

A NEW WORKPLACE

Modernizing Where, How, &
When Utah Works

◀ **DEPLOYMENT GUIDE** ▶



GOVERNOR'S OFFICE OF
MANAGEMENT AND BUDGET

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INTRODUCTION

Welcome,

It's my pleasure to introduce you to *A New Workplace: Modernizing Where, How and When Utah Works*. This program is designed to change the way the State of Utah approaches traditional government administration, including its teleworking policies. With more than 22,000 employees statewide, Utah has a unique opportunity to represent how teleworking can become a best practice for efficiency and effectiveness in the workplace.

Utah's economy has evolved over the last two decades to feature jobs that can be done anywhere there is a reliable internet connection. As a result, *A New Workplace* emphasizes managing performance over presence. In order to successfully implement *A New Workplace*, the state needs to be innovative, update its management philosophy, introduce new ways for employees to connect and be open to embracing change.

Full implementation of *A New Workplace* will improve our air quality, grow jobs in rural Utah, improve real estate utilization of state facilities, promote employee productivity, and increase our talent recruitment and retention capabilities.

Taking advantage of expanded teleworking opportunities as an option for more state employees means everyone wins. Employees win. Managers win. Our air wins. Rural wins. Taxpayers win. I am thrilled to see *A New Workplace* expand to all state agencies.

Lt. Governor Spencer J. Cox



EXECUTIVE SUMMARY

Utah State Government created the SUCCESS Framework in 2013 to improve all aspects of operational performance. By applying strategies and tools from the SUCCESS Framework, cabinet-level state agencies achieved an overall improvement of more than 27% in four years.

While these results are worthy of celebration, the work of improvement is never over. Utah faces unprecedented growth in the coming years and an increasing demand for government services. We must continue to identify ways to make government better, faster and cheaper. Implementing *A New Workplace* is one of the ways we can do this.

This *New Workplace* deployment guide introduces strategies and tactics to successfully implement teleworking, or what we will call “Remote Work.” Proper execution will be critical for this venture to be successful. Because Remote Work leads to many other operational changes and benefits, *A New Workplace* is more than solely a remote work program. Benefits include improved air quality, employee satisfaction and retention, better space utilization and job opportunities for those living in rural Utah.

To support the business, space and technological changes for *A New Workplace*, the Governor’s Office and the Departments of Administrative Services, Human Resource Management and Technology Services have created this step-by-step guide for successful implementation.

The guide was created using best practices from a pilot program that began in September 2018 and consisted of 136 employees from four state agencies. These employees worked at least three days a week from home and reported metrics on performance and commutes to state officials. The results of the pilot showed a 20% improvement in overall employee performance and concluded that participating employees were able to save 273 pounds of CO2 emissions. Pilot participants gave up permanent assigned work spaces, and the departments created temporary shared workspace models designed to increase building capacity and efficiency.

The pilot showed that departments who fully embrace and execute the tools and concepts in the *New Workplace* program will see a triple win: a win for taxpayers, employees and customers. We look forward to rolling out *A New Workplace* in a thoughtful and performance-driven way.

Kristen Cox, Executive Director

Utah Governor’s Office of Management and Budget



A NEW WORKPLACE

MODERNIZING WHERE, HOW AND WHEN UTAH WORKS

About A New Workplace

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. *A New Workplace* is designed to maximize productivity, while making an impact in key areas such as building utilization, sustainability and broadening access to talent and jobs across the State. The program 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 or a schedule, and can be conducted anywhere and anytime. 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 (e.g. home), the use of virtual technology, improved performance measurement, and new space standards and work environments with state buildings to support Remote and Mobile workers.

The program began as a Telework pilot in 2018 to support Governor Herbert's goal of improving State government by 25%, and linked to the State's SUCCESS framework. Based on its early success it was expanded into an enterprise-level program with Remote Work (aka Telework) as its key feature, with a goal of rollout across all applicable State Agencies. The Governor has set forth the expectation that all applicable State Agencies adopt *A New Workplace* with the aim of 30% of their eligible employees participating in the program within the first 12 months of their rollout.

