A NEW WORKPLACE

Modernizing Where, How, & When Utah Works

IMPLEMENTATION AND ASSESSMENT REPORT
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EXECUTIVE SUMMARY

The State of Utah's *A New Workplace*: *Modernizing Where, How, and When Utah Works* (*A New Workplace*) initiative is now firmly established as an enterprise-level telework program for State of Utah government employees. Since its formal inception in July 2019, the program has become a robust platform that includes guidance for agency-level remote work deployment, technology infrastructure to support effective remote work and rapid scale, and resources to enable long-term cultural and process change. In addition, the program has been linked to the Division of Facility and Construction Management's (DFCM) master planning efforts to support more complete analysis of how remote work impacts space requirements and standards, opening the door for greater workplace efficiency in the future. Lastly, the program's structure allowed for business continuity during the COVID-19 pandemic and has the potential to improve air quality in the future by temporarily expanding remote workers on bad air quality and mandatory action days (see Telework on Bad Air Quality Days policy brief).

At the time of this reporting, the program counts approximately 40% of the state's total workforce (or 8,600 participants) working remotely because of the COVID-19 virus response, with 4,231 already having documented remote work agreements and performance measures. While the number has been escalated due to the massive shifts in work patterns brought on by the COVID-19 pandemic, conversations with state agencies indicate the program will continue to surpass the initial goal of 2,555 participants. In addition, agencies with more mature programs that regularly track and report remote workers' performance measures have either maintained or increased productivity.

The program has met or exceeded targets, including:

- **Improvement in air quality:** estimated 5,573.52 lbs. of emissions / month reduced for 8,600 COVID-19 teleworkers (2,626.9 lbs. / month for onboarded long-term teleworkers)
- **Increase jobs in rural Utah:** estimated increase of 207
- **Increase in employee retention and recruitment:** 135 employees retained or recruited as a result of *A New Workplace*
- **Increase in building efficiency:** exited from 94,283 sq. ft. (163,401 sq. ft. by spring of 2021)

The work to date has established a firm foundation for continued success and laid the groundwork for further development. The program has a comprehensive set of tools to support rollout at state agencies, including:

- Project Manager support from GOMB
- Step-by-step deployment guide
- Rollout process and tools
- Draft agency policies
- Communications plans and tools
- Participant suitability and readiness assessments
- Performance evaluation tools
- Agency rollout assessment
- How-to trainings, initial employee and supervisor trainings, and best practices trainings
- IT standards and recommendations

The program implementation was funded by two legislative appropriations in the 2020 State of Utah Legislative Session, totaling $6,000,000. In addition to the original appropriations in FY 2020, $1,000,000 of capital improvement funds and $695,000 of federal CARES Act money were infused into the program. Going forward in FY 21, the program has approximately $2,500,000 of the original $6,000,000 left and an additional $750,000 of capital improvement funds. To date, state telework projects funded include: additional digital security, bandwidth enhancements, infrastructure improvements, remote support, communication/AV equipment, software, and personnel. Future projects include: additional bandwidth, infrastructure upgrades, communication/AV equipment, and temporary personnel required to finish in a timely manner.

Technology infrastructure improvements have been developed to enable the program to scale—a feature that was vital in enabling the rapid move to remote work for state employees immediately following the beginning of the COVID-19 pandemic. Technology improvements include:

•   Virtual Private Network (VPN) Expansion
•   Virtual Desktop Infrastructure (VDI) and Desktop as a Service (DaaS) deployment
•   Security Hardware upgrades and expansion
•   Building wiring and HVAC upgrades to support virtual communications bandwidth requirements
•   Building infrastructure improvements in more rural areas to support future regional work centers
•   Increased remote access capabilities for Desktop Support to support remote workers

To support long-term effectiveness in the remote environment, the program also has comprehensive employee and manager trainings, as well as best practices trainings for communication and performance in remote work environments. Links to these trainings are found below:

•   *A New Workplace* Potential Risks and Mitigation Strategies
•   Initial Supervisor Training (Learning Management System - LMS)
•   Initial Employee Training (LMS)
•   Best Practices Training (LMS) - Effective Communication in a Distributed Environment
•   Best Practices Training (LMS) - Achieving High Performance in a Distributed Environment
•   Google Meet How-to Video
•   Google Chat How-to Video

