



Reopening

Recommendations

State of Oregon
June 2021

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Background

The onset of the COVID-19 pandemic in 2020 necessitated a change in the way we work at the state of Oregon. In order to slow the spread of the disease, the majority of our agencies quickly transitioned their employees to remote work options. Many employees do not have the ability to work remotely and continue to report to their worksites during the pandemic. During this time the majority of our offices remain closed or have limited public access. As the pandemic starts to settle, we have the opportunity to reimagine the future of our workplace.

Purpose

Governor Brown tasked the Reopening Advisory Team with developing a report on fully reopening remaining state offices to the public. The Team focused on public access, workforce re-entry to state office buildings, discussions on hybrid workplaces, current in-office staff, information technology needs, workspace, facilities, parking, and human resource policies. In order to identify and develop recommendations on these topics, the group gathered feedback from employees through the statewide Work Reimagined survey.

The team is made up of a diverse group of managers from all policy areas, large and small agencies, agency deputies, and subject matter experts. The workgroup is chaired by state Chief Human Resource Officer (CHRO) Madilyn Zike and DAS Enterprise Asset Management Administrator, Shannon Ryan.

Looking Forward

As we move forward, it's not either/or—today's workplace is all about **and**. Welcoming flexibility and technology now will ensure a successful future for state of Oregon employees where we embrace the new normal – a workplace that takes a holistic and nimble approach to supporting employees and optimizing our service delivery to Oregonians. Every employee's voice is crucial in our toolbox of systems, strategies, policies, and procedures and continuing to provide opportunities for feedback will ensure greater collaboration.

The Advisory Team was challenged to not only look past the pandemic, but to envision a workplace that welcomes out-of-the-box ideas and creative approaches to develop recommendations for the Oregon state government of the future. The state of Oregon has the opportunity to reposition practices and policies that are attractive to the current workforce, become an employer of choice, and to reach and recruit diverse talent.

The recommendations included in this report serves as a guideline, not just as we reopen state buildings, but as we work together over the next biennium to develop and incorporate new tools and resources and continually evaluate processes, practices and culture change. The guidelines in this document will be implemented over the next two years in partnership with key stakeholders throughout the state: the advisory team, the Governor's Office, agency directors and leaders, union leadership, and employees.

Continued Evaluation

The Advisory Team will continue to meet to streamline reopening recommendations, and evaluate successes and challenges from both the public and employee perspective. The following recommendations will need to be continually reviewed to ensure alignment with the goals of flexibility, innovation, and creativity to meet the evolving needs of the state of Oregon.

Scope

The Reopening Advisory Team identified four subgroups tasked with determining recommendations within the following categories:

- o **EMPLOYEE** | Connection and Morale, Performance Management
- o **EMPLOYEE** | In-State and Out-of-State Remote Work
- o **PHYSICAL WORKSPACE** | Facilities, Parking, Public Access
- o **PHYSICAL WORKSPACE** | Safety, Technology, Ergonomics

Recommendation Considerations

Each recommendation brought forth by the subgroups includes careful consideration and applicability of the following:

- o **EQUITY** | Deliberately inclusive in both process and outcomes
Definition: *Equity acknowledges that not all people, or all communities, are starting from the same place due to historic and current systems of oppression. Equity is the effort to provide different levels of support based on an individual's or group's needs in order to achieve fairness in outcomes. Equity actionably empowers communities most impacted by systemic oppression and requires the redistribution of resources, power, and opportunity to those communities.*
Consider what the impact is on:
 - People**
 - Who are positively/negatively affected thru the transition of returning to the workplace?
 - What are the barriers they may or may not experience?
 - Things to consider – Physical, Emotional, and contextual affects.
 - Process**
 - How are we thoughtfully including or excluding people (disabilities/abilities, under resourced, communities of color and LGBTQIA+)?
 - What policies, processes and social relationships contribute to the inclusion and or exclusion of those most affected by the return to the office?
 - Are we creating space for people to be empowered in this process?
 - Place**
 - What kind of positive and or negative “place” are we creating?
 - How are state resources distributed enterprise wide? Are they consistent and equitable?
 - Power**
 - What are the benefits and barriers or opportunities that people may experience with moving back to the office?
- o **IMPLEMENTATION SUPPORT** | Needs that will impact culture change and change management
- o **IMPACTS** | Policy(ies) affected and/or any fiscal impact

Additionally, the Reopening Advisory Team distributed a survey to all Executive Branch employees. The survey represented three paths: managers managing remotely, employees working remotely, and employees working on-site. The survey garnered 19,515 responses; representing a nearly 50% response rate. Of those surveyed, 80% stated they would like to continue working remotely 3-5 days per week. Over 70% stated they want in-person collaboration at least weekly. Additionally, 62% said they would be comfortable using a drop-in desk space.

The feedback received has influenced the recommendations contained in this report aimed at reopening the remaining state offices to the public and acknowledging the need for workplace flexibility.

All survey results can be found here:

<https://www.oregon.gov/das/HR/Documents/Employee%20Engagement%20Survey%20060421.pdf>

Executive Summary

The following are the top recommendations identified by each subgroup. These items were selected based on key priority, policy, budget, or other significant impacts. All recommendations including information on equity, implementation support, and impacts are noted in the recommendation detail section (beginning on page 11).

EMPLOYEE: CONNECTION AND MORALE, PERFORMANCE MANAGEMENT

- (1) **Agency leaders determine their operational objectives and expectations for the new normal.** Among factors relevant to this goal setting include the needs of the public, input from employees drawn in part from statewide survey results and agency level discussions, and equity-based considerations. Leadership communicates these objectives to managers and empowers them to lead with clear and open communication that, in turn, empowers staff.
- (2) **Use a phased approach to bringing back employees who need to return to the office based on business needs or want to return to office.** Lifting of the statewide restrictions for most sectors as COVID restrictions are lifted will ease pressure on most agencies to enforce compliance with social distancing and mask requirements currently in place and afford greater flexibility to agencies to phase in segments of their workforce if desired prior to Sept. 1. Consider developing recommendations or guidance that reintegrates employees in waves that may begin with positions serving the public, positions working full-time in the office, and positions in a hybrid model (splitting time between remote work location and central office). In conjunction with implementation, message out to the public on the phased in approach.
- (3) **Agencies “onboard” all employees for the new normal.** Consider separate tracks for employees who were hired during the pandemic and those employees returning to the workplace. DAS to further develop toolkits and training resources that agency HR shops and managers can tailor to their agency’s leadership expectations.
- (4) **Implement change leadership by preparing managers to have conversations with their employees about the new normal.** These conversations include meeting the needs of the business and soliciting employee’s input to understand their expectations and needs surrounding flexible work arrangements. Identify supports for managers that include toolkits, mentoring, and training over the next couple years to support our new work culture.

EMPLOYEE: IN-STATE AND OUT-OF-STATE REMOTE WORK

- (1) **Out-of-Country*** – At this time state employees should not be permitted to perform state business outside of the country. The state does not have international workers compensation protection in place for employees working internationally for extended duration. Further research should be conducted to better understand the needs of employees who wish to work abroad and establish a process to evaluate specific circumstances. DAS Risk Management will need to research and evaluate requirements for compliance with foreign countries’ worker protections (availability, technology, and costs).
- (2) **Out-of-State*** - Research and determine compliance-based considerations that include: Oregon Workers’ Compensation and insurance (medical, liability, etc.) and applicability to the state in question. Develop and maintain a list of compliance considerations for each state.
- (3) **Staffing** - Have open discussion on flexible work schedules considering compliance requirements under relevant wage and hour law provisions. Consider technological tools for staff and office planning.

** It is recommended that a long-term Enterprise strategy around permanent remote and hybrid work is created by establishing an ongoing workgroup. The long-term workgroup will:*

- a. Align related state policies looking at the broader policy implications of remote work.*
- b. Define remote employee and the legal compliance considerations.*

PHYSICAL WORKSPACE: FACILITIES, PARKING, PUBLIC ACCESS

- (1) **Facilities:** The new normal will include staff who are in the office and off site as well. Design hybrid meetings and workplaces, collaborating with DAS to: host staff meetings with face-to-face interaction simultaneous with video conferencing; create more drop-in or “hoteling” desk space; and offer more collaboration space.
- (2) **Parking and Transportation:** Offer multiple, accessible, and affordable parking options for employees and customers. Expand the opportunity to purchase full and half-day permits; pay for or extend time on parking meters with a Smartphone App, continue to offer monthly reserved parking spots, continue to offer carpool permits, and consider whether to invest more in alternative transportation programs (bus passes and bike lockers).
- (3) **Public Access:** Focusing on lobbies and the front counter, these recommendations emphasize: providing safety and equity for reception area staff, offering high-tech lobby kiosks in buildings where there is no front desk, moving as many services as possible to a digitized on-line platform, and hosting hybrid public meetings (with simultaneous face-to-face and on-line options).

PHYSICAL WORKSPACE: SAFETY, TECHNOLOGY, ERGONOMICS

- (1) **Safety:** It is recommended that agencies revisit threat management and safety plans; de-escalation training and identifying top needs in handling challenging situations. Updating or adding to the safety plan a policy that is specific to threat management.
- (2) **Technology:** It is recommended that agencies ensure a proper home technology set-up utilizing state owned resources. The state must make an investment in the employee around technology needs eliminating technology barriers with consideration to potential cost implications. Research remote work stipend options.
- (3) **Ergonomics:** Agencies should provide employees with self-assessment office ergonomic tools for the remote work location, if not already developed, on a continual basis. Use of Workday to track the completion of a self-assessment and consider including this as a requirement in the remote work agreement.

Communications | *Vision and strategy*

Communication is a key component to a successful reopening plan as well as sustained change. With the unique position of creating a new and more flexible work environment that will better serve employees and Oregonians, changes need to be properly communicated with the workforce as well as members of the public.

Each aspect of communication needs to be regular and consistent. Uncertainty can encourage misinformation and speculation, so ensuring that the public and employees are well informed and have open pathways to share feedback are vital to a successful reopening.

