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<https://gomb.utah.gov/a-new-workplace-modernizing-where-how-and-when-utah-works/>

A NEW WORKPLACE: MODERNIZING WHERE, HOW, AND WHEN UTAH WORKS

Managing Performance Over Presence

Teleworking is . . .		
Majority of time spent out of office	Process improvement to support teleworking	Performance management for teleworking teams
Empty office of personal items	Shared offices	Support staff and resources

GOALS OF THE PILOT



Improve
Air Quality



Enhance Real Estate
Utilization



Increase Jobs
in Rural Utah



Increase Employee
Productivity



Enhance Talent Retention
and Recruitment

RESULTS OF THE PILOT



Over 273 lbs
of emissions
saved



DOH to save
\$220,000
annually



1 new job
created in
rural Utah



Over 20%
increase in
employee
productivity



3 employees
retained

Rollout Plan
Department of Technology Services (in progress)
Department of Human Resources (in progress)
Department of Administrative Services (in progress)
Department of Insurance (in progress)
Department of Health (in progress)
Department of Agriculture and Food
Department of Heritage and Arts
Department of Human Services
Department of Natural Resources
Department of Workforce Services
Department of Corrections
Department of Transportation
.....



Target: **2,555**
30% of eligible
employees

Targeted Benefits

-  1,300 lbs/month emissions saved
-  63,900 sq. feet saved
-  200 jobs in rural Utah
-  Maintain or increase baseline productivity
-  56 retained employees

Mitigating Telework Risks

- Incremental and organized rollout
- Telework support staff
- Full kit of information and trainings available to implement telework
- Use of metrics to manage performance over presence

Executive Summary

Throughout the past two decades, the nature of work has changed significantly. Knowledge work, characterized by unique problem solving, collaboration and mobility, now comprises a significant portion of work across our economy. Driven by greater complexity and enabled by advances in technology, the nature of work today both benefits from and permits more flexibility than ever before.

A vast portion of work today is no longer bound to a specific location or schedule. In short, a majority of work can be conducted anywhere and anytime. With this in mind, the state tested a telework pilot and found it to be very successful. Due to the pilot's success, the state plans to implement telework across all state agencies through an initiative entitled The New Workplace: Modernizing Where, How, and When Utah Works.

Understanding the possible benefits of telework, its alignment with the state's current concerns, and its main implementation challenges, the Governor's Office commissioned a pilot to understand telework's benefits and learn how to overcome obstacles to its success. More specifically, the Governor's Office of Management and Budget (GOMB) led the pilot telework program with the following desired outcomes:



The pilot telework program took place between September 2018 and May 2019 and included the Departments of Administrative Services (DAS), Insurance, Technology Services (DTS), and Human Resource Management (DHRM).

Concept

The teleworking pilot leveraged a simple design with only a few required elements. This simplicity allowed the program to be rolled out quickly and with moderate variation to begin the learning process around telework implementation. At its core, the pilot defined telework as working at an approved alternate location (e.g. employee residence) a minimum of three days per week. The required elements, which included evaluation of telework suitability, formal telework agreements, and policies defining performance, helped to address anticipated challenges, and guard against known pitfalls.

Eligibility for telework participation was determined for each employee through a multi-step process. First, each employee's roles and responsibilities were reviewed by their agency leadership for telework suitability. Second, any necessary business process refinements were completed so the employee could be successful working remotely. Third, each employee signed a teleworking agreement that detailed the expectations for the employee and supervisor, along with performance metrics and pictures of the approved alternate (i.e. telework) workspace. Lastly, telework policies were reviewed that provided direction around professional conduct and overall performance, specifying that decreases in productivity, dependent care, and coordination delays were considered unacceptable. Employee participation in the pilot was entirely voluntary. Performance metrics were reported monthly by pilot participants to enable analysis and measurement of telework impact on employee productivity. At the culmination of the pilot, meetings were held with managers and many of the participating employees to understand the overall effect on communication, coordination, and culture.

A key aspect of the pilot included definition of work arrangements in addition to telework (aka "Work from Home"), including Mobile Work and Free Address. The full range of the program's work arrangements are detailed below (adapted from DAS Telework Policy (8.2018)).
Work from Home (Telework)

This work arrangement provides a qualified employee the opportunity to work at a place other than the employee's regularly assigned office location, such as the employee's residence or an alternate location approved by the employee's supervisor. An employee using this arrangement will work from the employee's residence, or another approved alternative location, a minimum of three days per week or upon a schedule mutually agreed upon by the supervisor and the employee. On the days the employee is not scheduled to work from home, the employee will report to the employee's regularly assigned office location. For an employee utilizing this arrangement, the employee's residence (or other approved alternate location) will be the employee's official designated reporting station for the days the employee works out of the office. In most cases, this space will likely be a free address location approved by the employee's hiring agency. The employee's official work station will remain as designated by the agency, as employees may be required to report to this office location as requested by management for meetings, etc.

Mobile Work

This work arrangement provides flexibility of schedules for employees whose responsibilities require them to be away from the office for much or all of the regular workday due to community interaction. A mobile worker will not be assigned a permanent office but will instead utilize the Free Address option when reporting to the regularly assigned office location. The employee's official work station will remain as designated by the agency.