A New Workplace has been successful to date and played an important role for the state during the COVID-19 pandemic. Despite its successes, opportunities exist to further evolve the program and continue to expand remote work across state government and beyond. More specifically, the next round of program improvements should do the following:

•   Identify and address specific challenges in remote work based on employee, manager, and leadership feedback
•   Strengthen the link to DFCM's workplace change efforts
•   Strengthen program governance with strong links to DFCM, the Department of Human Resource Management (DHRM), and the Department of Technology Services (DTS)
•   Expand the Continuity of Operations Plan (COOP) and emergency preparedness use cases and continue to trigger regular surge-level teleworking (i.e. bad air quality days, heavy snow days, etc.)
•   Provide program consultation resources and materials for private sector organizations

PROGRAM OVERVIEW

A New Workplace is the State of Utah's enterprise-level workplace program, aimed at modernizing work, through a fundamental rethinking of where, how, and when it takes place. GOMB designed the program to maximize productivity, while making a positive impact in key areas such as building utilization, clean air, and expanding access to talent and jobs across the state. In short, *A New Workplace* focuses on driving *performance* rather than *presence*.

The nature of work has changed significantly over the past two decades. Knowledge work, characterized by unique problem solving, collaboration, and mobility, now comprise a large portion of work across our economy. Driven by greater complexity and enabled by advances in technology, the nature of work today both permits and benefits from more flexibility than ever before. A vast portion of work today is no longer bound to a specific location and can be conducted anywhere and sometimes at any time. Greater flexibility, mobility, and collaboration have opened up a broad set of opportunities to improve the state's productivity and efficiency. *A New Workplace* leverages these opportunities through an expanded view of work locations, increased usage of virtual technology, improved performance management, and improved new space standards and work environments within state buildings to support remote and mobile workers as defined in the program (see Glossary).

The program began as a telework pilot in 2018 to support Governor Herbert's goal of improving state government by 25% and linked the telework program to the state's SUCCESS framework. Based on its early success (see *Utah Works* Pilot Report), it was expanded into an enterprise-level program with remote work (i.e. telework) as its key feature, with a goal of rollout across all applicable state agencies. An initial goal was for all state agencies to adopt remote work with 30% of their eligible employees participating within the first 12 months of their rollout or by December 2020 (see *A New Workplace* Visual Guide).

With the program's success resting on its execution, the state created *A New Workplace* with a comprehensive complement of supporting structures, including a full kit of tools, with primary leadership from GOMB, in collaboration with DFCM, DHRM and DTS. In 2020, the COVID-19 pandemic changed how the state approached work overnight and rapidly accelerated the adoption of remote work, demonstrating its effectiveness. *A New Workplace* was significant in enabling the shift to happen smoothly. Given its success before and during the pandemic, remote work is expected to be a permanent fixture for many state employees.

PROGRAM GOVERNANCE

GOMB has led the development and rollout of *A New Workplace* since April 2019, following the initial pilot conducted by the Department of Administrative Services (DAS) in 2018. In developing the program structure, GOMB collaborated closely with DFCM, DHRM, DTS, and external partners who provided subject matter expertise and hands-on support across various components, which facilitated the creation of a steering and development committee. The program steering and development team included the following individuals:

- Governor's Office
    - Senior Consultant - Jeff Mottishaw
    - Finance and Budget - Nate Talley and Miranda Cox
    - Operational Excellence - Steve Cuthbert
    - Marketing and Branding - Colby Oliverson
- Department of Technology Services
    - State IT Architect - Corona Ngatuvai
    - Finance Director - Dan Frei
- Department of Human Resource Management
    - Human Resource Strategy Consultant - Jennifer Wakefield
    - Training Developer - Rick Hughes
- Department of Administrative Services
    - State Resource Stewardship Coordinator - Michelle Brown
    - DFCM Building and Space Utilization Program Manager - Sarah Boll
- Management Consultant
    - Reza Ahmadi, PhD - Emergent Solutions, Inc.

Program governance will continue to be a significant factor in its success for years to come. Across industries, many remote work programs have initially been successful but have subsequently declined due to lack of sustained focus. Appropriate governance will be key to ensuring the State of Utah's program continues to deliver results.

Effective governance in the future will require clear ownership of the program as well as a cross-functional approach to ensure accountability and the necessary integration to deliver on synergies between space, technology, and culture. More specifically, GOMB recommends the program continue to be led by a single individual within GOMB, with accountability for success distributed across stakeholders required for its continued expansion, namely GOMB, DFCM, DTS, and DHRM.