COMMUNICATION GOALS

- Clear and consistent messaging about reopening between advisory team, leadership, and other key stakeholders.
- Engage key stakeholders to share information that needs to be shared with those implementing changes.
- Provide information to all state employees about the process, what enterprise changes will come, who to contact and how this will benefit the enterprise.
- Provide information to the public about how to access services and how their experiences may change or remain the same compared to pre-pandemic times.
- Have resources available online for people to freely access and include clear information on how to provide feedback or ask questions.

KEY STAKEHOLDERS

- Full Reopening Advisory Team (<https://www.oregon.gov/das/HR/Documents/Advisory%20roster.pdf>)
- Governor's Office
- Agency Directors
- Agency Administrative Business Services Directors
- Agency Human Resources Directors
- Agency Public Information Officers/Communications Council
- Department of Administrative Services Communications
- Labor Unions

Communication methods and tools

Method/Tool	Description	Audience and Impact
Enterprise-wide emails	Powerful tool we have to share information through email with all employees of the Executive Branch.	Executive Branch employees, approx. 42,000 people. This reaches all our employees, but not all employees regularly access or read their emails. Due to the large audience, messages sent must be high priority and impact all employees.
Focused email to key stakeholders	Targeted way of communicating information to groups that have specific communication needs.	Audience limited to those within the stakeholder group, but may expand to their networks of outreach (e.g. Communications Council can reach each of their respective agencies through tools they identify).
Meetings	Sharing information in meetings is a great way to share detailed information and receive live feedback.	Audience is limited to those within the meeting and those participants choose to share with. Meetings can be highly impactful as information is verbally shared or visually presented. Information shared in meetings may be forgotten or details lost.
Survey	Survey conducted to gauge the sentiments of employees allows the team to better understand needs and develop recommendations.	Executive Branch employees, approx. 42,000 people. Received feedback from 19,500+ people, which is a great response rate. However, that still leaves more than 50% of employee's sentiments unknown.
Internal agency communications	Agencies themselves will have internal communication tools that may have higher impact than statewide tools.	Agency-specific audiences, number depending on agency. These communications will be necessary when agency-specific changes are adopted.
Press releases	Tool to quickly share information with news media, who may then choose to share information with their audiences.	Public audience. More traditional media communication tool that relies on news media to share the information presented in the release. Typically consumed by an older demographic who rely on print, television, or radio news.
Social Media	Powerful tool to quickly share information with a broad audience. We may ask agencies to share information through social media to further the impact of the messages.	Public audience. Typically used by a younger demographic, but is widely accessed. Consumer needs access to technology to engage with social media. With the widespread access to social media it is fraught with misinformation which must be combatted.
Website	Publicly available page that shares relevant information about the reopening process. Potential creation of a landing page with all relevant agency information. https://www.oregon.gov/das/HR/Pages/reopen.aspx	Public audience. Very broad reach, but only if people know how to access the website. Should be used in conjunction with other communication methods and tools.

KEY MESSAGES

PUBLIC COMMUNICATIONS

- Questions to consider when communicating with the public:
 - What do agencies have planned for reopening?
 - Information:
 - Physical location, days, and hours open
 - What services will be provided in person
 - What services can be conducted remotely
 - Who and how to contact for questions related to reopening services (e.g. public doesn't see the service listed that they need help with or who may need help navigating the online process)
 - Tools:
 - Press releases, website- centralized information platform and information available on each agency website prominently displayed, social media
 - What can the customer expect in terms of experience, will this be different from what has occurred during the pandemic or even before the pandemic?
 - Information:
 - Share what the customer may be able to expect to obtain services in person.
 - Sharing what to expect may relieve any anxieties about visiting in person, improve the overall experience and allow for better planning.
 - Share ways to obtain services remotely.
 - Tools:
 - Press releases, website, social media, video, photos or online tutorials may be an excellent way to visually show what to expect and how to access remote services.
- Consider creating methods to allow public feedback:
 - Survey people who have received services in person and online (separately) to detail how well the services are working for the customer. This could inform future improvements.
 - Tools:
 - Surveys, website, social media

ENTERPRISE COMMUNICATIONS

- Reopening on September 1 may look different at every agency. Enterprise communications should encompass changes that all agencies will experience.
- Messages that need to be shared with all employees:
 - Personal
 - Valued work conducted both in and out of the office
 - Positive opportunity to take a fresh look at the physical workspace, challenge the norms and incorporate more flexibility
 - Reopening is taking an employee centered approach- nurturing and recruiting great people
 - Who to contact at agencies to understand agency-specific changes and how to provide feedback
 - Statewide policy and culture changes in these areas:
 - Connection and employee morale
 - Performance management
 - In-state office and remote work, out-of-state remote work
 - Facilities, parking, public access
 - Safety, technology, ergonomics
- Tools:

- Enterprise wide emails, direct communications with key stakeholders including meetings and emails, survey

AGENCY COMMUNICATIONS

- Information above should be reiterated internally by agency employees.
- Agency specific information outside of what is listed above needs to be shared internally at agencies.
- Agencies should ensure that each employee has a clear understanding of expectations, changes being made and how they are personally affected by those changes.
- Emphasize the positive aspects of the changes being made for remote, hybrid and onsite employees: flexibility, overall wellness, productivity, environmental impact, etc.
- Consider various methods for receiving employee feedback:
 - Conducting surveys, offering listening sessions, one on one meetings and other tools could allow employees to outline overall experiences and detail what works and what does not work for agencies. This could inform any future improvements.
- Tools:
 - Internal agency communications, meetings, focused email to key stakeholders (employees), website (likely intranet for employees), survey

Recommendations Detail

Employee | Connection, Morale and Performance Management (Page 12)

Employee | In-State and Out-of-State Remote Work (page 21)

Physical Workspace | Facilities, Parking, and Public Access (page 26)

Physical Workspace | Safety, Technology, and Ergonomics (page 35)

Employee | Connection, Morale, and Performance Mgmt.

SUBGROUP MEMBERS:

- | | |
|---|----------------------------------|
| Tessa Sugahara, DOJ (Chair) | Krista Campbell, ODE |
| Kim Dettwyler, DAS (Subject Matter Expert) | Lisa Hanson, ODA |
| Carol Williams, DAS (Subject Matter Expert) | Kris Kautz, OHA |
| Kelly Bruce, ODOT | Audray Minnieweather Crutch, DHS |
| Roxie Burns, ODFW | |

OBJECTIVE:

Ensure an inclusive, welcoming, and safe work environment for employees to feel comfortable and be productive, whether working remotely or in the office/field.

CHALLENGES TO OVERCOME:

- Maintaining employee morale - changes in workplace
- Employee inclusion in a remote workplace
- Employee inclusion in a hybrid workplace
- Orienting employees back to the office
- Managing performance remotely
- Managing performance in a hybrid workplace
- Remote team building – tools and training
- Onboarding remotely
- Maintaining agency culture in remote workplace

Recommendation:	AGENCY LEADERS DETERMINE THEIR VISION, DIRECTION, EXPECTATIONS FOR NEW WORK ENVIRONMENT <ul style="list-style-type: none"> • Set the tone • Message the direction throughout the agency • Empower managers to lead from this
Challenge:	Maintaining agency culture in remote workplace
Workplace Consideration:	Decision-making based on agency mission, services business needs, culture Considering opportunities to shift culture
Implementation Support:	<ul style="list-style-type: none"> • Ensure policies empower agencies to make nimble, flexible decisions aligned to public’s expectations, business needs and culture • Strong Executive vision, messaging, and support
Impacts:	Opportunities to leverage remote work and build on efficiencies gained through the past 15 months of remote work
Survey Data:	Of 2,062 managers that responded, 93% would consider continuing remote work for their team upon reopening state offices
Timeline:	Immediate

Recommendation:	LEVERAGE MANAGERS WHO HAVE SPECIFIC TALENTS AND SKILL SETS TO HELP OTHERS.
Challenge:	Maintaining agency culture in remote workplace
Workplace Consideration:	Ensuring managers have mentoring and support needs met
Implementation Support:	Some managers were hired for their technical/ specialized skills and may not have the skill sets of change management, nimbleness, and flexibility. Agencies identify managers with desired skill sets reflecting their agency’s goals and consider having them partner with managers needing support.

Impacts:	Managers have a lot on their shoulders
Timeline:	Immediate

Recommendation:	<p>AGENCIES ASSESS BUSINESS NEEDS AND OPPORTUNITIES FOR REOPENING, CONSISTENT WITH AGENCY LEADERSHIP DIRECTION.</p> <p>Suggested Steps:</p> <ul style="list-style-type: none"> • Assess business needs for services, programs & delivery • Review position duties and suitability for remote work • Discuss remote work preferences with employees who have job duties that can accommodate hybrid or full-time remote work. • Use data to make decisions and develop a communication and implementation plan • Document decisions and agreements
Challenge:	Maintaining employee morale - changes in workplace
Workplace Consideration:	<ul style="list-style-type: none"> • Empower individuals to have input on how/where they work – performance management can follow employee choices; trust needs to be given • Consider the public perspective for how they want to be served as well as new ways of meeting the public needs. • Be clear about who can or can't work remotely based on job duties, business and operational needs, and public expectations for service. Consider opportunities to incorporate more flexibility into on-site work when remote work is not possible. • ADA considerations (public and employee accommodations).
Implementation Support:	<ul style="list-style-type: none"> • Communication about suggested steps (reinforce exec vision & messaging about the opportunity to do things differently) • Strong messaging and ongoing discussion at ELT meetings, all agency heads, deputy director forum, business services directors, HR managers, etc. Reinforce the messages over time. • Clarify definitions of remote work, hybrid, etc. and what flexibility agencies must determine position/job duties suitability, suggested definitions: <ul style="list-style-type: none"> ○ Full-Time Remote: Employee <u>regularly</u> works remotely from home or other alternate worksite 80-100% of their time. ○ Hybrid: Employee <u>regularly</u> splits time between home or other alternate worksite and the office or field (less than 80% of their time at home). <ul style="list-style-type: none"> ○ Situational: Employee <u>occasionally</u> works remotely from home or other alternate worksite for a short duration or specific business need.
Impacts:	<ul style="list-style-type: none"> • Agencies need to be doing this work now if not already doing it or they may not be ready for 9/1 • Agencies need to be more nimble, flexible than ever to deliver services. • Agency documentation of remote work needs to inform DAS CHRO through Workday (NOTE: Not all agencies are using Workday). • Definitions can impact facilities space planning and technology/ equipment needs
Survey Data:	70% of employees surveyed who currently work from home feel that leadership is supportive of them continuing to work remotely either full or part time. 28% marked "I don't know," or "other." 2% stated "no."
Timeline:	Immediate