The success or failure of *A New Workplace* will be in the execution of the program implementation. For this reason the *New Workplace* Program has been created with a full kit of tools, with primarily leadership from GOMB, in collaboration with DFCM, DHRM and DTS. This *New Workplace* Deployment Guide will help to walk your department step-by-step through the implementation process and provide the tools necessary for a successful implementation.

Departments who fully embrace the tools and concepts of the *New Workplace* program and work to execute the program within the SUCCESS framework will find success in the *New Workplace* program and overall benefits to the agency, employees, state and citizens.

Steering Team

A cross functional Steering Team was created to move the teleworking pilot to a complete enterprise program. Below is the team that was created to support *A New Workplace* for the state and to make sure all key pieces of the program have been covered. The information below is for informational purposes and agencies implementing *A New Workplace* should work with Jeff Mottishaw in the Governor's Office of Management and Budget (GOMB) and their *New Workplace* Department Coordinator on the rollout.

- Governor's Office
 - Senior Consultant - Jeff Mottishaw
 - Finance and Budget - Nate Talley and Miranda Cox
 - Operational Excellence - Steve Cuthbert
 - Marketing and Branding - Jessica Larsen and 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.

A New Workplace Arrangements

A New Workplace consists of four work style profiles designed to support productivity and efficient use of resources. Of these work profiles, three leverage mobility, technology, flexible work locations, and unassigned workstations to maximize efficiency of work processes and office space. These alternate work arrangements include "Remote Work", "Mobile Work", and "Adaptable."

1. 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.

2. 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.

3. 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.

4. 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 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.

The categories are broad and every employee may not fit neatly into one category. In some cases, employees will cross a variety of categories, or will remain in a more traditional work environment. The key to this initiative is to provide a flexible work environment for each employee, so that they can work where they are most productive.

Please note ad hoc remote work has not been included in the *New Workplace* program. While beneficial overall to the state and to employees, the inconsistent nature of ad hoc remote work limits the ability to gain building and space efficiencies. Ad hoc remote work can be authorized by agency leadership and is recommended to carry the same expectations for performance and management as driven by *A New Workplace*.

A NEW WORKPLACE DEPLOYMENT OUTLINE

A *New Workplace* deployment begins with an Pre-Implementation phase intended to help the agency evaluate and prepare for the Implementation phase of the rollout. The work done in the Pre-Implementation phase will be used to develop the Roll Out Plan, Change Communications plan and set the stage for a successful implementation. The steps are as follows:

Pre-Implementation:

1. Inform Department of *A New Workplace* Participation
2. Kickoff Meeting between Department Executive Director and GOMB
3. Inform Department Senior Leadership about *A New Workplace*
4. Assign *A New Workplace* Department Coordinator
5. Determine Suitability for Implementing *A New Workplace*
6. Determine Requirements for Implementation
7. Write *A New Workplace* Department Policy

The Implementation phase of the rollout will use the work completed in the Pre-Implementation phase and begin the actual work of aligning systems, processes and launching the first groups of Remote Workers. A full kit of tools to help with the Pre-Implementation and Implementation are provided and can be accessed easily through appendices and links within this document. The steps for the Implementation phase are as follows:

Implementation:

1. Rollout Plan
2. Change Communications Plan
3. *A New Workplace* Announcement
4. Readiness Assessment
5. Meeting with Key Personnel
6. Align Systems
7. Train on-site DTS and DHRM staff
8. Department Supervisor Training
9. Participant Suitability Assessment
10. Participant Selection and Agreements
11. Employee Training
12. Launch *A New Workplace* - Remote Work
13. Evaluate Performance

Each of the steps are discussed in more detail and include descriptions of what is expected with each step, who should own the tasks, what support exists, and the tools available and templates for any communications.

PRE-IMPLEMENTATION STEPS

Step # 1 - Inform the Department of A New Workplace Participation

The Executive Director of the department is contacted by the GOMB and notified that they have been selected to begin implementing *A New Workplace* at their Department. A kickoff meeting is scheduled.