PROGRAM OBJECTIVES

A New Workplace was initiated to deliver on a set of specific objectives.

General Objectives

By expanding remote work across state government, the program set out to achieve a number of key objectives that broadly impact the State of Utah.

Objective	Measure	Target for first 18 Months
Improve air quality	Emissions (lbs./month)	1,300 lbs./month
Enhance Building Efficiency	sq. ft. saved	63,900 sq. ft.
Increase Access to Jobs in Rural Utah	Change in employee home zip code to rural counties	200 jobs
Increase retention of employees	Number of employees retained	53 retained employees

Participation Objectives

In 2018, DHRM surveyed all state supervisors, finding 38% (or 8,517 employees) of the state's total workforce eligible for telework. Based on insights from similar programs across the federal and other state governments, the state set a 30% participation rate from the eligible employee pool, translating to a total of 2,555 employees from across all state agencies by the end of calendar year 2020 (30% of 8,517 employees is 2,555).

Infrastructure Objectives

Part of the program's objective was to develop the necessary infrastructure to enable the broad rollout and future growth of remote working. This focus included development of a full kit, or everything required to complete a task or start a project, that would allow agencies to implement the program and support investment in technology infrastructure required to facilitate large-scale remote work.

It was also intended that a full kit of deployment materials would be useful to other interested parties. To date, GOMB has advised and provided *A New Workplace* materials to many states, counties, cities, and some private organizations. Some known beneficiaries are listed below:

- Summit County
- State of Colorado DOT
- Coal County Strike Team
- Rural Online Initiative
- Association of Governments
- Association of Government Accountants
- State of Indiana House of Representatives
- Draper City
- State of Alaska
- State of North Dakota
- Buncombe County, North Carolina
- State of Wisconsin
- Park City School District
- State of Arizona
- Commonwealth of Pennsylvania

- Intermountain Health Care
- Cottonwood Heights City
- Southeast Association of Local Governments
- State of New Jersey
- Weber State University
- Sandy City
- UHEAA
- State of Wyoming
- State of Missouri
- State of Nebraska
- State of Minnesota
- State of Utah Attorney General's Office
- Young Living Farms
- Salt Palace
- Salt Lake County

Space Objectives

The development of *A New Workplace* has taken place in parallel to DFCM's efforts to drive workplace change through workplace strategy development and new space standards. This parallel development has afforded a number of early opportunities for cross-pollination between the two workstreams, including use of a common:

- Work-style profiling framework (Resident, Adaptable, Mobile, and Remote Work)
- Set of space standards for Mobile and Remote Work employees
- Set of suggested desk sharing ratios for Adaptable, Mobile, and Remote Work employees

Beyond these common frameworks, *A New Workplace* has also served as a catalyst and enabler in support of DFCM's workplace change efforts. More specifically, the program demonstrated the value of remote work and challenged some assumptions around individual space requirements and the core functionality of office space.

The growth of the program, and its acceleration due to the COVID-19 pandemic, has occurred alongside the design and construction of the Taylorsville State Office Building (TSOB), allowing some early space savings to be factored into the remodel design of the building. Further, some DAS program participants who moved to the TSOB before the pandemic are paving the way in activity-based working by effectively using the variety of unassigned spaces within the building to serve their changing needs throughout the day in the office.

The program's full impact on space will be realized through greater integration of space, technology, culture, and the integration of DFCM's space renovation and broader workplace change efforts.

PROGRAM IMPLEMENTATION STATUS

Table 1 illustrates the status of *A New Workplace*'s staggered roll out when COVID-19 necessitated the overnight surge in teleworking.

TABLE 1

STAGGERED DEPLOYMENT STATUS PRIOR TO COVID LOCKDOWN

DEPLOYED AND MATURED	IN PROCESS
DAS	CRSO
INSURANCE	GOMB
DTS	DEQ
DHRM	DHA
HEALTH	
DWS	

JUST DEPLOYED	ABOUT TO DEPLOY	
AGRICULTURE	CORRECTIONS	GOVERNOR'S OFFICE
PLPCO	DPS	GOED
DHS	UDOT	OED
BOPP	COMMERCE	VETERANS' AFFAIRS
DNR	LABOR COMMISSION	FINANCIAL INSTITUTIONS
DABC	UTAH NATIONAL GUARD	
TAX		

As were many other agencies, GOMB was focused on supporting the COVID-19 response efforts and not on telework implementation during the months of March through July 2020. Because of this and the staggered-rollout approach, agencies are currently in different stages of implementing the program. However, most agencies have made strong implementations and are now working to "fine tune" their individual programs. This includes formalizing Remote Work agreements, finalizing performance measures with long-term teleworking employees, and/or updating internal processes to support successful telework.