Recommendation:	<p>USE A PHASED APPROACH TO BRINGING BACK EMPLOYEES WHO NEED TO RETURN TO THE OFFICE BASED ON BUSINESS NEEDS OR WANT TO RETURN TO OFFICE.</p> <p>Considerations:</p> <ul style="list-style-type: none"> • Stagger employee reintegration, suggest: <ul style="list-style-type: none"> ○ 1st - public facing employees ○ 2nd - full time office employees ○ 3rd - Hybrid (splitting time between home & office or office & field) • Ensure adequate staffing to serve the public when buildings open to public • Address concerns about public and employee safety in buildings
Challenge:	Maintaining employee morale - changes in workplace
Workplace Consideration:	Ensuring agencies apply an equitable approach and process to bringing employees back into the office.
Implementation Support:	<ul style="list-style-type: none"> • Communication on reopening to the public on 9/1 and what services will be available • Clarify role assignment between Governor’s Office, DAS and agency leaders for messaging <ul style="list-style-type: none"> ○ Overall message from executive level ○ Agencies follow up message - tailor for their vision, services, delivery model • Policy, guidance and resources for additional security (if necessary) – e.g. contracted security, self- defense, de-escalation training & resources, emergency authority or point of contact onsite (particularly Capitol Mall Area) • Policy and guidance for handling challenging situations (e.g. employees needed back in office who relocated out of the area while working remotely during pandemic)
Impacts:	<ul style="list-style-type: none"> • Staffed for public expectations of service • Agencies may want to consider developing and designing drop-in/shared workstations for hybrid remote workers prior to re-opening • Public/Employee health concerns (gradual exposure to more people in office) • Understand employees will need time to adjust to returning to the office – things won’t be the same as they were pre-pandemic. Managers need to be flexible on return to the office and work through change management with employees.
Survey Data:	Of 15,528 currently working from home, 95% would like to continue to work from home 1-5 days per week. 5% do not want to continue to work remote once offices reopen.
Timeline:	Start July/August 2021 (aligned to restrictions lifting or “green light” from DAS; could be spread out over several months)

<p>Recommendation:</p>	<p>CHANGE LEADERSHIP - PREPARE MANAGERS TO HAVE CONVERSATIONS WITH AND SUPPORT EMPLOYEES IN A CHANGED WORK ENVIRONMENT.</p> <p>Three primary groups of employees – what are their views, preferences, feelings, fears, etc.?</p> <ol style="list-style-type: none"> Remote working full time Hybrid remote work Full time on-site (some continued to work full-time in the office/field during the pandemic) <p>Equip managers to help employees in positions that do not accommodate remote work move through and past negative thoughts or perceptions.</p> <p>Labor management committees (outside of bargaining context) – early, more frequent conversations with labor/management committees– engage with them openly about how we partner on messaging and approach once we have the details (need clarity together as there will be multiple sources of information)</p>
<p>Challenge:</p>	<p>Maintaining employee morale - changes in workplace</p>
<p>Workplace Consideration:</p>	<ul style="list-style-type: none"> Developing managers skills for success in change management providing different levels of support based on the individual and group needs Develop manager training on empathic listening and communication with an understanding of how to recognize need and provide different levels of support Tension between remote workers and non-remote workers Helping employees understand what jobs or work can accommodate remote work and why
<p>Implementation Support:</p>	<ul style="list-style-type: none"> Managers should have discussions with employees now so they know what to expect and we are prepared for the public on 9/1; conversations at all levels regarding what things will look like when reopened <ul style="list-style-type: none"> Public service and/or clients are going to dictate what this looks like for some agencies (some may not have been able to access services in a virtual environment) As needed, work with employees on a modified version of reopening as restrictions have been lifted – people need help sooner than 9/1 – give agencies the flexibility to start sooner once restrictions lifted Provide change leadership/transition management training or toolkits and resources Set leadership expectations, for example: <ul style="list-style-type: none"> Proactively engage employees in conversations about what reentry looks like for them, what they are thinking/how they are feeling, how they will be working in new model agencies are implementing Help employees identify and understand what has changed; feel safe coming back and/or working in new environment. Common focus on agency
<p>Impacts:</p>	<ul style="list-style-type: none"> Expect and embrace there will be a period of “flux” when employees return to working in the office and employees feel comfortable in the post-pandemic environment. People go through a personal transition process in response to change. (Refer to the Bridges Transition Model) Need to give changes a chance to work. Agencies need to have these conversations, consider the questions, and provide responses, now. Morale can be a concern for employees who want to work remotely but the job does not accommodate remote work or the business needs of the agency require them to be in the office.
<p>Timeline:</p>	<p>Start July/August 2021 (tie to decision-making recommendation) Need some ongoing over the next 12-18 months.</p>

Recommendation:	CHANGE LEADERSHIP – EMOTIONAL SUPPORT Equip managers to meet people where they are at emotionally in relation to returning to the office and in light of all that has occurred in the last year (social justice issues, fear/anxiety, physical changes, health concerns, child care concerns of income, loss of family members, etc.). Equip employees with tools to effectively communicate their feelings and needs.
Challenge:	Gauging and maintaining employee morale - changes in workplace
Workplace Consideration:	Getting leaders/managers comfortable and able to: <ul style="list-style-type: none"> • address issues and have difficult conversations directly with employees • Help employees find resources, trainings, and support to live in the moment, deal with equity issues, racism, microaggressions, etc. • Work through the various stigmas about social issues, masks, vaccinations, remote working, etc. • Identify resources to help employees navigate their feelings (e.g. EAP) and get the support they need.
Implementation Support:	<ul style="list-style-type: none"> • Guidance for navigating concerns with policy • Develop Forums • Partnering with HR and equity offices within respective agencies, Governor’s DEI office, and DAS CHRO resources for guidance. • Robust messaging - lead with compassion, grace, empathy, and patience • Training or toolbox, and resources for change leadership, how to engage in/support conversations. • Provide resources/information for employees. • Once resources available, be direct to managers in asking them to review, discuss & apply the information.
Impacts:	<ul style="list-style-type: none"> • Some employees are struggling with all that has occurred over the last year, managers need to be a resource to employees on change management, working through issues in real time • Employee morale, retention
Survey Data:	Of the 15,508 survey responses to the question “How safe do you feel returning to the office,” 44% reported feeling very safe or somewhat safe, 21% stated they felt neither safe nor unsafe, and 34% felt somewhat unsafe or very unsafe.
Timeline:	Start July/August 2021 (tie to decision-making recommendation) Need some ongoing over the next 12-18 months.

Recommendation:	AGENCIES “ONBOARD” ALL EMPLOYEES FOR THE “NEW NORMAL”
Challenge:	Maintaining Employee Morale - Changes in Workplace
Workplace Consideration:	<ul style="list-style-type: none"> • Integrating employees that were hired remotely and are coming into an environment they haven’t experienced. • Addressing the “first contexts” we’ll experience for those coming back, such as: <ul style="list-style-type: none"> ○ seeing each other in person for first time in over a year ○ not seeing everyone in person with shift to hybrid ○ potential changes to office spaces to accommodate drop-in workstations
Implementation Support:	Consider providing a reorientation framework to include: <ul style="list-style-type: none"> • Employees who will be working in the office full-time or hybrid: <ul style="list-style-type: none"> ○ Orient new employees who’ve never seen the workplace (introduce to the office) ○ Reorient returning employees coming back (identify what’s new/different) • Set new or reestablish expectations • Ensure teams know staffing schedule (e.g., who’s working where and when)

Impacts:	Reduces confusion and disorientation Provides a more welcoming environment
Timeline:	July-September 2021 (tie to reopening plan)

Recommendation:	AGENCY POLICY REVIEWS As DAS is looking at enterprise policies, agencies should look at their internal policies, guidance and practices and adjust to their new environment.
Challenge:	Maintaining employee morale - changes in workplace
Workplace Consideration:	Ensuring new or revised policies, guidance, practices do not adversely impact underrepresented communities or groups of employees
Implementation Support:	<ul style="list-style-type: none"> Communicate updates and changes to enterprise policies Guidance to align and adjust agency policies, guidance, practices
Impacts:	Conflicting policies, practices
Timeline:	July 2021 – June 2022

Recommendation:	LEADERS ACTIVELY ENGAGE EMPLOYEES
Challenge:	Employee inclusion in a remote workplace
Workplace Consideration:	<ul style="list-style-type: none"> Ensuring employees feel connected, part of the team, engaged with manager (particularly people of color) Recognizing everyone is coming in with different experiences and perspectives. Meeting people where they are at (see other notes) – understanding any limitations or challenges they have (e.g. childcare arrangements).
Implementation Support:	<ul style="list-style-type: none"> Resources/tools to support Consider topical focus groups for employees with various challenges or concerns - ask what conditions are needed for them to feel connected, valued, and productive Partnering with HR and equity offices within respective agencies, Governor’s DEI Office, and DAS CHRO resources for guidance.
Impacts:	Employee morale; Retention
Timeline:	July 2021 – June 2022 (Ongoing)

Recommendation:	ENSURE INCLUSION OF REMOTE WORKERS
Challenge:	Employee inclusion in a remote workplace
Workplace Consideration:	<ul style="list-style-type: none"> Remote workers may fear or experience exclusion (e.g. impromptu conversations in the office) Ensuring consistent connection and communication with <u>all</u> staff members
Implementation Support:	Guidance, training or toolkits, and resources
Impacts:	Equity, trust, employee morale, productivity, communication
Timeline:	July 2021 – June 2022 (Ongoing)