Task Owner: Jeff Mottishaw

Support: Lorie Davis

Tools: Draft Email Language Provided (Click [Here](#))

Communication: Email from Kristen Cox

Step # 2 - Kickoff Meeting between the Department Executive Director and the GOMB

The kickoff meeting covers an overview of the *New Workplace* program. It is an opportunity to answer the Executive Director's questions and for Kristen Cox to make a hand off to Jeff Mottishaw. Jeff will lead the implementation and act as an agent for the GOMB. In the meeting he will cover the implementation process and details.

Task Owner: Jeff Mottishaw

Support: Lorie Davis

Tools: In person meeting

A New Workplace Key Points Hand out (Click [Here](#))

Communication: *A New Workplace* Key Points Hand out

Step # 3 - Inform the Department Senior Leadership about A New Workplace

It is recommended that the Senior Leadership are informed about the Department's *A New Workplace* implementation. The meeting covers an overview of the *New Workplace* program. It is an opportunity to answer the Senior Leadership's questions and for the Executive Director to make a hand off to Jeff Mottishaw to lead the implementation. Jeff will cover the implementation process and details.

Task Owner: Executive Director

Support: Jeff Mottishaw

Tools: In person meeting and Video Conferencing

A New Workplace Key Points Hand out (Click [Here](#))

A New Workplace Overview PowerPoint (Click [Here](#))

Communication: *A New Workplace* Key Points Hand out

A New Workplace Overview PowerPoint Presentation

Step # 4 - Assign A New Workplace Department Coordinator

The Executive Director, in consultation with the department's senior leadership, selects and assigns an employee within the department to act as the *New Workplace* Department Coordinator. The Coordinator will be the key point person and facilitate decision making for the department throughout their *A New Workplace* implementation.

Task Owner: Executive Director
Support: Department Senior Leadership and Jeff Mottishaw
Tools: In-person meeting with the selected employee
Email Draft Language Provided ([Click Here](#))
Communication: Email follow up from Executive Director to employee.

Step # 5 - Determine the Current Suitability for Implementing A New Workplace

To determine the “Current Suitability” of the department for *A New Workplace* implementation requires assessment of the department’s readiness and the suitability of each role within the department. Agencies should honestly evaluate their organization’s readiness for *A New Workplace* prior to rollout, so that any necessary preparation can be completed prior to beginning implementation. This will help keep the rollout moving forward and create a higher likelihood for success sooner in the process.

Task Owner: *A New Workplace* Department Coordinator
Support: Department Senior Leadership and Jeff Mottishaw
Tools: *A New Workplace* Current Suitability Assessment (Click [Here](#))
Job Position Assessment Tool (Click [Here](#))
Communication: Report Results to Senior Leadership and Jeff Mottishaw

Step # 6 - Determine Requirements for A New Workplace Implementation

Consultation takes place with Senior Department Leadership, assigned DTS personnel, assigned DHRM personnel, and key subject matter experts to determine the technology, space, human resource and process requirements and hurdles to implementation.

Task Owner: *A New Workplace* Department Coordinator
Support: Senior Department Leadership and Jeff Mottishaw
Tools: In person meeting and Video Conferencing
A New Workplace Key Points Hand out (Click [Here](#))
A New Workplace Overview PowerPoint (Click [Here](#))
Communication: *A New Workplace* Key Points Hand out
A New Workplace Overview PowerPoint Presentation

Step # 7 - Write A New Workplace Department Policy

A Department wide *A New Workplace* Policy is written using the *New Workplace* Policy Template as a starting point. The template will help to create standardization where appropriate and using the information gathered in Step # 6 should be expanded to cover the special considerations of the department.

Task Owner: *A New Workplace* Department Coordinator
Support: Senior Department Leadership and Jeff Mottishaw
Tools: *A New Workplace* Policy Template (Click [Here](#))
Communication: *A New Workplace* Department policy.

IMPLEMENTATION STEPS

Step # 1 - Create a Department Specific Rollout Plan

A customized Rollout Plan is developed using the basic Rollout Plan Template and incorporating specific details for the department. The Rollout Plan must contain detailed implementation steps and an implementation timeline which guides the work.

Task Owner: *A New Workplace* Department Coordinator

Support: Senior Department Leadership and Jeff Mottishaw

Tools: Department Rollout Plan Template (Click [Here](#))

Communication: Provide copy of plan to Senior Department Leadership, key personnel and Jeff Mottishaw.

