



**AMANDA NEDWESKI**  
STATE REPRESENTATIVE • 32<sup>ND</sup> ASSEMBLY DISTRICT

April 2, 2025

*Testimony AB 39 – Return to Work*

Chairman Swearingen, thank you for holding a public hearing on **AB 39, the “Return to Work Bill.”** This legislation would finally return state employees back to in-person work. It’s unfortunate that the legislative branch has been forced to respond to this demand of the People, when Governor Evers could easily make this happen without a bill.

***Lack of Agency Oversight***

At the direction of the Joint Legislative Audit Committee in 2023, the nonpartisan Legislative Audit Bureau (LAB) conducted an audit on Telework, Space Management, and Risk Management. The resulting reports revealed that most state agencies were ***unaware of the extent to which telework was being utilized by their employees.*** Additionally, very few employees had written telework agreements in place at that time, as was required by the Department of Administration policy. 20 of 38 agencies reported that they ***did not take cybersecurity concerns into account*** when permitting employees to work remotely. This lack of documentation and oversight makes it difficult to measure the effectiveness and productivity of state employees who are working remotely, whether it be one day or five days per week. Without accountability measures being ***tracked***, we cannot ***measure*** accountability.

***Responding to the Public***

The February 2025 Marquette Poll indicated that 54% of Wisconsinites favored “a legislative proposal that would require all State of Wisconsin employees return to work in their physical offices, ending remote work from home options.”

In response to heightened public demand for answers on this topic at the state level, the Assembly Committee on Government Operations, Accountability, and Transparency conducted a hearing last month with five of the state agencies that engaged in the most telework during the period when the 2023 audit was conducted. The hearing was held one year since the Joint Audit Committee last met publicly on this topic. As a follow up to the fine work of the Audit

Committee and the LAB, the goal of the G.O.A.T. hearing was for agencies to transparently **explain to the public** to what extent they had complied with recommendations of the LAB since the completion of the 2023 audit, now that we are well into 2025. The reports were disappointing.

### ***Progress Report***

While secretaries and spokespersons for DOA, DPI, DHS, DSPS, and the UW System reported varied levels of progress in meeting LAB's audit recommendations, all but DSPS admitted that they do NOT have systems in place that regularly and accurately measure remote worker productivity and efficiency. To broadly summarize, the agencies primarily rely on performance measures – whether or not an employee's assigned tasks are being completed – to evaluate whether remote work should be permitted or not. Other standard accountability measures are seemingly absent, despite *five years* of prolific telework being plenty of time to have figured things out. Testimony was also provided by subject matter experts about how the productivity of remote workers CAN be measured, which was in stark contrast to claims made by the agencies that it cannot be done.

The standards for “job performance” are subjective in each role, and they do not tell the whole story of an employee's contribution and effort. It is not enough just to report whether or not a person is “doing their job,” the taxpayers deserve to know if employees are doing their jobs WELL and with the maximum output. In the private sector, people have incentives to be productive and efficient. In the bureaucracy, there are very few carrots – or sticks, for that matter – to encourage people to do more than the minimum. In the eyes of the taxpayers funding these positions, “Just enough is not enough.”

In addition, the agencies either had not attempted to, or were not able to measure how their ability to perform their chief functions was impacted by the downsides of remote work. They could not answer how the loss of collaboration, communication, innovation, creativity, mentorship, and professional development and training that comes with a largely remote staff affects their output and delivery of services to the people of Wisconsin.

All agencies testifying also admitted that they do not necessarily know the physical location of their employees at any given time, meaning which days of the week they are in the office and when. This poses concerns about accurately managing space usage and the ability to account for personnel in emergency situations.