Recommendation:	REINTRODUCE EMPLOYEES IN PHASES AND GET THEM COMFORTABLE BEFORE BRINGING NEXT GROUP BACK
Challenge:	Employee inclusion in a remote workplace
Workplace Consideration:	<ul style="list-style-type: none"> Ensuring a sense of belonging for people of color coming back into the office; addressing microaggressions through training and resources. Integrating those who have not been traditionally supported in working remotely.
Implementation Support:	<ul style="list-style-type: none"> Guidance, training or toolkits, and resources Consider topical focus groups for employees with various challenges or concerns - ask what conditions are needed for them to feel connected, valued, and productive

	<ul style="list-style-type: none"> Partnering with HR and Equity offices within respective agencies, Governor’s DEI Office, and DAS CHRO resources for guidance.
Impacts:	Employee morale; Retention
Timeline:	July - September 2021 (tie to reopening plan)

Recommendation:	PROVIDE TOOLS AND RESOURCES FOR BUILDING AND MAINTAINING CONNECTION AND COHESION IN A REMOTE/HYBRID ENVIRONMENT BETWEEN MANAGERS/STAFF, TEAMS, PEERS, ETC.
Challenge:	Remote team building – tools and training
Workplace Consideration:	Awareness of potential inclusion issues between those working in office and those working remotely
Implementation Support:	<ul style="list-style-type: none"> Guidance, training or toolkits, and resources Forums to share ideas and learn across agencies – agencies can learn what works for others and select/ adapt for their own agency and its culture Help managers figure out new ways to “stop by and interact with employees” in a remote/hybrid environment
Impacts:	Employee engagement; team cohesion; morale; productivity; inclusion
Timeline:	July 2021 – June 2022 (ongoing)

Recommendation:	PROVIDE TOOLS AND RESOURCES FOR WELCOMING, ORIENTING, AND INTEGRATING NEW EMPLOYEES VIRTUALLY.
Challenge:	Onboarding remotely
Workplace Consideration:	<ul style="list-style-type: none"> Introducing and integrating employees who haven’t experienced the workplace, its culture, etc. (particularly people of color)– could be at a disadvantage starting out if not provided with the appropriate context. Internal and external challenges – various social justice movements Ensuring they feel valued, “seen”, heard, part of the team
Implementation Support:	Guidance, training or toolkits, and resources to help managers and teams welcome & integrate new employees into the workplace virtually
Impacts:	Inclusion, employee morale, productivity
Timeline:	July 2021 – June 2022 (ongoing)

Recommendation:	CHANGE LEADERSHIP: PROVIDE EDUCATION AND KEY MESSAGING Train managers on how to manage performance remotely vs. in-person. How is it different? How is it the same?
Challenge:	Managing performance remotely
Workplace Consideration:	Empowerment and trust are key
Implementation Support:	<ul style="list-style-type: none"> Communication/education Key messages – consider including: <ul style="list-style-type: none"> Mindset change – performance management is not just dealing with issues or disciplinary situations; it’s about people management (recruiting, engaging, training, and retaining employees to optimize their talent and maximize their productivity). Core principles of performance management do not change for hybrid or remote work Focus on what employees produce, expectations, outcomes Reemphasize how to do performance management in an effective, interactive way
Impacts:	Employee productivity; performance management

Timeline:	July/August 2021 (tie to decision-making recommendation)
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Recommendation:	<p>EQUIP MANAGERS TO EFFECTIVELY MANAGE PERFORMANCE</p> <ul style="list-style-type: none"> • Support managers but also hold them accountable for managing performance • Agency leadership needs to lead by example and hold managers accountable for performance management • Managers need to manage and work with employees to resolve performance issues regardless of where employees work.
Challenge:	Managing performance for all employees
Workplace Consideration:	<ul style="list-style-type: none"> • Ensuring consistent approaches with all employees, regardless of where they work • Ensuring all employees (working in office full-time, hybrid, or remote workers) clearly understand expectations and goals; held to same standards; are supported for success
Implementation Support:	<ul style="list-style-type: none"> • Guidance, training or toolkits, and resources including topics such as: <ul style="list-style-type: none"> ○ clarifying work products, services, and deliverables ○ setting goals & expectations for the work ○ regular check-ins; conversations about performance ○ coaching, mentoring ○ employee development ○ assessing productivity ○ celebrating successes and accomplishments ○ how to support employees in a positive way – feeling valued, appreciated, recognize what they are doing right, etc. ○ effectively assess productivity through good performance management practices, check ins and conversations with individuals and teams
Impacts:	<ul style="list-style-type: none"> • Equity, trust, empowerment, employee morale, productivity, manager effectiveness • May not be able to bring a remote employee into office if performance issues as no space or working out-of-state
Timeline:	July 2021 – June 2022 (ongoing)

Recommendation:	<p>EQUIP MANAGERS TO BUILD AND MAINTAIN CONNECTION AND COHESION WITH STAFF</p>
Challenge:	Managing performance for all employees
Workplace Consideration:	Ensuring consistent connection with all staff members
Implementation Support:	<ul style="list-style-type: none"> • Provide guidance, training or toolkits, and resources, including topics such as: <ul style="list-style-type: none"> ○ ways to stay connected ○ check in on progress and productivity ○ foster social interaction virtually ○ build & maintain relationships
Impacts:	Employee morale, productivity, retention
Timeline:	July/August – September 2021 (tie to reopening plan)

Employee | In-State and Out-of-State Remote Work

SUBGROUP MEMBERS:

- | | |
|---|-----------------------|
| Stefanie Coons, ODOT (Chair) | Cindy Hunt, OED |
| Brian Light, DAS (Subject Matter Expert) | Michelle Johnson, OYA |
| Paul Stutz, DAS (Subject Matter Expert) | Nettie Pye, DAS |
| Carol Williams, DAS (Subject Matter Expert) | Heidi Steward, DOC |
| Fred Boss, DOJ | |

OBJECTIVE:

To secure responsible, consistent, and aligned remote working guidelines.

CHALLENGES TO OVERCOME:

- Staffing
- Remote Work
- Caregiving
- Recruitment/Retention
- Out of State – employment laws, travel compensation, workers comp, licenses, equipment, budget

Recommendation:	HAVE OPEN DISCUSSION ON FLEXIBLE WORK SCHEDULES
Challenge:	Staffing - Move beyond remote to include flexible hours to support the needs of individuals around scheduling. For managers, this brings up the issue of shift differentials. Clarification around “convenience shifts” v. “required shifts” like those at the state hospital and recognize that might take some negotiation with the unions to resolve contract issues.
Workplace Consideration:	Employees required to be in the office may not have the ability to have a flexible schedule. Some employees may not have the resources and ability to work a flexible shift due to outlying circumstances.
Implementation Support:	Define what flexible work schedules means considering work/life balance, needs of the business, environment, and social considerations to make a specific recommendation.
Impacts:	FLSA (Fair Labor Standards Act) continuous workday rule
Timeline:	Immediate

Recommendation:	VIRTUAL IN/OUT BOARD OFFER TRAINING ON STAFFING PLANNING CONSIDERING HYBRID WORK - inclusivity for all employees who are working both in and out of the office. Develop an employee engagement tool that ties nicely with flexing of schedules.
Challenge:	Staffing - Significant leave issues. Too many people out, utilizing leave available to them. The need to have staff in the office. Most facilities have public contact, and so we need to be staffed to work in person with the public and have sufficient staff in case an emergency occurs.
Workplace Consideration:	Allows all employees to know who is in or out of the office, and all employees have the opportunity to receive training to use the engagement tool.
Implementation Support:	Training program development (how to use Outlook calendar)
Impacts:	Cost of training use of Teams or Outlook needs to be determined. Possible trust issues may be an equity impact

Timeline:	July 1, 2021
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Recommendation:	DETERMINE WHICH POSITIONS ARE ABLE TO WORK REMOTELY AND/OR HYBRID
Challenge:	Staffing - The need to have staff in the office.
Workplace Consideration:	Employee unable to continue to work remotely from their home without added support (e.g. insufficient internet, office space, etc.)
Implementation Support:	Research and development of a tool (workgroup and IT resource). Update PD's to include remote work expectations during check ins or when the position becomes vacant.
Impacts:	Employee may prefer to work in the office. Agency may reconfigure workplaces that allow less to work in the office.
Timeline:	August 1, 2021

Recommendation:	ENCOURAGE WORK/LIFE BALANCE/SELF-CARE. Develop training for manager check-ins on setting boundaries and expectations. Develop guidelines on maintaining work/life balance (e.g. blocking time; intentional communication/emails; "end of day" emails; Teams chat; no checking emails outside of work hours for non-exempt employees; dedicated workspace; silence notification sounds, scheduled screen break times, etc.). VIRTUAL IN/OUT BOARD - HAVE SET WORK HOURS.
Challenge:	Staffing - Need to ensure there is a clear division between work and life balance when working remotely.
Workplace Consideration:	Ability to have dedicated workspaces at home
Implementation Support:	Remote work expectations - days may change or may need to come into the office on remote workdays. Guidance on giving notice when employee needs to be in the office/essential staff/management discretion.
Impacts:	
Survey Data:	When asked what benefits or results employees anticipate from working at home long-term, employees identified Better Work-Life Balance as the third largest benefit (just behind Less Driving Time and Reducing Traffic Congestion).
Timeline:	August 1, 2021

Recommendation:	DETERMINE IF THE POSITION MUST BE IN THE OFFICE DUE TO BUSINESS NEEDS. ADA ACCOMMODATIONS.
Challenge:	Staffing - Employees who are "vulnerable" and don't feel safe to return at all.
Workplace Consideration:	Some people feel unsafe - not just in the workplace but in the community (going to/from work)
Implementation Support:	Training for managers/employees on having conversations
Impacts:	Long term effort
Survey Data:	Of the 15,508 survey responses to the question "How safe do you feel returning to the office," 44% reported feeling very safe or somewhat safe, 21% stated they felt neither safe nor unsafe, and 34% felt somewhat unsafe or very unsafe.
Timeline:	August – September 1, 2021 (ongoing)