Performance Measures

All agencies that GOMB has worked with so far have implemented *A New Workplace* in some form and are currently working to mature the program and realize its benefits. One of the final steps of implementation is for long-term-approved teleworking employees to fill out an "Onboarding Survey" to capture information at the agency level. The survey results, certain HR information, and productivity reports are then loaded into a dashboard to monitor progress toward system-level targets. Table 2 summarizes each of the agencies and their dashboard numbers. Note this is a final step in implementation, and not all agencies are currently reporting this information nor have finished onboarding all teleworking employees..

TABLE 2

Statewide Goals	Target	Result
Adoption Number Goal	2,555 employees	4,231 employees
Improve Air Quality Goal	1,300 lbs/mo	2,626.9 lbs/mo
Enhance Building Utilization Goal	63,900 sq ft	94,283 sq ft
Increase Jobs in Rural Utah Goal	200 jobs added	207 jobs added
Maintain and Recruit Talent Goal	56 employees	135 employees

Program Infrastructure

A New Workplace is the result of a successful pilot, significant research, counsel with other successful organizations, and collaboration with workplace and change management consultants. As previously stated, DAS conducted the pilot with four original agencies (i.e. DAS, DHRM, DTS and Insurance), with the Utah Department of Health (UDOH) entering the program near the end of the pilot period. The pilot achieved all five of the pilot goals. A more detailed accounting of the pilot results can be found here.

As a result of the pilot study and recommendations from DAS who administered the pilot, it was determined that a program administered by GOMB would be most effective. Consequently, GOMB produced and provided a full kit, called *A New Workplace Deployment Guide*, to all agencies to deploy the program.The guide contains the following items:

- Introduction to the program from Lt. Governor Cox and previous GOMB Executive Director Kristen Cox.
- Definitions of the four work style profiles (i.e. Remote, Mobile, Adaptable, and Resident) used in *A New Workplace* and space planning.
- A 7-step pre-implementation process to prepare the agency to support *A New Workplace* implementation that contains the following:
    - *A New Workplace Overview presentation and handout*
    - *Draft communication language for agency use*
    - *A New Workplace Current Suitability Assessment*
    - *Job Position Assessment Tool*
    - *Draft Department Policy, pre-vetted by DHRM and the Attorney General Office*
- A 13-step Implementation process to execute on deployment and contains the following:Department Rollout Plan Template
    - Department Rollout Plan Template
    - Change Communications Plan Template and draft communications language
    - Department Employee Readiness Survey
    - Potential Risks and Pitfalls of Teleworking Training
    - On-site DTS and DHRM Personnel Training
    - Department Supervisor Training
    - Suitability Assessment Checklist
    - Remote Work Site Suitability Checklist
    - Draft Employee Acknowledgement and Remote Work Agreement
    - Onboarding Survey to collect metrics on five goals
    - Employee Remote Work Training
    - Opportunity to launch the Organization Health Index Program (OHI) with DHRM to monitor employee engagement
    - Support to help agencies evaluate performance
- Audio Visual standards recommended and supported by DTS
- Records management guidance from the Utah Division of Archives for teleworking employees

In addition to the full kit, GOMB provided the following resources:

- Best practices training and how-to videos
- *A New Workplace*: Modernizing Where, How and When *Utah Works* website page
- Support from the GOMB Program Manager
- Coordination with other agencies to share best practices and lessons learned. Several noteworthy results include:
    - Bad Air Quality Telework Policy (initiated in DAS and expanded)
    - Over 1,100 state employees signed up for the opportunity to acquire discarded office furniture from the American Express building purchase.