### ***Telework with Accountability***

Let me be clear: as Chair of the G.O.A.T. committee, I am in NO way “anti-telework.” It has its place, and the state should make use of it where and when data supports it. Certainly being able to engage employees from all around Wisconsin can be an advantage when **expectations** and **accountability measures** are in place. As an IT professional early in my career, and then as a

finance professional working internationally, I am no stranger to how this capability has transformed the modern workforce. While workforce flexibility may help attract and retain employees in this competitive labor market, our first obligation is to the taxpayer. We must make sure accountability measures are in place for telework, but, to date, we have not seen evidence that much is being done to make sure we are maximizing taxpayer investments in the state workforce.

### ***Wisconsin Lags Behind***

Recently, California's Democrat Governor Gavin Newsom ordered all state employees back to the office 4 days per week, starting July 1<sup>st</sup>, as reported by *The Associated Press*, stating: *"In-person work makes us all stronger—period. When we work together, collaboration improves, innovation thrives, and accountability increases. That means better service, better solutions, and better results for Californians, while still allowing flexibility."*

Just last week, Minnesota Democrat Governor Tim Walz announced that most state employees will be required to return to the office for at least half of their scheduled workdays beginning June 1<sup>st</sup>, as more companies and government leaders shift away from remote work that exploded during the COVID-19 pandemic. He stated, *"This approach balances the flexibility of telework with the workplace advantages of being in office. Having more state employees in the office means that collaboration can happen more quickly and state agencies can build strong organizational cultures more easily."*

The State of Wisconsin used covid – a ***non-performance*** and ***non-fiscal factor*** - as an excuse to let employees work offsite, and the Evers' Administration has completely failed to follow up with whether or not this is still a good idea for ALL of those positions. Remote work for state employees was intended to be a temporary response to the pandemic, not a permanent work arrangement. Even the **Remote Work** policy in **Section 748.040** of the *Wisconsin Human Resources Handbook* states that ***"Nothing in this policy creates an entitlement or right for an employee to use occasional remote work, short-term remote work or scheduled remote work."***

### ***Re-evaluate and Engage Best Practices***

AB 39 is the result of the Legislature stepping in with our inherent oversight responsibility where Governor Evers has failed. While telework may increase efficiencies and save money in some cases, it is not the role of the Legislature to micromanage what these cases should be. That is why the bill is simple. Because the executive branch has failed to fully analyze the effectiveness of telework, we are simply directing that all state employees come back to the office. Get back in the buildings and re-evaluate telework on a case-by-case basis. Then we can move forward on a data-driven path for telework with maximum productivity, space efficiency, and increased cybersecurity that offers workforce flexibility when justifiable cases have been made for such.

I encourage the members of the Assembly Committee on State Affairs to join me in supporting this common-sense legislation that will ensure that our state government is operating at its maximum efficiency and delivering the best results possible for Wisconsin taxpayers.



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# CORY TOMCZYK

STATE SENATOR • 29<sup>TH</sup> SENATE DISTRICT

## Assembly Bill 39 Assembly Committee on State Affairs April 2, 2025

It is beyond time for employees of the State of Wisconsin to get back to work. Companies across Wisconsin and across the country are sending their employees back to the office after years of the work-from-home experiment.

Amazon's CEO said, *"We've decided that we're going to return to being in the office the way we were before COVID. When we look back over the last five years, we continue to believe that the advantages of being together in the office are significant."*<sup>1</sup>

Disney is mandating their employees to return to the office four days a week. Disney's CEO Bob Iger said, *"In a creative business like ours, nothing can replace the ability to connect, observe, and create with peers that comes from being physically together, nor the opportunity to grow professionally by learning from leaders and mentors."*

Even Zoom, a company that we have all gotten very familiar with, that allows us to meet virtually and made a lot of money on people working from home - is making their employees come back to the office at least twice a week.

I doubt anyone in this room would consider these companies mentioned to be "Republican" or even remotely conservative. That's because returning to work isn't partisan. Returning to work, in person, makes sense and forces accountability. By being in the office, managers and company leadership are able to ensure that their employees are being productive. Unfortunately, government doesn't have to produce anything and bureaucrats spread out across the state aren't accountable to anyone. However, they are being paid by the taxpayer. Wisconsin's taxpayers deserve to know that their state's employees are working in a place where they can be supervised.