Recommendation:	DEVELOP GUIDELINES FOR EQUIPMENT (AND PROCESS IN THE EVENT OF EQUIPMENT FAILURE), GENERAL OFFICE SUPPLIES, PRE-PAID BOXES TO RETURN EQUIPMENT. When
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	working hybrid, develop guidelines for moving equipment back and forth and what will be available in the office. Add language to the current remote work policy considering special or ADA needs.
Challenge:	Remote Work - Employees with complicated ergonomic or ADA configurations/needs
Workplace Consideration:	Provide all employees with adequate tools and accommodations regardless of work location
Implementation Support:	Compliance with current regulations and adjustment/publication of revisions Written Agreement Update policies and agreements and establish processes in the event equipment fails or unforeseen circumstances require employee to unexpectedly report to the office.
Impacts:	Project time
Survey Data:	When asked what additional equipment would be needed to continue to work from home, the majority of responses stated: "Nothing Needed." The second highest need was printers and third highest was computer monitors.
Timeline:	August 1, 2021

Recommendation:	DEFINE "DUTY STATION" AND DEVELOP/ADJUST POLICIES AS DETERMINED BY THE WORKGROUP (Further work is needed)
Challenge:	Remote Work - In the case of people that are 100% remote work where will their duty station be for the purpose of expense reimbursement? Old office or home? Additional unknown challenges/opportunities – workgroup will continue to evaluate this recommendation.
Workplace Consideration:	Fair compensation with expense reimbursement
Implementation Support:	Policy change
Impacts:	Travel reimbursement
Timeline:	August 1, 2021

Recommendation:	FLEXIBLE WORK SCHEDULES - agreed upon when working and not working. Ties to virtual in/out board for employees.
Challenge:	Caregiving - Burnout for parents working at home with kids at home.
Workplace Consideration:	Understanding stress and life hardships and how it relates to work. FLSA Exempt vs Non-Exempt
Implementation Support:	EAP - Training for managers on setting expectations about work time
Impacts:	Increased communication
Timeline:	Immediate and ongoing

Recommendation:	ADVERTISING BENEFITS OF REMOTE WORK. Most state jobs are in the Salem area - opens the door for those in remote areas or in an area without many state jobs.
Challenge:	Recruitment/Retention - Opens up candidate pools/attractive for future workforce.
Workplace Consideration:	Increased diversity in recruitment process, including new employment opportunities in areas in need of economic stimulus.
Implementation Support:	Development of wide reaching recruitment opportunities to include candidates outside of the Salem, OR area (e.g. rural Oregonians, out of state candidates). Benefit

	information available to job seekers relative to their state. Need more information for job seekers about each agency - boost agency online presence that tells the story of the agency and the work that is done. Focus on the “why” a job seeker would want to work for the state of Oregon. Progressive, national leader, DEI focused, welcoming state! Focus on workplace flexibility, career development and agency culture.
Impacts:	Public perception about not hiring Oregonians - attractiveness of the remote work to candidates. State employee spends monies back into circulation. Out of state funds to another state (limit to economic value of \$). Certification or DL's for Oregon.
Timeline:	Long term

Recommendation:	OUT OF STATE EMPLOYEE COVERS COSTS TO TRAVEL TO/FROM OREGON (WORKPLACE IN OREGON) IN EXCESS OF DEFINED PER DIEM. AGREEMENT IN WRITING.
Challenge:	Out of State - When an employee is needed physically in the office, who's responsibility is it to pay when employee is out-of-state. Travel and reimbursement to office.
Workplace Consideration:	Guidelines need to be developed that align with pay equity practices.
Implementation Support:	Predetermined travel budget that is equitable for all employees regardless of the distance from the worksite/location. Similar to per diem. Agreed upon at time of hire and documented within offer letter with guidelines. Template in Workday. Research what is allowed under FLSA.
Impacts:	Fiscal impact needs to be considered. Update policies.
Timeline:	Immediate

Recommendation:	OUT OF STATE EMPLOYEES WILL NOT BE PERMITTED TO PERFORM STATE BUSINESS OUTSIDE THE COUNTRY.
Challenge:	Out of State - Recommendations/policy/guidance re: employees working internationally
Workplace Consideration:	Hiring international workers. Employees unable to travel and see families and work remotely.
Implementation Support:	
Impacts:	The state does not have international workers compensation protection in place for employees working internationally for extended duration. DAS Risk Management will need to do extensive research to evaluate being compliant with foreign countries worker protections (availability and costs). Further research should be conducted to better understand the needs of employees who wish to work abroad and establish a process to evaluate specific circumstances. There are significant information technology concerns.
Timeline:	Immediate

Recommendation:	RESEARCH AND DETERMINE HOW OREGON WORKERS COMP AND INSURANCE (MEDICAL, LIABILITY) APPLY TO THE STATE IN QUESTION. DEVELOP/MAINTAIN A LIST OF STATES THAT ARE CONSIDERED SUPPORTED BY WORKERS COMP PLAN AND INSURANCE.
Challenge:	Out of State - Need to sort worker's comp issues out for out of state workers. Can the state afford the expense and/or have capacity to facilitate? Our insurance is very Oregon specific and may not (does not) cover well for out of state workers (hard to find a PCP, an emergency could result in out of network bills).
Workplace Consideration:	Oregon can purchase policies in any state to ensure equitable consideration to all states or locations. Some agencies may be able to afford costs for insurance while others may not.
Implementation Support:	Workday support. Can Workday flag people working out of state to ensure conversation with Workers Comp and Risk? Must constantly monitor other states. The potential transfer of costs from agencies to DAS Risk is not yet determined.
Impacts:	Workers Comp - OR does have policies that allow coverage in other states, Ohio, Wyoming & N Dakota must buy insurance and record. WC protects worker & employer not allowed to opt out.
Timeline:	Immediate

Recommendation:	ADD RESOURCES BECAUSE DAS RM IS NOT STAFFED WITH PERSONNEL TO FOLLOW REQUIRED PROCESSES TO BE COMPLIANT WITH APPROPRIATE PROTECTIONS IN PLACE. Workday can help identify employees with home addresses outside of Oregon and agencies will need to accurately reflect when remote working agreement is in place. Absent timely maintained status in Workday, no access, or resources to track employee addresses to ensure compliance for out of state workers.
Challenge:	Out of State - DAS RM doesn't have the staff to deal with the increasing number of employees who want to work out of state. Need to better understand the level of DAS support needed. Guidelines may be helpful.
Workplace Consideration:	
Implementation Support:	Tie to definition of duty station implementation
Impacts:	Fiscal impact to add resources to DAS to do this work.
Timeline:	August 1, 2021

Physical Workspace | Facilities, Parking, and Public Access

SUBGROUP MEMBERS:

Brenda Bateman, BIZ (Chair)	Dickson Henry, DOR
Brian King, DAS (Subject Matter Expert)	Sherry Kudna, DAS
Jeremy Miller, DAS (Subject Matter Expert)	Jim Pfarrer, Employment
Brady Ricks, DAS (Subject Matter Expert)	Christine Valentine, OSBGE
Randy Blackburn, DHS	

OBJECTIVE(S):

- Enhance agencies' service to the public by making parking and facilities accessible.
- Balance the needs of staff who are doing some work remotely and those who are not.
- Maintain reasonable pricing models for transportation and parking.
- Create infrastructure to support the "new normal."
- Look for opportunities to share resources across agencies.
- Design recommendations that make sense across the whole state (rural, suburban, urban)
- Offer recommended guidelines allowing agencies and facilities to make their own decisions, given their specific circumstances, because "one size does not fit all."

CHALLENGES TO OVERCOME:

Facilities:

- The new normal for meetings will include some participants who are in the room and some who are off-site. Ensure that everyone can participate fully.
- There are a lot of unknowns regarding agency and staff preferences for individual versus collaborative space. Budgets are not queued up to handle renovations during 2021-23. DAS and the collective state agencies need time to lay out all the various needs, piece the puzzle together, and use its purchasing power to be a responsible steward of public resources, as it reconfigures state-owned and leased spaces.
- Many employees will no longer be on-site for much of the week. How could workspace be used more efficiently?
- Employees who physically come into the office to work may be looking for collaboration space, compared to individual workspace.

Parking and Transportation:

- Multiple affordable and accessible parking options for employees and customers.
- Not everyone will have the opportunity to buy a full or half day parking permit online or at the DAS Parking office in advance and have them in hand when needed.
- Carpools were placed on hold during COVID; need an equitable solution for when some, but not all, return.
- Support and improve access to state agencies by public transit and bike.
- Field staff spend time and money shuttling fleet and personal vehicles around.

Public Access:

- Public lobbies must be unlocked and open to the public, while protecting the physical safety of staff when re-opening to the public.
- Alternative options to ensure physical safety of staff, where staff capacity is small, or the lobby cannot accommodate a "front counter."
- Customers may not feel comfortable or want to come in and do face-to-face business anymore. However, we face limits on the current availability of online services, and it takes time and money to launch new online services.

- Public meetings need to be offered in a hybrid environment (face-to-face and on-line simultaneously).
- Agencies need to have a critical mass of people available in-person to serve the public, and to support public-facing staff.

Facilities Recommendations:

ASSUMPTIONS:

- After Sept. 1, 2021, a significant number of the state’s positions will be eligible to and will choose to work remotely some of the time.
- This is an opportunity to re-think how we use physical space—what will be most productive? What will make the state competitive and attractive to new workers? How can different workstyles, collaboration, and accessibility needs be accommodated? The pendulum keeps swinging between wide-open floor space and individual workspaces. It will take time to: figure out which work models best fit agency needs, craft agency budgets to accommodate reconfigurations and moves, and implement any changes.

