

Telework Pilot Summary

Overview

Program Objectives

1. Decrease emissions and contribute to clean air solutions
 2. Increase building capacity thereby deferring cost of additional state space
 3. Increase state job opportunities for rural Utah
 4. Increase employee performance
 5. Increase employee recruitment, retention, satisfaction
- 136 official teleworkers currently based out of State Office Building
 - Pilot Participants:
 - ❖ have clearly defined and approved performance metrics
 - ❖ have submitted commute information for emission tracking
 - ❖ have relinquished any permanent assigned seating in State Office Building
 - ❖ work 3 or more days a week from home
 - ❖ are reporting monthly to DAS EDO office
 - DAS, DTS, DHRM, and Insurance are actively participating in the pilot and have been adding participants each month since the first week in October
 - We will be expanding the pilot to include the Cannon Health Building in March
 - 22.8% increase in work performance
 - Based on December numbers, we are saving 85,833 pounds of CO2 per month.
 - We are refining and automating a reporting process that can accommodate statewide reporting
 - 5 full-time teleworkers from rural areas; 6 upcoming recruitments with the intent to hire from rural Utah with more several more classifications that can be open to rural applicants when openings occur
 - Currently working on evaluating all job classifications with individual managers rather than through a global review, to determine if a rural applicant can fill a position
 - A full-time program director from the Governor's Office will oversee the implementation of the program statewide

- Steps have begun to conduct a procurement for a consultant to assist in a widespread strategic implementation and can work collaboratively with the consultant conducting space optimization study
- Experimentation with the management of hoteling space has begun (space that is open for anyone to use)
- **Program Performance Metric:** QT/OE where Q1 is average deviation from baseline in individual employee performance metrics; Q2 is employee satisfaction metrics; Q3 is # of jobs that can be recruited for in rural Utah; T is # of employees who can be headquartered in building; OE is building costs

Benefits

As this program is rolled out, in conjunction with the right-sizing of space as part of the space utilization efforts, we expect to see up to 25% increased capacity in many state owned buildings.

We are already seeing huge benefits in the short time the pilot has been running. Increased employee productivity, and all-in mentality of both those employees participating and the managers supervising these employees have been overwhelmingly positive.

We have seen more engagement and actually MORE collaboration which has been a surprise. Employees have been quick to embrace the technology such as Google Hangouts, Zoom, Adobe Connect and others that keeps them in touch with their teams.

Caution: We are still in the honeymoon phase. We have been debriefing managers, supervisors, and teleworkers during the first half of February to review feedback and address any management concerns or questions.

Challenges

This is very work intensive on the front-end. We are most successful when we do the work required BEFORE teleworkers begin working from home.

- Establishment of meaningful performance metrics has required significant coaching and one-on-one work with the participating divisions or agencies.
- LOTS of questions from every level of participant: Executive Directors, managers, teleworkers, and those that remain in the office.

- External communication – employees don't want to use personal cell phones to call out which would give customers their private information through caller ID. We are currently experimenting with Google Voice, but experiencing some difficulty. VOIP seems to be the long term answer but requires a significant cost per building to make it widely available
- Real time technology issues – feedback on conference calls, audio or visuals not working properly, etc. We will be working with DTS to create standardized full-kits for various scenarios. (individual setups, small conference rooms, large conference rooms, etc.) Kudos to DTS! They have been fabulous in helping to train employees and resolve these issues as they arise.