Just last week, Ohio's moderate Republican Governor Mike DeWine announced that all Ohio state employees must return to work five days a week starting March 17<sup>th</sup>.<sup>2</sup> Nebraska's Governor Jim Pillen issued an executive order in November, 2023 requiring Nebraska state employees to return to their offices full time by January, 2024 calling it a *"common sense expectation"* that workers are most productive working together in an office.<sup>3</sup> Indiana Governor Mike Braun is requiring its state employees to get back to the office by July 1<sup>st</sup>.<sup>4</sup>

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<sup>1</sup> <https://www.cbsnews.com/news/amazon-other-companies-return-to-office-mandate/>

<sup>2</sup> <https://www.timesunion.com/news/article/ohio-governor-orders-state-employees-back-to-20146854.php>

<sup>3</sup> <https://nebraskaexaminer.com/2023/11/13/governor-orders-end-to-remote-work-directs-state-workers-back-to-offices/>

<sup>4</sup> [Banning DEI, return-to-work: Gov. Mike Braun signs executive orders](#)

But – here is the best one yet. Last April, California Governor Gavin Newsom required all state employees to return to their offices for two days a week starting June 17, 2024.<sup>5</sup> Even a liberal Democrat, albeit two days a week, is requiring California’s state workers to come back to their offices.

Why all the information about “other places”? Because this isn’t just something we thought up out of nowhere. This is happening in the public and private sectors all across America because it works, and it makes employees more productive and accountable. Everyone needs accountability in some way. It is what motivates us and it is how we prove our worth.

This bill is about good management and development of human beings in a work setting. Nothing – **nothing** can replace the face-to-face experience when coaching, developing, or creating.

In December, 2023, Wisconsin’s nonpartisan Legislative Audit Bureau (LAB) released an audit report, Report 23-22 – Telework, Space Management, and Risk Management at the Department of Administration.<sup>6</sup> The information the audit provides is worth discussing.

Does working from an office versus at home increase efficiency? Well, the audit found that 29 out of 38 agencies did not assess in writing within the previous year the effects of telework or their operations.<sup>7</sup> So this means that thousands of employees working across 29 agencies are working from their kitchen tables with no documentation about how they are prioritizing time or if their time is being used wisely. This would never fly in the private sector and it should not be allowed here using tax dollars.

Efficiency – something that government is not good at. However, to their credit, the Department of Administration, in 2021 released a plan called “Vision 2030” which is a plan to consolidate state office space. Here is what the report said about their findings at one agency: “*We found that additional consolidation of office space could be considered for the agencies we analyzed. For example, Vision 2030 indicates the Public Service Commission requested additional office space, but the key card data indicated it used the equivalent of 54.1 percent of this expanded space on the single day when the most employees were in the office during the five-month period of time we analyzed, and our six site visits indicated it used 26.2 percent of this expanded space*”.<sup>8</sup>

If ONE state agency is using just over 26% of its expanded space, there is almost certainly room for consolidation of space throughout the rest of state government.

We could talk all day about the audit and percentages and numbers – but the bottom line is that just five years ago, working from home was very rarely done, especially here in state government. While I fully understand the world is changing and technology is readily available, it is still my strong belief that the taxpayer gets the best bang for his or her buck when our state employees are at their desks being supervised.

What we are asking of state employees is nothing new and nothing earth shattering – it is simply going back to the way things were just five short years ago.