Recommendation:	A BEST PRACTICE FOR HYBRID MEETINGS, WILL LIKELY CONTINUE TO INVOLVE FACE-TO-FACE INTERACTION SIMULTANEOUS WITH VIDEO CONFERENCING.
Challenge:	The new normal for meetings will include some participants who are in the room and some who are off-site. Ensure that everyone can participate fully.
Workplace Consideration:	This becomes an expensive investment for agencies that do not have video conferencing technology already available. There is also an ongoing maintenance challenge for small agencies, boards, and commissions that do not have dedicated IT staff.
Implementation Support:	Some agencies have already developed guidance or best practices to use as a template. DAS is vetting IT options right now for high quality audio and video options in conference rooms. Small boards and commissions would find it helpful to have a list of recommended IT equipment and services and available, modernized conference rooms for their commission meetings and other public meetings.
Impacts:	A guidance document could capture lessons learned so far, and help managers design their meetings to be more inclusive and efficient.
Timeline:	Short-to-Medium-to-Long Term

Recommendation:	USE STRATEGIC PLANNING TO IDENTIFY OPPORTUNITIES FOR EFFICIENCIES, COST SAVINGS, AND CO-LOCATION. Collaborate, communicate, and consult with DAS for: 1) best leasing practices, 2) consultation prior to engagement with landlords, and 3) options for utilizing current buildings, floorplans, and furniture.
Challenge:	There are a lot of unknowns regarding agency and staff preferences for individual versus collaborative space. Budgets are not queued up to handle renovations during 2021-23. DAS and the collective state agencies need time to lay out all the various needs, piece the puzzle together, and use its purchasing power to be a responsible steward of public resources, as it reconfigures state-owned and leased spaces.
Workplace Consideration:	Consult with space planners and staff. “We don’t know what we don’t know.”
Implementation Support:	Agencies may need legislative budget and approval for capital construction or renovation projects. DAS may need new tools or flexibility to facilitate this work, including relocation of agencies.
Impacts:	Making hasty decisions without consultation could result in more expense for agencies and a waste of public dollars. If agencies can adapt with the resources they have right now, that would be the best stewardship of resources. DAS will help put together mass contracts and use its purchasing power. Most of the investment and renovation will come in 2023-25. DAS may ultimately designate entire buildings for hoteling/drop-in space, not organized by agency; more sections of the building would open and turn on HVAC as more staff arrived.

Timeline:	Medium-to-Long-Term
Recommendation:	CONSIDER CONVERTING DEDICATED DESKS TO DROP-IN OR “HOTELING” SPACES for remote workers. Allow agencies to make exceptions or their own business decisions.
Challenge:	Many employees will no longer be on-site for much of the week. How could workspace be used more efficiently?
Workplace Consideration:	Those who are on-site resident workers should have dedicated space.
Implementation Support:	Agencies may need to change policies/procedures regarding dedicated workspace. Drop-in spaces will need a sit-stand surface, or a way to adjust desks and chairs for height. Drop-in spaces will need consistent IT set-up and charging stations, so that employees can plug in laptops and begin work. Agencies may need to install lockers or cubbies for coats or bags, for use during large agency meetings, or when drop-in space is scarce. Consider using MS 365 for reserving space in the drop-in area. Invest in signage to remind folks to clean up shared spaces. Cleaning products for employee use are available through several state wide contracts: https://www.oregon.gov/das/facilities/documents/building-reopening-guidelines.pdf .
Impacts:	Opens possibilities for efficient floor plans and collaborative space.
Survey Data:	Of 15,551 responses to using a drop-in space, 62% responded that they were okay with a drop-in space instead of having an assigned space. 22% responded with “maybe” and 16% responded with “no.”
Timeline	Medium-to-Long Term

Recommendation:	CONSIDER RE-PURPOSING OR RENOVATING FACILITIES TO CREATE AS MUCH COLLABORATION SPACE AS POSSIBLE. Where possible, create drop-in spaces adjacent to work groups to allow remote workers to collaborate with their teams better actively when in the office.
Challenge:	Employees who physically come into the office to work may be looking for collaboration space, compared to individual workspace.
Workplace Consideration:	While some teams will need collaborative space some of the time, others will continue to need quiet, focused work areas.
Implementation Support:	DAS is already looking to standardize equipment for conference rooms to support hybrid meetings.
Impacts:	Energizing, creative work areas and support for hybrid public meetings.
Timeline:	Medium-to-Long Term

Parking and Transportation Recommendations:

ASSUMPTIONS:

- For some agencies and locations, the public comes and goes frequently and parking has been scarce; employment and public services need to be more accessible by bus, bike, and car, without the need to park multiple times throughout the day.
- With a significant number of the state’s positions eligible to and choosing to work remotely, there is an opportunity to re-structure parking options.
- Some of these “recommendations” are already underway, and are part of DAS’ current budget.

Recommendation:	EMPLOYEES CAN ALREADY PURCHASE FULL AND HALF DAY PERMITS ONLINE FOR UNRESERVED SPACES (https://apps.oregon.gov/DAS/Storefront/) for specified state lots and garages throughout the Capitol Mall. EXPAND THESE SERVICES PERMANENTLY TO MORE LOTS IN SALEM, AND POTENTIALLY OTHER LOCATIONS AS WELL.
Challenge:	Affordable and accessible parking options for employees.
Workplace Consideration:	Keeps parking prices affordable. Full and half day permits costs less than a reserved space per month if an employee works in the office less than nine days each month. Any employees are eligible to purchase these. However, if unreserved spaces are scarce, this will give advantage to those who arrive early, compared to those who arrive after they drop their kids off at school.
Implementation Support:	Increasing these types of permits would require DAS to take back several spaces that had previously been reserved for monthly parking. There will be additional cost for signage (reserved vs. unreserved spaces) and printing costs for new permits. In garages or larger lots, consider installing “lot full” or “empty space available” technology; this would be expensive, would require extensive ongoing management of the system, and would need to be a budget ask for a later biennium. <i>Note. As DAS is re-designing lots and garages, they are also installing more EV charging stations, in response to the Governor’s Climate Change Executive Order 20-04. Having this option at work may incentivize employees to buy more EVs or use the ones they must commute. Charging stations do require employees to pay for use, so these are NOT free services. DAS is currently investing \$13M for 150 chargers and other needed repairs; but technology continues to evolve, so DAS is not installing a full complement of chargers in every lot. Several buildings need electrical upgrades before they can get charging stations.</i>
Impacts:	Provides additional options as the enterprise moves to more remote work. May lower the number of permanent monthly permits that can be issued; this may increase the wait list.
Timeline:	Short term. This system wouldn’t require a legislative ask.

Recommendation:	ALLOW EMPLOYEES AND CUSTOMERS TO PAY UP FRONT OR ADD ADDITIONAL TIME TO THEIR METERS, FOR PARKING PAY STATIONS, OR FOR UNRESERVED SPACES VIA SMARTPHONE APP. (PDX already uses a private sector App, called Parking Kitty).
Challenge:	Not everyone will have the opportunity to buy a full or half day parking permit online or at the DAS Parking office in advance and have them in hand when needed.
Workplace Consideration:	Could save a long walk, or additional walk to the meter. Anyone would be eligible to purchase these, but will incur an additional cost for credit card merchant fees. Not everyone has a Smart Phone; continue to allow payment by cash or credit card as well.
Implementation Support:	This requires an upgrade to modern pay stations, programmed with the app, license plate recognition, and ample Wi-Fi. The state already runs license plates to manage parking and to determine eligibility in ADA spaces, etc. An enterprise information review of this new system would be required; parking staff are currently exploring contract

	components with DOJ and DAS procurement. DAS can probably absorb the capital costs in the current budget. Ensure that maximum payment per space matches the zone (i.e. The app should only let you pay for three hours in a three-hour parking zone).
Impacts:	Time savings; user-friendly.
Timeline:	Short term. Planning for this project is underway. May require a parking budget adjustment. Installation of pay stations could begin soon.

Recommendation:	ALLOW EMPLOYEES TO CONTINUE TO PAY FOR RESERVED MONTHLY PARKING SPOTS (MAINTAIN A WAITLIST IF PARKING SPACES REMAIN SCARCE), AND ALSO ALLOW A PARKER TO SUBLET TO OTHERS WHO SHARE THE SPACE. Only the assigned parker would have rights to the space. The assigned parker would be responsible for managing the subletting but would not be authorized to pay less than a fair share or to make any profit on subletting.
Challenge:	Multiple parking options for employees and customers.
Workplace Consideration:	Recognizes that some folks have waited a very long time for space; allows those who waited a long time for spaces to keep them. Provides convenience and accessibility to employees who work on-site every day. Accommodates those with larger cars who have already found the perfect spot. Is this pricing option considered out of reach for many state workers? It's cheaper than non-state parking and cheaper than daily parking passes if the employee comes into the office more than nine days per month.
Implementation Support:	DAS' new rules already allow for this, but sub-letting would represent a departure from previous policy and practice.
Impacts:	Provides consistency and accessibility to frequent users.
Timeline:	Short term. Could be implemented now.

Recommendation:	ALLOW CARPOOLS THAT WERE PUT ON HOLD OR MAY NO LONGER BE VIABLE A LONGER OPPORTUNITY TO FIND NEW MEMBERS AND GRANT PRIORITY FOR SPACES IF THE CARPOOL CANNOT CONTINUE. GRANT THREE MONTHS TO FIND NEW MEMBERS (NORMALLY ONE MONTH). If new members cannot be found or the carpool is no longer viable due to conflicting work schedules among members, grant priority seven (out of 10) to primary participant to get on the waitlist for a space, effective the date the carpool started. If the primary participant no longer needs parking, the priority seven placement on the waitlist will be offered to one (and only one) of the remaining members in the following priority: first, to the state employee that has continually participated in the carpool the longest; if there is a tie for the first priority, then to the state employee with the most seniority by years of service.
Challenge:	Carpools were placed on hold and primary participants could continue to pay a reduced monthly rate. Need equitable solution for when some, but not all, employees return.
Workplace Consideration:	Balance the ability for employees to continue carpooling while recognizing they paid less to retain their spaces during the closures and received higher priority to get a space. In some lots, a carpool assignment will drop years off waiting to gain a space.
Implementation Support:	Support from agency leadership and labor. Messaging to affected employees, and, possibly, temporary staff to assist with workload at DAS Parking.
Impacts:	Will encourage employees to try and continue carpooling but will give an equitable option to get priority for a space if carpooling no is longer possible.
Timeline:	Medium Term. Will need be worked out after agencies/employees know who is returning to the office and how much.