Step # 2 - Change Communications Plan

A customized Change Communications plan is developed to sync with the Rollout Plan using the Change Communications Plan Template. The Change Communications Plan will coordinate communications for *A New Workplace* alongside the Departments other planned internal communications.

Task Owner: *A New Workplace* Department Coordinator

Support: Senior Department Leadership and Jeff Mottishaw

Tools: Change Communications Plan Template (Click [Here](#))

Communication: Provide copy of plan to Senior Department Leadership, key personnel and Jeff Mottishaw.

Step # 3 - A New Workplace Staff Announcement

With the Department's *New Workplace* fundamentals in place, a communication is sent to all of department staff to announce and give them an overview of the *New Workplace* program, as well as what to expect during the rollout, how to get their questions addressed, and introduce the *New Workplace* Department Coordinator and Jeff Mottishaw. Included in the announcement will be the department's *A New Workplace* Policy and Frequently Asked Questions (FAQs).

Task Owner: *A New Workplace* Department Coordinator

Support: Executive Director and Jeff Mottishaw

Tools: Email Draft Language Provided (Click [Here](#))

A New Workplace Draft Policy Template (Click [Here](#))

Frequently Asked Questions (FAQs) (Click [Here](#))

Communication: Email from Executive Director to all department staff

A New Workplace Department Policy

A New Workplace Frequently Asked Questions (FAQs)

Step # 4 - Employee Readiness Assessment

An email from the Executive Director or the *New Workplace* Department Coordinator, whichever is more appropriate and effective to get the highest rate of response, is sent out with a link to an employee survey.

The employee survey is designed to capture the sentiment of the employees towards *A New Workplace*, their opinion of their job's suitability and any issues they believe will keep them or their job from being Remote Work suitable. The survey link is unique to the department and will be provided by Jeff Mottishaw.

Task Owner: Jeff Mottishaw

Support: Executive Director and *A New Workplace* Department Coordinator

Tools: Qualtrics Employee Readiness Survey (Link provided by Jeff Mottishaw)
Email Draft Language (Click [Here](#))

Communication: Email from Executive Director or *A New Workplace* Department Coordinator to all Department Staff

Step # 5 - Meeting with Key Personnel

A meeting is conducted with key personnel coordinating the program to provide an overview of the *New Workplace* program and serve as an opportunity to answer their questions. During the meeting the Senior Department Leadership or *A New Workplace* Department Coordinator introduces Jeff Mottishaw. The *New Workplace* Department Coordinator covers the Rollout Plan process and details.

Task Owner: *A New Workplace* Department Coordinator

Support: Senior Department Leadership and Jeff Mottishaw

Tools: In Person Meeting and Video Conferencing
A New Workplace Key Points Hand out (Click [Here](#))
A New Workplace Overview PowerPoint (Click [Here](#))

Communication: *A New Workplace* Key Points Hand out
A New Workplace Overview PowerPoint Presentation

Step # 6 - Align Systems to Support A New Workplace

Plans are made to begin aligning systems to support *A New Workplace*. This is done through consultation with Senior Department Leadership, Key Program Personnel, assigned DTS and DHRM staff, and GOMB. Understanding what is necessary for a successful *New Workplace* program and what changes are required in the department is key to the overall success.

Task Owner: *A New Workplace* Department Coordinator

Support: Senior Department Leadership and Jeff Mottishaw

Tools: In Person Meeting and Video Conferencing
PowerPoint Slides on Risks / Pitfalls (Click [Here](#))

Communication: Minutes of Action Items and Assignments

Step # 7 - Train On-site DTS and DHRM Staff

Provide training for on-site DTS and DHRM field staff assigned to the Department on supporting *A New Workplace*. This should include all DTS and DHRM field staff supporting the department. The training should include an overview of the *New Workplace* program, specific items relating to the department, the Rollout Plan, Change Communications Plan, and facilitate a discussion to answer any questions and agree on support processes and protocols.