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<sup>5</sup> [Newsom orders state workers back into the office - POLITICO](#)

<sup>6</sup> [https://legis.wisconsin.gov/lab/media/rp0nts1/23-22full\\_668278.pdf](https://legis.wisconsin.gov/lab/media/rp0nts1/23-22full_668278.pdf)

<sup>7</sup> Audit 23-22 Page 26

<sup>8</sup> Audit 23-22 Page 46



**Mike  
Bare**

STATE REPRESENTATIVE

**From:** Representative Mike Bare  
**To:** Assembly Committee on State Affairs  
**Re:** Testimony on Assembly Bill 39  
**Date:** April 2, 2025

Chairman Swearingen, Ranking Member Sinicki, and members of the Committee,

Thank you for the opportunity to testify on Assembly Bill 39.

I have the privilege of representing a Madison-area district with a higher percentage of state workers than most of the 99 Assembly districts. I have not heard from one single state worker who agrees with this bill. Not one who thinks their workplace or work product would be better.

I'm the ranking Democrat on the GOAT Committee, and I sat next to Chair Nedweski at an informational hearing of that Committee last month for five hours of testimony on remote work. One thing was made clear throughout that hearing: this bill and a one-size-fits-all return-to-work policy will not make our government better at what it does, nor more efficient.

Remote work policies were born from a crisis and have become a success for our state government. We now have state workers spread across the state. We have achieved savings by consolidating physical space. We have stayed competitive with the private market by appealing to how employees expect to work.

Copying and pasting President Trump's bad idea and turning back the clock to February of 2020 would have a number of negative impacts on state services, and dramatically increase costs.

We heard in the GOAT Committee about the Legislative Audit Bureau's audit on "Telework, Space Management, and Risk Management." It's important to note that the audit was a snapshot in time. It created a benchmark of data based on remote work policies in effect on January 1, 2023. That's two-year-old data, and the agencies and UW have comprehensively addressed the audit findings. This bill is not a recommendation of that audit and it would not be reasonable to read that audit and conclude that turning back the clock to February of 2020 would be the right course of action.

During the hearing in the GOAT Committee, I asked Tyler Marcus, the CEO of a workforce intelligence company, about a one-size-fits-all return-to-work policy. He did not recommend we do this, and he identified two significant risks. The first is the inevitable loss of quality state employees who would simply choose to work for a private employer that offers telework. The second is making a blanket policy that is not best for an individual employee's ability or an individual employee's work demands.

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We also heard at length from DPI and DHS about their operation having been very Madison-centric, becoming one that is now spread all across the state into every one of our 99 Assembly Districts. That gives them valuable proximity to those they are serving. DPI testified they do not have space to bring those workers back to Madison. DHS won't in the near future. All of our departments and agencies will struggle with space.

Remote work has also made our government more efficient by reducing costs. We have several aging buildings that house our state employees. According to the fiscal estimate prepared by the Department of Administration for the Senate Companion of this bill, it would cost approximately \$386 million to renovate some of our aging buildings and prepare them for the return of all state employees to the office.

DOA Secretary Blumenfeld testified the remote work decision should be decentralized and made to fit the unit's needs, with approval from above with "an improvement mindset." She said that has led to effective and efficient operations. She testified: "Our mission at DOA is to provide efficient and effective service to other state agencies and the public, and it's really allowed us to live that mission, which is exciting."

Secretary Hereth at DSPS shared the DSPS novel approach, which treats remote work as something an employee earns through performance. That has allowed them to improve staff retention and reduce churn, which reduces training and retraining costs and lost time serving our constituents. They have seen improvements in workflow, and this bill's one-size-fits-all policy would not allow for their success to continue.

Finally, Mr. Chairman, our state workers don't need politicians insinuating they're lazy or their managers aren't holding them accountable. Our workers need safe working conditions, a hefty raise to keep up with rising costs that we're doing nothing about here today, and a seat back at the bargaining table.

While I certainly appreciate this Committee's commitment to doing what's in the best interest of our state, turning back the clock to February of 2020 would be costly and cause unnecessary harm to our state government's ability to do its work.





