and commissions to follow the provisions of this Executive Order.

IV. Duration

This Executive Order supersedes all prior Executive Orders and policies concerning flextime, job sharing, and work-life issues and shall remain in effect unless modified or rescinded by future Executive Order.



GIVEN under my hand and
the Executive Seal of the
State of Colorado, this
sixteenth day of February
2022.

A handwritten signature in blue ink that reads "Jared Polis". The signature is written in a cursive, flowing style.

Jared Polis
Governor