Task Owner: Jeff Mottishaw

Support: *A New Workplace* Department Coordinator, DHRM and DTS

Tools: In Person Meeting and Video Conferencing

PowerPoint Slides on DTS and DHRM Specifics (Click [Here](#))

Change Communications Plan (Click [Here](#))

DTS Technology Standards for *A New Workplace* (Click [Here](#))

Department Rollout Plan (Click [Here](#))

Communication: Minutes of Action Items and Assignments

Step # 8 - Department Supervisor Training

Provide training to all Supervisors within the department on how to be a successful manager of a team with Remote Workers. The training includes topics such as managing remotely, participant selection and building a culture of performance. The training is online and hosted in the State's LMS system (SABA). In addition to the LMS version a secondary online version is made available as a tool for future reference by supervisors. This secondary online version can be linked to through the Training section of this document (Click [Here](#))

Task Owner: *A New Workplace* Department Coordinator

Support: Senior Department Leadership, Key Program Personnel, and Jeff Mottishaw

Tools: Training is available on the LMS system

Link to training - [A New Workplace Supervisor Training](#) (LMS version)

Communication: Report from LMS on who has completed the training.

Step # 9 - Participant Suitability Assessment

A Suitability Assessment is conducted for employees in eligible roles to determine if participating in *A New Workplace* is beneficial. This includes a suitability assessment of the employee and the proposed alternate work site. This also provides an opportunity to review safety recommendations of the alternate work site with the employee.

Task Owner: Supervisor

Support: *A New Workplace* Department Coordinator, Key Program Personnel, and Jeff Mottishaw

Tools: Suitability Assessment Checklist/tool (Click [Here](#))

Remote Site Suitability Checklist (Click [Here](#))

Alternate Worksite Safety Checklist (Click [Here](#))

Email Draft Language Provided (Click [Here](#))

Communication: Report back to employees on results of the assessment.

A New Workplace Rollout update email to all employees

Step # 10 - Participant Selection and Agreements

Final selection of *A New Workplace* participants and approval of the *New Workplace* Employee Acknowledgement and Remote Work Agreement is completed following suitability assessment. Approved Remote Work employees will take an online survey to capture the information necessary to track their productivity, emissions reductions, commute type, schedule and to add them to a contact list for future monthly and quarterly reporting.

Task Owner: Supervisor

Support: *A New Workplace* Department Coordinator, Key Program Personnel, and Jeff Mottishaw
Tools: *A New Workplace* Employee Acknowledgement & Remote Work Agreement (Click [Here](#))
Qualtrics Remote Work Onboarding Survey ([A New Workplace Onboarding Link](#))
Email Draft Language Provided (Click [Here](#))
Communication: Copy of approved agreement uploaded into UPM.
A New Workplace Rollout update email to all employees

Step # 11 - Employee Training

Training is provided on how to work effectively in a remote environment for all employees within a group consisting of Remote Work members. The training covers core concepts and skills for working effectively, collaborating, and communicating in a remote environment, reporting job performance, job specific practices and using virtual collaboration technology. The training is required for all Remote Work employees and is highly encouraged for all supervisors and team members on teams with Remote Workers.

Task Owner: Supervisor
Support: *A New Workplace* Department Coordinator, Key Program Personnel, and Jeff Mottishaw
Tools: Training is available on the LMS system
Link to training - [Successful Remote work Course](#) (LMS version)
Email Draft Language (Click [Here](#))
Communication: Report from LMS on who has completed the training.
A New Workplace launch and update email to all employees.

Step # 12 - Launch A New Workplace - Remote Work

Remote Work begins for approved employees. A communication is sent to the entire Department announcing the formal start of the program, highlighting its key features and planned evolution, as well as current participating groups.

Task Owner: Supervisor and Employee
Support: *A New Workplace* Department Coordinator, Key Program Personnel, and Jeff Mottishaw
Tools: Supervisor monitors the performance metrics for the team.
Draft Email Language Provided (Click [Here](#))
Communication: *A New Workplace* launch and update email to all employees.

Step # 13 - Evaluate Performance

Employee, group and Department performance (e.g. Individual, Process and System Level metrics) is evaluated on an ongoing basis. Each employee will be required to submit through an online survey their monthly productivity metric value and emissions reduction information. Quarterly the employee will also receive a brief survey asking a few questions about how the Remote Work arrangement is serving them.