Contact: **Connie Schulze**  
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**Assembly Committee on State Affairs  
Written Testimony Submitted by Dr. Alan Kaplan, CEO  
Request to Amend AB39  
Wednesday, April 2, 2025**

Dear Chairman Swearingen and Members of the Assembly Committee on State Affairs:

Thank you for this opportunity to weigh in on Assembly Bill 39 (AB39) and outline our concerns relative to the impact on our health system and patients. As UW Health's CEO, I am responsible for fulfilling our mission to advance health without compromise through service, scholarship, science, and social responsibility. I understand the need to navigate new laws and regulations that impact our work. However, AB39 would have unintended consequences for a public authority that functions differently from other state agencies. Allow me to explain.

The University of Wisconsin Hospitals and Clinics was designated a public authority per Chapter 233 of the Wisconsin State Statutes by Governor Thompson and the Wisconsin State Legislature in 1995. Today, we are doing business as UW Health and in conjunction with the UW School of Medicine and Public Health, we are among the nation's leading academic medical centers serving more than 800,000 patients from around the U.S. each year. This is made possible by the tireless dedication of our 25,000 exemplary employees who work in clinical care, research, patient support roles, and administration.

Our growth and success over three decades as an authority are borne of the flexibility granted under Chapter 233 which has allowed us to compete in a forever-changing and always-demanding health care environment. We have recruited the best and brightest physicians, nurses, clinicians, researchers, and staff who work 365 days/year caring for patients. As evidence of that fact, our flagship hospital in Madison (University Hospital) has been named the best hospital in Wisconsin by *U.S. News and World Report* every year since the state rankings began in 2012. Furthermore, we are nationally recognized for specialty care across many specialties. It's also worth mentioning that we are among the nation's busiest organ and tissue transplant centers, and we are home to the state's only NCI-designated cancer center, UW Health | Carbone Cancer Center.

Because of our commitment to remarkable care for our patients and our quest to train and prepare the best clinical workforce of the future, we keep careful watch over our finances to meet industry standards for operating margins, liquidity, and bond ratings. This is especially critical because we have no fallback if our operating revenues fail to produce a positive margin. UW Health does not receive state funds (GPR) other than the annual DSH payment approved by the legislature and reimbursement for services provided to Medicaid patients, which does not cover the cost of care. UW Health also covers the employer portion of the match for its employees who participate in WRS. This is a unique arrangement that saves taxpayers millions annually. UW Health also uniquely benefits the Medicaid program by allowing additional federal funds to be drawn down based on a percentage of hospital and physician services provided in our facilities. This arrangement between UW Health and DHS (known as the IGT and CPE) has equated to about \$250 million in new monies for the Medicaid program since 2008.

Another unique attribute of UW Health is our commitment to patients from all walks of life who live in every corner of the state. Late last year, we opened Eastpark Medical Center, a state-of-the-art outpatient clinic on the east side of Madison to address patient demand for complex women's health care and cancer care. We built the 450,000-square-foot facility near the interstate because of the growing demand for our clinical services from across Wisconsin. In fact, demand across all areas of clinical care has grown by over 50 percent in eight years, and more growth is on the horizon. That means we will continue to direct additional resources to spaces meant to serve patients and fewer resources will be directed to nonclinical space.

That brings us to the crux of our opposition to AB39. We contend that if AB39 were implemented today, we would not have enough existing space available to bring the many, largely non-clinical staff fully on-site. Not only would this impose an expensive mandate to secure new space, but it would exacerbate serious challenges with parking. Oftentimes, we have space for patients *or* staff, but not both. Our current parking challenges require that we run shuttles, fund bus transportation, and encourage ridesharing in order to get staff onsite. The legislation before you would serve to worsen this significant challenge.