Enabled the COVID-19 Response

A New Workplace and technological infrastructure were instrumental in the state's successful transition to remote working during the COVID-19 response. Only one-fourth of agencies had *A New Workplace* in place pre-COVID, The *New Workplace* Deployment Guide and robust IT infrastructure enabled all agencies to rapidly deploy 8,500+ state employees to remote work while still effectively delivering services to the public. The resources and program structure facilitated deployment and shortened agency learning curves, helping to safeguard from repeating common mistakes in execution. DHRM's accurate forecast of the number of remote workers, coupled with investments in bandwidth and security enhancements, allowed the state to deploy large-scale teleworking over a weekend early in the COVID-19 response.

Space Impact

A New Workplace became the catalyst for many great initiatives. It helped propel DFCM's new space standards and Master Space Plan. The Master Space Plan incorporates the new space standards and the appropriate space sharing ratios from the four *New Workplace* work arrangements (Remote, Mobile, Adaptable, and Resident).

The result is a DFCM Statewide Master Plan that outlines how to remodel state office space in accordance with the new standards that will allow the state to exit up to 29 leased sites over the next eight years and consolidate space overall. Renovating state office space in a systematic manner will decrease requests for new buildings over the next ten years, reducing the need to construct new buildings at approximately $500/sq. ft. as opposed to renovating existing space at approximately $250/sq. ft.

A New Workplace enabled the state's Master Space Plan to use a higher ratio of space to employees (meaning more than one person per every one space when planning for agency space needs). The Master Space Plan estimates that with an investment of $165M, there would be an estimated cost avoidance of $430M over the next ten years. The cost avoidance would result from $300M in new construction costs avoided and $13M annually of occupancy savings.

Currently, 94,283 sq. ft. of space savings were realized when UDOH exited the 44 Medical Drive building and Dan Jones lease, and when the Department of Public Safety (DPS) moved out of a Driver's License Division lease. Another 69,118 sq. ft. at the Highland Center will be vacated by the spring of 2021. An estimated 704,000 sq. ft. will be vacated if the whole statewide Master Plan is enabled, of which 602,850 sq. ft. is in Salt Lake County.

Additionally, the new DFCM space standards increase efficiency of state-owned space and productivity of state employees, including support of teleworking. As employees acclimate to working in the new space, there will be an increased readiness for shifting to a more activity-based work environment, which appears to be the new direction of work.

Technology Impact

The state's technology stack has also benefited from the shift to a more remote-compatible style of work. *A New Workplace* was able to leverage some of the telework funding and combine it with existing agency funding to expand remote compatible technologies. To date, these technologies and projects include:

- Enhanced and updated Virtual Private Networks (VPN, with 12,000 configured users)
- Virtual Desktop Infrastructure (VDI) and Desktop as a Service (DaaS)
- Enhanced internet bandwidth
- Google and Amazon Web Services (AWS) direct connections
- Network encryption gear
- Twelve building rewiring projects, including four regional centers in rural Utah
- "Free address" scheduling software
- Audio visual equipment for all agencies
- Remote access support licensing
- Network support tools
- Enhanced network performance gear

Additionally, DTS provided an enterprise license for Adobe eSign, which provides paperless routing and approval/signature technology free of charge to agencies. To date, ten agencies and over 4,000 new accounts have been set up and are being used (see eSign.utah.gov). Other enterprise purchase opportunities are currently being evaluated, such as a video conferencing solution like Zoom in addition to Google Meet.

Moving into FY 2021, final building rewiring projects will be completed, and a second round of collaboration/communication tools funding for agencies will be available. This will allow the state to leverage the updated wiring and infrastructure to finally move to a Voice over IP (VoIP) phone system and a single-solution phone system, providing a better service to end users and saving over $1,000,000 annually.

Program Recognition

A New Workplace has received favorable coverage in the press and several podcasts. Known coverage has been in the following news outlets, podcasts, and speaking engagements:

- Press coverage
    - KSL.com
    - Salt Lake Tribune
    - Deseret News
    - Fox 13 News
    - Governing Magazine
    - Govtech.com
    - Herald Extra
    - Utah Policy
    - Cache Valley Daily
- Industry Organizations
    - Adobe
    - Carasoft
- Environmental Organizations
    - UCAIR.org
- Podcasts
    - Rural Online Initiative
    - Colorado Department of Transportation
    - Utah Thrives Podcast
    - KCPW
- Speaking Engagements
    - Association of Government Accountants
    - Association of Counties

OPPORTUNITIES FOR THE FUTURE

Emergency Preparedness and Continuity of Operations (COOP)

One of the greatest lessons learned during the COVID-19 pandemic was the value teleworking and remote work has for emergency preparedness and COOP planning. *A New Workplace* laid the foundation to support large-scale teleworking, and the pandemic necessitated it's adoption. When the pandemic subsides, agencies should continue remote work as much as possible. Agencies should maintain a culture of remote work and the equipment and processes necessary for its success. Remote work is now a functioning piece of emergency preparedness and COOP readiness.