Task Owner: Supervisor and Employee
Support: *A New Workplace* Department Coordinator, Key Program Personnel, Senior

Department Leadership, GOMB Operations Team and Jeff Mottishaw

Tools: Post Implementation evaluation survey every 90 days for 12 months

DHRM OHI employee results

Draft Email Language Provided (Click [Here](#))

Communication: *A New Workplace* evaluation update email to all employees.

COMMUNICATION TOOLS

A New Workplace Business Case

A copy of the *New Workplace* Business Case can be found on the GOMB website. The business case covers some of the research and businesses cases that lead to the *New Workplace* Pilot and development of the *New Workplace* program. It is important to understand the possible benefits of a wide scale *New Workplace* implementation, the potential risks, and the ways to mitigate the risks. You can download a copy of the document by clicking here - [A New Workplace Business Case](#).

A New Workplace Pilot Report and One Page Summary

A copy of the *New Workplace* Pilot Report and a One Page Summary of the report can also be found on the GOMB website. The pilot report covers the pilot design, the results of the pilot, lessons learned and recommendations. The results of the pilot were very encouraging as to the potential benefit that a wide scale implementation could have for the State of Utah. The Summary also covers stated goals for the program through December of 2020. You can download a copy of the pilot report by clicking here - [A New Workplace Pilot Report](#) and the summary by clicking here - [One Page Pilot Report Summary](#).

Pre-Implementation Step # 1

Inform the Department of A New Workplace participation

The purpose of this communication is to set up an in person meeting with the department's Executive Director to introduce the *New Workplace* program, answer any questions they have, introduce Jeff Mottishaw as the point person for the Governor's office and as a resource to the department, and brief them on implementation. A copy of the draft language for the email can be found in [Appendix A](#). The email should come from Kristen Cox, usually through Lorie Davis and should include Jeff Mottishaw.

Pre-Implementation Step # 4

Assign A New Workplace Department Coordinator

The purpose of this communication is a follow up to assignment of the Coordinator. It helps to reinforce the expectations of the assignment, gives the coordinator easy access to the guide and the tools that come with the guide, and copies Jeff Mottishaw in on the email to reinforce him as a support to the Department Coordinator. A copy of the draft language for the email can be found in [Appendix A](#). The email should come from the Executive Director and should include Jeff Mottishaw.

Implementation Step # 3

A New Workplace Staff Announcement

The purpose of this communication is to inform all department personnel of the *New Workplace* rollout plan, what to expect, how to get their questions addressed, introduce the *New Workplace* Department

Coordinator, Jeff Mottishaw, and provide them with a copy of the *New Workplace* Department policy. It is important this communication is sent to all department employees. Once *A New Workplace* is implemented in all department processes, the culture must reinforce the *New Workplace* program for it to be as successful. A copy of the draft language for the email can be found in [Appendix A](#). The email should come from the Executive Director and should include Jeff Mottishaw.

Implementation Step # 4 **Employee Readiness Assessment**

The purpose of this communication is to ask all department personnel to participate in a survey, to share their interest in and the suitability of their position for participating in *A New Workplace*. The communication should encourage timely participation from all employees. A copy of the draft language for the email can be found in [Appendix A](#). The email should come from the Executive Director or the *New Workplace* Department Coordinator, whomever can garner the highest level of participation from the employees and should include Jeff Mottishaw.

Implementation Steps # 9 & # 10 **Participant Suitability Assessment & Participant Selection and Agreement**

The purpose of this communication is to inform all department personnel of the status of the *New Workplace* rollout. This communication will go out at least twice, once each as the department is working on or completing Implementation Steps # 9 and #10. There will be some variation in the communication as it relates to the status of the deployment for each of the steps. A copy of the draft language for the email can be found in [Appendix A](#). The emails should come from the *New Workplace* Department Coordinator or the Executive Director, whomever the department feels would be best for the task. The emails should include Jeff Mottishaw.