In closing, allow me to reinforce a few salient points:

- 1) UW Health is not a state-funded entity, and our authority status allows us to positively contribute to the fiscal well-being of the Medicaid program in a way that is unique to our health system. This is in addition to \$70+ million in annual financial support for the UW School of Medicine and Public Health, and our community benefit of more than \$387 million FY24.
- 2) Patients come first at UW Health. We continue to direct precious resources to serving the growing demand for our care, while we reduce our real estate space for nonclinical purposes. This legislation would negatively impact our ability to focus our limited resources to direct patient care.
- 3) We have a proven track record of success and are nationally recognized as a highly innovative and financially sound academic health center. Furthermore, we are subject to state audits and we file an annual report to the legislature summarizing our financial well-being and patient care as outlined in Chapter 233. The UWHCA Board of Directors also includes, by statute, the co-chairs of the Joint Committee on Finance so the legislature has a direct link(s) to our operations.

**With the above in mind, I ask that you consider our request to amend AB39 and remove any reference to Chapter 233.**

Thank you for your consideration. Questions can be directed to Connie Schulze, Director of Government Affairs, at [cschulze@uwhealth.org](mailto:cschulze@uwhealth.org) or 608/516-2552.

**Date:** April 2nd, 2025

**Name:** Tyler Marcus

**Title:** CEO

**Company:** Gradmor

## **Return To Work Bill Testimony**

### **1. Introduction**

- My name is Tyler Marcus, and I'm the founder and CEO of Gradmor, a workforce intelligence company established in 2017.
- Our company helps organizations improve workforce efficiency, productivity, and optimize performance using data.
- We work with many different organizations across the country, from mid-market to enterprises, to help them improve workforce effectiveness, whether its identifying areas to improve productivity, optimize team performance, or solve inefficiencies within their workforce.
- I'm here today in an informational capacity — not to advocate for or against the bill, but to share observations, trends, and real-world examples that may help inform this committee's decisions and lead us to the best solution.

### **2. Previous Testimony at GOAT Hearing**

- On March 11th, I was invited to testify at an Informational Hearing for the Committee on Government Operations, Accountability, and Transparency.
- The topic of that hearing was how state agencies are measuring the performance of teleworkers compared to in-office employees.
- After hearing testimony from multiple departments, it became clear that most agencies do not have systems in place to measure, optimize, and compare the effectiveness of their workforce who are in telework vs. in-office settings.
- Only one agency, the Department of Safety and Professional Services, was using a defined, data-driven approach to telework. The others had no meaningful data or metrics to understand whether workers are being productive in-office vs. remote settings.
- This lack of visibility makes it difficult to assess whether telework is increasing or decreasing performance among employees, and that uncertainty could result in productivity gaps, unnecessary costs to taxpayers, and a less effective government.
- Even worse, it can lead us to making the wrong decisions and policy about how to address remote vs in-office work.
- I have seen in the past few years, with my work in the private sector and with my partners in the public sectors, the pros and cons of telework.
- The good, is that some people work better remotely. The bad, is that some people don't due to distractions or lack of supervision.
- I have some data I'd like to share with you from my expertise working with many clients and partners to measure productivity that can help guide policy on this matter.

### **3. Key Observations from Workforce Data on Productivity**

## Job Type Matters

- Certain roles, like software development, tend to thrive in remote environments due to their need for uninterrupted focus.
- Others, such as marketing or creative collaboration roles, may perform better with in-person interaction.

## Performance Level Matters

- High-performing individuals often do well in remote settings due to their self-discipline and focus.
- Lower-performing individuals may require the structure and supervision of in-office work.

## Hybrid Work Is Often the Most Effective

- Across multiple organizations, hybrid employees tend to outperform their fully remote or fully in-office peers.
- **Productivity scores generally fall into these patterns across organizations (on a scale of 1-100):**
  - **Hybrid:** high-60s to low 60s (more consistent and stable for all)
  - **In-office:** mid-60s to low 50s (big variance, reduction of top performer productivity, but increase in other performer productivity)
  - **Remote:** high 60s to high 40s (greater variance, lower scores among mid and low performers)

## Company-Level Insight

- In one case, a shift from 3-day in-office / 2-day remote to 4-day in-office / 1-day remote led to a 2.5% drop in productivity and a decline in consistency.
- This supports that having a flexible approach to telework is ideal, as long as you have the data to show for it as some people perform better at home, in-office or a hybrid environment.