Surge-level teleworking can be done temporarily and triggered from several events, the first of which could be Red Air Quality days and mandatory action days as determined by the Department of Environmental Quality's (DEQ) Air Quality Forecast. This is a 3-day forecast and can be received via automated email (sign up here) or through the DEQ app. A 3-day notice allows agencies to easily implement their COOP surge teleworking and still provide required services. In addition, it should help to reduce the number of red air days in the state. To help agencies enact this policy, GOMB provided a draft policy (see New Policy During Bad Air Days).

Other events, such as heavy snow days (which have historically resulted in delayed starts for state employees and administrative leave costs) could be a trigger as well, which would result in limited loss in productivity, decreased administrative leave costs, and increased safety to employees both on and off the road. Finally, the state can continue to use surge teleworking during times of high communicable disease events, as is currently the case. It should also be noted that *A New Workplace* was and continues to be a benefit for agencies that were affected by the earthquake.

Drive Greater Efficiency in Space

As mentioned, GOMB and DFCM have collaborated throughout the past two years to link the core elements of workplace change efforts and *A New Workplace* program. This collaboration has resulted in space accommodation for remote workers in DFCM's new space standards and increased potential for space reduction and rollout of new space types.

Despite the collaboration, workplace change and telework have not been rolled out as a unified effort in these early phases of their development. Moving forward, substantial opportunity exists for *A New Workplace* and DFCM workplace change to occur as part of a cohesive approach. More specifically, by becoming integrated, remote work patterns can be more aggressively used to drive space reductions across state office buildings and to implement *A New Workplace* strategies that improve the employee experience.

Organizational Development to Change Culture

To date, *A New Workplace* has primarily been cast as a telework program with trust and performance metrics as its key enablers. However, its full potential impact on culture goes far beyond that characterization. In many ways, broad remote work implementation is an opportunity to drive significant cultural change and higher performance in some areas.

Remote work, at its core, is a decoupling of work and location. As such, it requires a number of shifts that challenge core assumptions about how and where work happens. The most common resistance to remote work (especially prior to the COVID-19 pandemic) is rooted in the concern that employees will not put forth effort if not at the workplace. At its surface,

this flawed belief seems to reflect lack of diligence in the employee, but in reality, it highlights lack of management's trust in employees. To make matters worse, this common lack of trust is typically brought on by ineffective management practices that unintentionally assess performance based on presence in the office versus actual output. Therefore, for remote work to be successful and scalable in the long term, management must overcome this resistance and build trust in employees. In other words, remote work's success relies on a high-performance culture built on trust and sound management practices.

Moving forward, *A New Workplace* can benefit the state beyond its currently stated goals and serve as a key driver of culture change. More specifically, implementing remote work can be used as a lever to implement management practices that drive higher accountability and build trust.

Expand Program Guidance to Utah's Private Sector

A New Workplace materials were directed to government agencies prior to the COVID-19 pandemic. Many other government agencies and some non-profit and for profit organizations have benefitted from them as well. However, an opportunity exists to take the current materials and update them for the private sector and include lessons learned from the last nine months of COVID-19 surge teleworking.

The program's intent has been to benefit the state and the private sector from the beginning. Providing this service and helping Utah businesses work toward the five original goals of the program benefits all Utahns. To achieve the greatest value from this, GOMB recommends contracting with outside expertise to apply it in the private sector.

RECOMMENDATIONS

Priority # 1 - Building Renovation Fund

To fully realize the potential space benefits that come from *A New Workplace* and the Master Space Plan, GOMB recommends a renovation fund administered by DFCM. This would allow the space experts and owners of the Master Space Plans to choreograph the implementation of the Master Space Plan effectively in accordance with the updated standards. As noted previously, the Master Space Plan would enable the state to avoid an estimated $430 million in costs over the next ten years with $165 million investment in building renovations. In addition, renovated space is a benefit to the employees working from the office and more efficiently matches how work is now accomplished.