Implementation Steps # 11 & # 12 **Employee Training & Launch A New Workplace - Remote Work**

The purpose of this communication is to update all the department personnel of the status of the *New Workplace* rollout. The communication will go out at least twice, once each as the department is working on or completing Implementation Steps #11 and #12. There will be some variation in the communication as it relates to the required and suggested training necessary in Step # 11 and the launch of the first groups participating in Remote Work. A copy of the draft language for the email can be found in [Appendix A](#). The emails should come from the *New Workplace* Department Coordinator or the Executive Director, whomever the department feels would be best for the task. The emails should include Jeff Mottishaw.

Implementation Step # 13 **Evaluate Performance**

The purpose of this communication is to inform and update the department on the performance of the individuals and teams participating in *A New Workplace*. The communication can go out as many times as deemed appropriate by the department leadership. A copy of the draft language for the email can be found in [Appendix A](#). The email should come from the *New Workplace* Department Coordinator or the Executive Director, whomever the department feels would be best for the task. The emails should include Jeff Mottishaw.

AVAILABLE AND REQUIRED TRAINING

To facilitate the successful implementation of *A New Workplace* in an agency, it is critical that both supervisors and employees are trained on:

- The policy components of *A New Workplace*;
- How to effectively communicate in a more flexible workspace;
- How to manage to performance and outcomes; and
- expectations when transitioning to *A New Workplace*.

The overall success of *A New Workplace* is in the execution of the program and as such it's imperative that all members of a team working within the *A New Workplace* framework have the skills and knowledge necessary to be productive. For these reasons, *A New Workplace* participants, supervisors and team members are required to complete a set of targeted trainings.

A New Workplace Supervisor Training

Implementation of *A New Workplace* presents a change in the way supervisors will direct, lead and interact with their team members. While the management competencies and skills related to their work are the same as those they used in the traditional workplace, they may require reframing or adaption to the new work environment.

Additional skills will be needed to deal with changes in how supervisors communicate with team members, build team engagement and manage a workforce that is more flexible in nature. Supervisors will be expected to lead and direct their teams through the *New Workplace* transition while they themselves go through the same transition. Supervisors and upper management may not be familiar with the structures or terminology associated with *A New Workplace*, how their employees will work, or what the physical work space will look like. In order to create alignment, the following training module has been provided online.

A New Workplace Supervisor Training

- Required Participation - leadership, directors, supervisors, and managers
- Link to training - [A New Workplace Supervisor Training](#) (LMS version)
- Link to training for future reference - [A New Workplace Supervisor Training](#) (web-based version)

A New Workplace Employee Training

Implementation of *A New Workplace* will result in changes to how employees work, communicate and structure their work day, in general requiring them to be more intentional across these activities. This training will help employees become familiar with new performance expectations, their new work environments, and the benefits they will experience moving to this new environment.

Employees will also need to know how they can remain engaged with their supervisors, maintain effective communication, serve as a team contributor, and deliver excellent customer service while working remotely versus a fixed office location. Employees will need information regarding how *A New Workplace* impacts their job, policy, and performance management.

A New Workplace Employee Training

- Required Participation - leadership, directors, supervisors, managers, and employees
- Link to training - [Successful Teleworking Course](#) (LMS version)
- Link to training for future reference - [Successful Teleworking course](#) (web-based version)

Technology Trainings

Technology is an essential component of *A New Workplace*. The effective use of technology is crucial for the successful implementation of alternative work arrangements. Technology allows for seamless communication between all employees regardless of their physical location. This section will help to understand the technology that will be used in *A New Workplace* and provide some basic instructions on its use. For more in depth instructions or questions please work with your DTS assigned IT Director, Desktop Support Technician, or contact Jeff Mottishaw.

A New Workplace Basic Technology Understanding

This training is designed to help give a basic understanding of the tools in use or that may be used by employees on teams with Remote workers. The tools include items such as MDM, VPN, VDI, G Suite Products, Meeting OWLs, Barco ClickShare, and Trello.

A New Workplace Basic Technology Understanding

- Optional Participation - leadership, directors, supervisors, managers, and employees
- Link to training - (Coming Soon) (LMS version)
- Link to training for future reference - (Coming Soon) (web-based version)

A New Workplace Basic Technology “How-to”

The follow-up training to the *New Workplace* Basic Technology Understanding training is the *New Workplace* Basic Technology “How-to.” This training will give instructions on how to log-in, setup, and/or use technology tools discussed in the *New Workplace* Basic Technology Understanding.