## 4. Public Sector Example – The MTA (New York City)

### The Challenge

- The MTA faced internal and external pressure to bring 7,000+ employees fully back to the office.
- An initial attempt at mandating full return led to 17% employee attrition.

### The Solution

- The agency implemented a hybrid model, paired with an opt-in productivity tracking system for remote employees.
- 90% of employees chose to opt in.

### The Results

- Productivity Data helped leaders:
  - Retain effective remote employees
  - Identify underperformance and shift them to in-office
  - Data and transparency into workforce productivity, allowing leaders to continue to be confident that their getting the most out of their workforce with the flexible model.

## **5. Take on the Return to Work Bill**

- The Return to Work Bill, which mandates a full return to the office for state employees, aims to address legitimate concerns about oversight of our workforce in state agencies.
- Are people actually being productive from home? How do we know for sure? Right now, most of the agencies in the state cannot answer these questions.
- I do fear that a blanket return may unintentionally reduce effectiveness and drive away high-performing individuals who thrive in remote environments in the public sector. What if we lose high performers and top talent? What if some people become less productive? We end up fix one issue and creating another
- At the same time, maintaining the current status quo — without any clear accountability, is not sustainable and will continue create additional distrust in our government and institutions. This takes away from the great work that people in our agencies do and instead makes people question it.
- We should be on the cutting edge of approaches to work environments for state employees, not make rash decisions like Minnesota where they are obligated to work in office 50% or like California where its 4 days in office. Neither of those are the best solutions based on the data that we see in the private and public sector (i.e. MTA).
- This can all be avoided with a data-driven approach that supports telework in the right way with proper accountability.

## **6. A Balanced, Data-Driven Approach**

- We should be taking a balanced, data driven approach to help people in our government Work Better Together. We should provide guidance on how to better serve people in their positions, improve efficiency, and hold people accountable.
- They should be forced back in the office if they don't work well from home, and should be encouraged to be hybrid or remote if there performance and productivity supports that. The data should drive the decision making.
- Measurement is key. By measuring in-office vs. remote, you will know the best answer for each employee by department, job title and individual. The technology to do this is out there and it is accurate with new advancements in the past 4 years.
- In my experience, the most effective organizations pursue a balanced, data-driven model: One that supports flexibility for workers while also incorporating mechanisms to ensure performance is maintained or improved while holding people accountable and providing oversight to ensure a fully productive workforce.
- Remote and hybrid work can be highly effective, but only when measured and managed properly. There are many factors at play when deciding whether a person should be hybrid, remote or in-office, and taking a one-size-fits all approach doesn't solve the issue.

## 7. Conclusion – A Smarter Path Forward for Wisconsin

- Public and private sector organizations alike have shown that accountability and flexibility can coexist.
- Wisconsin has the opportunity to adopt a measured, modern approach to workforce management that avoids politicalization and focuses instead on outcomes and effectiveness.
- We should be a leading state in this country in how to best approach this, not fall victim like other state governments with public backlash and protests.
- With the right policy, we can make our state a more attractive place to work with better talent and therefore create better government. Ideally, we want a balance between flexibility and accountability.
- For those who support telework: accountability is what will protect it. Without data, flexibility is harder to defend and will always be questioned by our constituents and rightly so.
- And for those support a return to the office, who are concerned about government mismanagement, waste and lack of efficiency -- a blanket return isn't the only way to solve it, it can actually lead to unintended consequences like lost talent and potentially productivity of our best people.
- Let's not rely on assumptions or extremes — let's use data to build the most effective, fair, data-driven telework policy in the country. One that builds trust in our government, by taking into account the concerns of our constituents over lack of transparency AND one that let's people do their job in the most productive and efficient way possible. Let's Work Better Together.