Priority # 2 - Formalize Statewide "Drop-In" Space and Transportation Solutions

The State of Utah's statewide facilities allow for a network of "Drop-In" and "Free-Address" space as referred to in *A New Workplace*. Formally designating Free Address space and making it available to all state employees would reinforce remote working, provide more options for remote workers (including in rural Utah), and better support mobile workers in need of temporary space across the state. Expanding the Taylorsville State Office Building's space reservation tool could further facilitate the coordination and discovery of the available space.

As the state's workforce becomes more dispersed across the state, transportation needs will disperse as well. Because of this dispersion, the traditional way of allocating fleet resources to an agency complicates filling employees' transportation needs. More importantly, it may limit dispersion of the workforce to more rural parts of the state, which works against the goal of increasing jobs in rural Utah.

With this in mind, the Department of Administrative Services (DAS) and the Division of Fleet Operations have been working to provide potential solutions to meet this coming need. GOMB recommends a review of granting authority for pooled fleet vehicles to DAS' Division of Fleet Operations instead of to the individual agencies. This would facilitate moving vehicles around the state and among agencies, instead of an agency-supported fleet pool.

Priority # 3 - Formalize Agency-Level Teleworking Culture Expectations

Currently, a cabinet-member work group is working on a policy directive on whether permanent out-of-state teleworking will be allowed. The same type of work group could be tasked to formalize the culture expectations required in a large-scale, ongoing remote work program like *A New Workplace*. The policy should include encouragement and acceptance of virtual meetings, paperless and remote friendly processes, access to audiovisual technology, software to facilitate remote work interactions, and a culture that allows remote workers to be eligible for advancement in the organization.

Other cultural expectations should include formally managing for performance and not presence through system-level, process-level, and individual-employee performance measures. As part of *A New Workplace*, all long-term remote working employees are required to have at least one individual-level performance measure reported monthly to GOMB's Telework Coordinator. As many agencies have matured *A New Workplace* into their operations, many have begun to implement performance measures for all their employees. The next logical step is for agencies to finish their system-level and individual-level measures and then connect them with process measures. This way, it is easier to see how well the state's systems are performing (e.g. system-level measures), where they need improvement (e.g. process-level measures), and how each employee is contributing to the overall success (e.g. individual-level measures).

System-level measures are currently being reported to GOMB's SUCCESS Management Information System (SMIS); and, if determined to add value, could be expanded to include process and individual measures. This type of expansion would require additional funding. At the very least, agencies' productivity reporting and multiple telework surveys have determined that employee productivity has been maintained or increased with successful teleworking. Consequently, GOMB recommends to discontinue reporting to the GOMB Telework Consultant.

GLOSSARY

Remote Work

Remote work provides a qualified employee the opportunity to work at a place other than a regularly assigned office location, such as the employee's residence or an alternate location approved by the employee's supervisor. An employee using this arrangement will only be in the regularly assigned office for a maximum of two days per week or on a schedule mutually agreed upon by the supervisor and the employee. On the days the employee is not scheduled to work remotely, the employee will report to his or her regularly assigned office location. In most cases, the workspace the employee will work in will be an unassigned shared workspace (also known as Free Addressing) approved by the employee's hiring agency. Remote Workers' official work location will be either an assigned regular office location or their approved alternate location as agreed on in the Employee's Acknowledgement and Remote Work Agreement. Employees may be required to report to and work in the office location as requested by management.

Mobile Work

Mobile Work arrangements provide flexibility of work locations for employees whose responsibilities require them to be away from the office for much or all of the regular workday due to community interaction or other job requirements. A Mobile Worker will be assigned to a regular office location but will likely not be assigned a permanent workspace. Instead Mobile Workers will utilize the Free Addressing workspaces when reporting to the regularly assigned office location. The employee's official work station will remain as designated by the agency. Employees may be required to report to and work in the office location as requested by management.

Adaptable Work

Adaptable Workers are employees whose primary place to conduct work is in a regularly assigned building, but who frequently collaborate with different groups or whose work functions require them to be mobile within their facility for the majority of their day. Adaptable employees utilize Free Addressing workspaces as necessary.

Resident Work

Resident workers are employees whose work is primarily conducted at a single space in a regularly assigned office location. Resident workers infrequently collaborate with others, their job functions may require work to be done in a specific location, or they spend the majority of their time at their workspace. Resident workers are assigned a primary workspace within their regularly assigned office, though they may use Free Addressing spaces when in other State buildings.