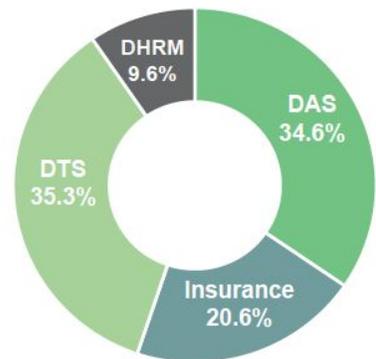
DTS Telework Guide: <https://www.dts.utah.gov/policies/dts-telework-guide>

Free Address

This work arrangement may be suitable for an employee whose primary place to conduct State business is in a regularly assigned building, but who frequently collaborates with different groups, engages in a variety of different projects, or both. This arrangement is also suitable for Mobile-Work and Work-from-Home employees when they are physically present in the office. This option includes an arrangement whereby an employee utilizes unassigned, non-permanent workstations on an as-needed basis. An agency may require employees to reserve the workspace in advance, or the workspaces may be used on a first-come, first-serve basis. The pilot also provided a clear distinction between “telecommuting” and “teleworking” to differentiate existing practices from the pilot and potential future program. “Telecommuting” - working from home 1 to 2 days a week on an ad hoc basis - has been taking place for years and does not address many concerns that would be anticipated with a large scale telework rollout. Several key examples of gaps in telecommuting include continued reliance on paper for daily operations, as well as meeting scheduling and collaboration practices.

Participating Agencies

The pilot included 136 participants across DAS, Insurance, DTS, and DHRM. DAS and Insurance were the first to begin teleworking, followed by DTS and DHRM. More recently, work has begun at the Department of Health to work through situations with more security concerns. The pilot participant breakout is as shown to the right.



Significance

The New Workplace initiative established a foundation for large scale expansion of digital workplace initiatives in Utah. This was verified when the state had to respond to a dramatic shift in workplace patterns as a result of the COVID-19 virus. With the support of the Department of Technology Services, agencies were able to quickly move thousands of employees to a work-from-home environment literally overnight.

Impact

Pilot Results

The pilot was successful in demonstrating that telework can be leveraged across departments to deliver increases in employee performance while impacting a range of key objectives when implemented on a large scale.



Improved Air Quality

By working with the Department of Environmental Quality, an emissions factor was calculated for each generic vehicle type, model year, and fuel type. Using this factor multiplied by the number of commute miles and days of teleworking, an amount of emissions saved was calculated. The total emissions saved during the pilot was 273 pounds.



Increased Job Growth and Creation in Rural Utah

Because teleworking was still in a pilot phase, a large number of recruiting events were not undertaken until it was clear the pilot would become a permanent program. Despite some hesitation, several recruitments were conducted in rural Utah with the option for full-time teleworking. These efforts resulted in DTS being able to hire one

employee for its help desk in rural Utah.

1 new job created in rural Utah. As Utah



Better Real Estate Utilization

The big wins for real estate utilization will be realized over time as the state is able to masterplan all the office space being used and implement alternative workplace solutions. These solutions will be more effective when leveraging teleworking, and thus joint efforts to coordinate the efforts of the two programs have been undertaken. As space needs are more effectively met and state assets more effectively utilized, the state

will be less reliant on leased space and will slow down or eliminate the need for new building construction. In spite of the delay in realizing the benefits of this goal, the Department of Health has begun a plan, through teleworking, to eliminate its space requirements at the 44 Medical Drive building and lease the building to the University of Utah, which will result in a \$220,000 Operations and Maintenance savings annually.



Increased Employee Productivity

Analyzing the reported productivity metrics required in the program against the baseline values submitted showed an overall increase of just *over 20% improvement*. This does not suggest that all participating employees showed increases or that teleworking alone was the reason for the increase. It's important to note that teleworking is proving to be a

catalyst for other worthwhile projects and improvements that the state has begun in the past and not fully completed.

Enhanced Talent Recruitment and Retention

In three separate instances, valued employees with life changes that would have historically required resignation of their positions were retained because of the teleworking program and remote working capabilities.

Impact on Employee Experience

While not a stated goal of the pilot, the telework program may have resulted in improved employee experience in some instances, which is expected to ultimately enhance talent recruitment and retention. While more data needs to be collected on employee experience, early indications are positive, as demonstrated by the following supervisor quote:

“Employee reaction is VERY positive. They much prefer to work from home instead of the office. Frankly, it appears they don’t miss us very much at all. We sense a bit of remorse from staff when they are required to work in the office on occasion.”

Conclusion

Following the conclusion of the telework pilot, Utah’s Lt. Governor, Spencer Cox, stated, *“Full implementation of A New Workplace will improve our air quality, grow jobs in rural Utah, improve real estate utilization of state facilities, promote employee productivity, and increase our talent recruitment and retention capabilities.”*

Utah state agencies began identifying positions that could participate in the program into the future. The Department of Technology Services worked with the Governor’s Office of Management and Budget to develop the deployment guide (<https://gomb.utah.gov/wp-content/uploads/2019/10/Deployment-Guide.pdf>) to help agencies support implementation of the program. A cross functional Steering Team was created to move the teleworking pilot to a complete enterprise program beginning in November 2019.

Within a few months, the global COVID19 pandemic began to impact Utah. Fortunately, the state had a plan in place to quickly move thousands of state employees to a remote work environment.

The Department of Technology Services (DTS) quickly expanded its VPN infrastructure to support as many as 60,000 connections. New, expanded remote call center operations were set up within a week. DTS enabled Desktop as a Service, providing agencies with multiple options including AWS WorkSpaces or a new cloud product by delivering Citrix DaaS on Google Cloud Platform. The transition to Desktop as a Service enables the state to quickly scale a secure remote desktop experience that allows the employee to work from anywhere, while maintaining the integrity and security of state operations.