Recommendation:	OFFER A SET NUMBER OF FREE OR REDUCED BUS PASSES PER MONTH TO EMPLOYEES; INCREASE THE NUMBER OF SECURE BIKE LOCKERS IF NEEDED.
Challenge:	Support and improve access to state agencies by public transit and bike.
Workplace Consideration:	Supports employees who do not drive, do not have cars, or do not want to increase traffic congestion. Keeping public transit supported with a critical mass of public employees helps maintain viable routes for the public to use. Increasing ridership increases federal funding for routes, maintenance, etc. However, this program has historically been funded through parking fees collected by DAS, meaning that employees paying for parking are paying for other employees to gain free transit.
Implementation Support:	Requires significant budget to subsidize and manage a bus pass program and to install secure bike lockers. It's expensive to offer this to all employees and this program is subsidized by the parking fees. Are there alternative revenue sources, potentially offering this to essential employees who are required to come to the office each day? In that case, pre-tax bus passes would have to be managed at the agency level (DAS Parking would have no way of knowing who's eligible for this). DAS has been investing in secure bike rooms and bike racks quite a bit over the past few years. There's a key-card access bike- room in the Portland State Office Bldg., NMOB, Ag, and more. Bike lockers can easily be added.
Impacts:	Less cars in the downtown areas. Helps meet the state's climate change reduction and sustainability goals. Note that a Smart Commuter Program still exists for employees commuting to a central office more than half of their monthly work hours. (If using alternative commuting methods like bus, bike, or vanpool, then you can get emergency rides home and two free bus passes per month).
Timeline:	Medium Term. Review parking situation after Sept. 1 to determine whether there is a need for investment in these programs. The overall reduction in employee commuting due to the new work modes may far offset any further gains achieved by additional investment in bus passes.

Recommendation:	ALLOW EMPLOYEES TO TAKE FLEET CARS HOME OVERNIGHT, IF NEXT BUSINESS DAY TRAVEL TIME AND EXPENSES WOULD BENEFIT FROM IT.
Challenge:	Field staff spend time and money shuttling fleet and personal vehicles around.
Workplace Consideration:	Preferable but not required to park car in a secure location; could limit options in multi-family dwellings or neighborhoods with on-street parking only.
Implementation Support:	Reconciliation of policies. While this is allowable now under current policy, the messaging isn't clear. DAS' Policy Team is working to reconcile fleet policies with travel policies, reimbursement policies, and more. DAS is currently using work location as noted in Workday to determine eligibility for parking, fleet cars, etc. <i>Note: Policy changes will be finalized after final recommendations are approved by the Governor.</i>
Impacts:	Potential savings in time and expense.
Timeline:	Short term. Could be implemented now.

Public Access Recommendations:

ASSUMPTIONS:

- This document leaves the public health mandates (masking, social distancing, barriers) to OHA/OSHA/CDC.
- After Sept. 1, 2021, a significant number of the state’s workforce will be eligible to and will choose to work remotely at least some of the time. In order to accommodate a hybrid workforce, public access to agencies needs to be reviewed.
- It is unclear what the future will look like, particularly if agencies are able to provide more digital services. This will be an evolving landscape that will be shaped by other initiatives such as office leases. DAS needs some flexibility to figure this out over time.
- Agencies such as DMV, DHS, DOR, DOC, OHA/State Hospital, etc. are specialized and have their own public access recommendations.
- This workgroup focused on “front counter” or “public lobby” scenarios.

Recommendation:	PROVIDE SECURE, IN-PERSON, FRONT-COUNTER CUSTOMER SERVICE.
Challenge:	Protect the physical safety of staff when re-opening to the public (the focus here is safety, not COVID-related public health). Public lobbies must be unlocked and open to the public (see ORS 276.095).
Workplace Consideration:	<ul style="list-style-type: none"> • Front desk staff perform a function that cannot be performed from home, without a significant investment in technology. Position descriptions will need to clearly identify whether the work must be in-office or remote. • Some front-line workers currently have no back-up or way to signal distress when confronted by angry customers. However, bullet-proof glass, key-card beeps, locked doors, and other physical barriers can be traumatizing to clients. When considering remodeling space, do so with a trauma-informed lens. Look to DHS and DAS Exec Building lobby designs for good examples. Schedule pre-entry meetings between front-desk staff, facilities staff, and supervisors to document and address any concerns or ideas from staff before re-opening to the public.
Implementation Support:	<ul style="list-style-type: none"> • May need a safety walk-through by OSP, DAS, or security consultants. Some lobbies or suites do not have service counters or key-card protection on doors and elevators. Consider installing panic buttons for reception area staff, ensuring multiple points of egress for reception area staff, securing elevators and stairwells, and/or partnering with other building tenants to create and maintain a lobby presence. Consider requiring appointments for entry. • Small boards and commission have very limited office space and staff capacities. There may be opportunities emerging over the next year or two to bring some small boards and commissions into shared spaces (at least in the Salem and Portland metro areas) where new, collaborative ways to provide shared reception services, IT, and other support would be feasible and beneficial. • Large agencies that provide public-facing services at the counter could consider co-locating those functions. Could one point of contact be established in a physical place, allowing communication with multiple agencies, and assisting with payments? • As part of their continuity of operations plan, agencies should describe how they plan to have enough staff to support the front counter.
Impacts:	Provides additional layers of security for front-line staff, while maintaining ability to interact with the public.
Timeline:	Short-to-long-term. Consultation with front-counter staff should take place before Sept. 1. Some of the above features could be operational on Sept. 1. Depending on agency budgets or amount of needed construction, some remodels may have to wait until the 2023-25 biennium.

Recommendation:	OFFER A TECHNOLOGY LOBBY. A KIOSK IN THE LOBBY COULD GIVE VISITORS QUICK VIDEO ACCESS TO A CONCIERGE, OR COULD OFFER A MENU SYSTEM TO GET INFORMATION. (See example link: Virtual Receptionist Kiosks: The Benefits Olea Kiosks Inc.)
Challenge:	Alternative options to ensure physical safety of staff, where staff capacity is small, or the lobby cannot accommodate a “front counter.”
Workplace Consideration:	For non-English speakers, a digital kiosk offers the ability to serve in multiple languages on the screen or with a concierge. For the visually impaired, it could be difficult to navigate.
Implementation Support:	Someone must always staff this system. This concept would require investment and testing, perhaps in time to implement in 2025. Could the remote concierge then also manage the elevator and grant access to upper floors?
Impacts:	The Department of State Lands Building in Salem uses a kiosk to direct visitors to the correct program or staff members. In the private sector—golf courses, hotels, and McDonalds—kiosks allow customers to make reservations, conduct transactions, or get information.
Timeline:	Short-to-long-term. A short-term version could be to place a phone or intercom in the lobby, accompanied by a directory or phone number to call for help. Some of these features could be operational on Sept. 1. Depending on agency budgets or amount of needed construction, some may have to wait until the 2023-25 biennium.

Recommendation:	PROVIDE DIGITAL CUSTOMER SERVICE, ENABLING CUSTOMERS TO ACCESS MORE TRANSACTIONS AND SERVICES ON-LINE.
Challenge:	Customers may not feel comfortable or want to come in and do face-to-face business anymore. However, current availability of online services is limited, and it takes time and money to launch new online services.
Workplace Consideration:	Not everyone has a smart phone or access to reliable Wi-Fi. However, many do; getting them digital access will decrease the walk-in traffic. Providing more services on-line speeds access for customers in rural Oregon.
Implementation Support:	Quite a bit of scanning, data/records management, and IT development needs to happen, to support a digital self-service system. <i>Consider partnering with universities or private sector work spaces throughout the state (e.g., Indy Commons in Independence, the Gaucho Collective in Klamath Falls, or Spark Collective in Burns). If they could provide publicly accessible, high-quality “hoteling” or “drop-in” spaces, more members of the public and/or agency staff could conduct business electronically.</i>
Impacts:	Reduction in travel time, reduced need for logistics (traffic, parking, etc.). More efficient use of resources.
Timeline:	Short-to-long-term. Some digitizing work has already occurred and will be on-going. Depending on agency budget and complexity of services, some IT solutions will need to go through EIS approval process and the 2023-25 legislative budget process.

Recommendation:	PROVIDE A HYBRID ENVIRONMENT FOR PUBLIC MEETINGS, GIVING THE OPTION TO ATTEND TRAININGS, PARTICIPATE IN RULES ADVISORY COMMITTEES, GET INFORMATION, GIVE TESTIMONY, AND ENGAGE IN DISCUSSION IN-PERSON OR VIRTUALLY.
Challenge:	The workplace is transforming into a hybrid environment (simultaneous on-line and in-person meetings). Public meetings should have that option too.
Workplace Consideration:	Not everyone has a smart phone or access to reliable Wi-Fi.
Implementation Support:	<ul style="list-style-type: none"> Agencies continue to need the ability to hold public meetings (including commission meetings), counseling sessions, and interviews in rooms that are easily accessed. Agencies should evaluate their spaces and protocols for accommodating public access for public meetings. Public meeting rooms need to be outfitted with technology that supports hybrid meetings (in person and on-line). <u>Consider partnering with universities or private sector workspaces throughout the state</u> (e.g., Indy Commons in Independence, the Gaucho Collective in Klamath Falls, or Spark Collective in Burns). If they could provide publicly accessible, high-quality video conferencing facilities this would allow the public to testify in front of boards and commissions or the legislature, without having to travel so far. DAS could send to all state agencies a list of available conference rooms, with their physical size, available IT equipment and support, and how to reserve them.
Impacts:	Reduction in travel time, reduced need for logistics (traffic, parking, etc.). More efficient use of resources.
Timeline:	Short-to-long term. Depending on agency budget and complexity of services, some IT solutions will need to go through EIS approval process and the 2023-25 legislative budget process.

Recommendation:	RETAIN A FIVE-DAY WORK WEEK, BUT ALLOW AGENCIES TO PHYSICALLY CLOSE THEIR BUILDINGS ONE DAY A WEEK. Try it out in a pilot phase?
Challenge:	Agencies need to have a critical mass of people available in-person to serve the public, and then also to support public-facing staff.
Workplace Consideration:	Not all customers have access to Wi-Fi or Smart Phones. Many state services still require in-person interaction. Staff who are working on-site need security, facilities support, IT support, HR support, etc. With more limited open days, some public customers may struggle to access services, especially where employment, economic, or geographic conditions contribute to their difficulty to travel to the agency locations.
Implementation Support:	Building closures would require coordination with building landlords / facilities staff. Agencies would need to provide more on-line services to mitigate for days the office is closed. This includes digitizing records so they can be accessed remotely. Coordinate HVAC, security, IT, and other central services.
Impacts:	Allows more people to provide remote support. Ensures enough capacity to open buildings and run them safely. Complete building closure one day a week could result in operational savings (HVAC, electricity, etc.). State buildings are not set up to manage HVAC by zones...it's all or nothing.
Timeline:	Short-to-long-term. Restructuring schedules will depend on the outcome of bargaining. Agencies that own their own buildings or occupy DAS-owned buildings may be able to move more nimbly than those in commercial buildings. A smaller pilot effort could certainly move faster.

Physical Workspace | Safety, Technology, and Ergonomics

SUBGROUP MEMBERS:

- | | |
|---|----------------------|
| Mary Moller, DCBS (Chair) | Jennifer Bjerke, EIS |
| Bonnie Robbins, DAS (Subject Matter Expert) | Buffy Rider, DOC |
| Joe Wells, EIS (Subject Matter Expert) | Satish Upadhyay, DOR |

OBJECTIVE(S):

Create a framework to give direction to around the triggers of which model they would select to ensure consistency across the Enterprise within our topic. (In-office, hybrid and fully remote)

CHALLENGES TO OVERCOME:

Safety:

- Workers’ compensation and OSHA considerations (Oregon and out-of-state)
- Burnout/working more hours
- Non-compliance with COVID protocols
- Exposure protocols

Technology:

- Equipment needs for remote and non-remote employees
- M365 training and awareness of the capabilities
- Where to find the proper information while working remote
- Understanding of what VPN does and the security components of working remote
- Awareness and education as to the “why” around not being able to print or use non-state devices on the state network
- Also, ways to ensure you are scheduling your day properly to avoid burnout
- Hard Phone Systems in office
- Call Center operations to be prepared for spike in calls

Ergonomics

- Workspaces/equipment for remote

Safety Recommendations:

Recommendation:	AGENCIES WILL FOLLOW SANITIZATION PROTOCOLS FROM CDC.
Challenge:	Sanitized office space – On-site work facilities
Workplace Consideration:	Recommend a shared responsibility model so not one person is responsible for cleaning up shared spaces.
Implementation Support:	Shared spaces, desks, and all equipment.
Impacts:	Budgetary Impacts, cleaning supplies.
Timeline:	Immediate upon or prior to return to workplace

Recommendation:	REVISIT “THREAT MANAGEMENT”; DE-ESCALATION TRAINING AND IDENTIFYING TOP NEEDS IN HANDLING THREATENING RESIDENTS/CLIENTS. Updating or adding a Policy that is specific to threat management – only policy we can find is specific to bomb threat procedures.
Challenge:	Opening lobbies to the public – ensuring employee safety
Workplace Consideration:	Assumed that we are considering the overall enterprise for it to be flexible for the smaller agency boards and commissions. Right-sizing based on need.
Implementation Support:	Agency leadership to ensure employees feels safe when returning to the workplace to help residents.
Impacts:	Agency Procedures
Timeline:	By September 1, 2021

Recommendation:	<p>WORKGROUP TO PROVIDE CONSISTENT GUIDANCE TO MEET THE CURRENT NEEDS OF WHAT HAS ALREADY BEEN APPROVED/ADOPTED AT THE AGENCY LEVEL. IT IS RECOMMENDED THAT AGENCIES REVIEW EXISTING PROCESS PRIOR TO PROVIDING “INTERIM” OUT OF STATE WORK APPROVAL (TO INCLUDE DOJ AND DAS RISK MANAGEMENT REVIEW/APPROVAL). It is recommended that Enterprise communications are sent to Agencies (Directors/HR) to ensure that the existing remote work and out of state remote work processes are known and followed. DAS Risk Management cannot sustain this work (OSHA Compliance, WC Claims Filing and Management in multiple states) without additional staff and will need an immediate and long-term staffing solution.</p> <p><i>It is recommended that a long-term Enterprise strategy around permanent remote and hybrid work is created by establishing an ongoing workgroup. The long-term workgroup will:</i></p> <ul style="list-style-type: none"> • Create a statewide remote work policy and look at the broader policy implications. • Define remote employee and the legal responsibility specific to an office workplace.
Challenge:	Employees working remotely (including out-of-state) (Hybrid or Full-Remote)
Workplace Consideration:	Helps recruit a more diverse workforce and allows us to hire people outside of the State of Oregon office locations. People who live in rural areas and may not have access to high-speed internet. The tension between people who can work-remotely and those who cannot – flexible schedules could be a solution to ease that tension. Resource constraint to ensure all agencies are supported equally.
Implementation Support:	PD’s must be update and acknowledge the work remote concept. Can we implement some sort of acceptance within Workday? (NOTE: Not all agencies are using Workday). “Working conditions” within the PD. Management support to ensure those conversations are happening and managers still have preferences.
Impacts:	Budgetary and policy Impacts. Changes the thought process of all agencies to think about this area. Statewide impacts. We are willing to push the boundaries, but we did allow these folks to work remotely because of extenuating circumstances. Collective impacts on the State of Oregon system and ensure we can catch up to what we have already approved. Resource constraint to ensure compliance within other states we have employees. Consideration of number employees that work within Oregon and the public perception.
Timeline:	By December 1, 2021

Technology Recommendations:

Recommendation:	STATE MUST MAKE AN INVESTMENT IN THE EMPLOYEE AROUND TECHNOLOGY NEEDS. No technology barrier and we must be aware of the cost implications. Financial re-allocation to the employee. Research remote work stipend that is a benefit to the employee. Ideal end state is to have everyone utilizing state-owned devices.
Challenge:	Ensuring a proper home technology set-up and utilizing state owned resources – budget consideration and understanding the budget needs while balancing a secure framework.
Workplace Consideration:	Find the balance between the cost of high-speed internet dependent on where you live.
Implementation Support:	Focusing on the workload of who will monitor this area of the stipend or the reimbursement. Policy guidance around safety with relation to moving office furniture to ensure they are doing that safely. Consistency in the way we secure the devices.
Impacts:	1. Budgetary Impacts 2. Policy modifications 3. Tech support capabilities – based on agency technological environment
Timeline:	December 1, 2021

Recommendation:	COST ALLOWANCE IN PLACES IT IS AVAILABLE. ESTABLISHING PARAMETERS FOR ALLOWANCE (for example must work from home 50% or more)
Challenge:	Internet bandwidth – connectivity issues (allowance)
Workplace Consideration:	Potentially reduces monetary barriers to access internet allowing more employees to have access.
Implementation Support:	General parameters around the guidance for allowance so the agencies could use those as their boundaries. Baseline framework that avoids the conversation.
Impacts:	Budgetary impact
Timeline:	Unknown

Recommendation:	BUILDING A PROPER TRAINING FOR THE NEEDED TECHNOLOGY AS PEOPLE WORK IN THE HYBRID FASHION. A more robust plan regarding what tools to use and when to use them. Also making sure the support desks are on the same page.
Challenge:	Training challenges
Workplace Consideration:	Proper bandwidth to support trainings.
Implementation Support:	Create a separate training path for those who are working remotely.
Impacts:	Budgetary and capacity impacts. Better collaboration throughout agency teams.
Timeline:	Ongoing

Recommendation:	DEFINING THE INDIVIDUALS WHO TRULY NEED TO PRINT FROM HOME BASED ON JOB DUTIES AND BUSINESS NEED. We understand many people prefer to print out documents to review them and if a business case supports it then yes, but we would not provide a printer out of preference.
Challenge:	Printing
Workplace Consideration:	Making sure the individual who needs printers at home and ensuring equality in providing that to the people defined by job duties.
Implementation Support:	Working with EIS, the agency helpdesk team and ensuring the individuals have the proper tools to set up the printer properly. Do we then allow them to request even more supplies since they have a printer at home? If the people who want to print are wanting to do so because they prefer it we need to train them on how to use the proper digital document tools, they may feel like they do not know the tools well enough.
Impacts:	Budgetary and policy impacts eliminate the pain point of not being able to print needed documents.
Timeline:	Needs based

Ergonomic Recommendations:

Recommendation:	AGENCIES SHOULD PROVIDE EMPLOYEES WITH SELF-ASSESSMENT OFFICE ERGONOMIC TOOLS FOR THE “HOME OFFICE”, IF NOT ALREADY DEVELOPED, ON A CONTINUAL BASIS. Use Workday to document the completion of a self-assessment. Consider making this a “requirement” in the remote work agreement. Some sort of auditing/oversight at the agency level to ensure compliance.
Challenge:	Home office -
Workplace Consideration:	Provide the resources for any working environment (office, home, client office, etc.).
Implementation Support:	Let employees know that they need to utilize the state purchasing agreements when purchasing equipment for home. Making sure agencies implement a check-out process or asset tracking module within Workday. Protecting equipment that is provided to work from home (i.e. using a surge protector). *Ergonomics does not take place over the ADA considerations.
Impacts:	Budgetary impact for purchasing ergonomic equipment. Ergonomic assessment resources are available free of charge from: SAIF Corporation, OR-OSHA, DAS Risk Management.
Timeline:	December 1, 2021