A New Workplace Basic Technology “How-to”

- Optional Participation - leadership, directors, supervisors, managers, and employees
- Link to training - (Coming Soon) (LMS version)
- Link to training for future reference - (Coming Soon) (web-based version)

Additional Learning Opportunities

A number of additional training opportunities exist outside of *A New Workplace* that will be beneficial

to agencies and management regardless of their level of Remote Work participation. The SUCCESS Framework has been shown to improve efficiency in state government over 25% and continues to be a focus of state's leadership. Performance Management has been an important initiative for many years and will help to train managers and supervisors in best practices. Employee engagement is a very important part of any successful organization.

SUCCESS Framework

The Success Framework is an operational excellence methodology designed to help government organizations achieve more of their goals. By the end of this training you should be able to articulate the goal of Utah state government operations, communicate why the SUCCESS Framework is a priority, and understand the basic roadmap for system improvement.

SUCCESS Framework

- Optional Participation - leadership, directors, supervisors, managers, and employees
- Link to training - [SUCCESS Framework](#)

Performance Management

Performance Management is a key element of the *New Workplace* program and culture. Managing performance over someone's physical presence is crucial in an environment that includes Remote and Mobile Workers. Without a mature performance management culture managers and employees may struggle to deliver outcomes.

Performance Management

- Optional Participation - leadership, directors, supervisors, managers, and employees
- Link to training - [Performance Plans and Expectations](#)

TECHNOLOGY SERVICES GUIDELINES

The Department of Technology Services has published the following guidelines and standards for *A New Workplace* and they must be followed in order to ensure consistency and efficiency in the age of mobility and digital workplaces. In addition, not following the standards may result in DTS not being able to provide technical support. The standards are included in the “Digital Workplace Teleworking Guide” found in Appendix J and at the following link - [Digital Workplace Teleworking Guide](#). Many of the technology questions you may have will be answered in the reference guide or in the [A New Workplace FAQs \(Frequently Asked Questions\)](#). For any additional questions please contact your DTS IT Director.

Internet Capacity

Working Remotely requires the ability to collaborate seamlessly with colleagues distributed across locations, which is facilitated by a reliable internet connection and sufficient data transfer speeds. You will likely need a speed of 5 Mbps or faster to participate in our video conference calls, though requirements may vary. If you would like to test the speed of your internet connection, please visit speedtest.net.

Videoconferencing

As previously noted, “Communication, Coordination, and Culture” are key elements in the success or failure of *A New Workplace*. A tool that helps in all three identified areas is the use of video conferencing technology to bridge the gap between in-person and remote communication. Through the Google Suite of products agencies and employees have access to Google Meet which is a simple and effective video conferencing tool. To facilitate the use of the app in larger than single user instances, the following guidelines and specifications by room size have been provided in the Videoconferencing Technology Room Specifications section of the guide.

Many people have expressed concerns that based on personal experience “telecommuting” does not work. Some of that concern or previous failure was due to lack of technology to support the endeavour. In the last several years many advances have been made, including simple yet effective products like the OWL labs Meeting Owl¹. The product is a 360 degree camera and conference phone that needs only to be plugged into a wall outlet and USB to a computer running a video conference solution like Google Meet. To see the Meeting Owl in action please follow this link - [Meeting Owl Demo](#). The Meeting Owl and other technology to support *A New Workplace* is currently on Statewide Cooperative Contract. If your agency has any questions or concerns about the purchase of such technology, first verify the technology follows the DTS guidelines found in the “[Digital Workplace Teleworking Guide](#)” found in Appendix J.

¹ “Meet the Meeting Owl by Owl Labs | Intelligent 360° All-in-One Video” <https://www.owllabs.com/meeting-owl>. Accessed 25 Apr. 2019.

Telephone Needs and Solutions

Another key factor to success will be meeting the *New Workplace* employee's telecommunications needs. This can be accomplished in several ways.

1. Provide the employee with a state issued cell phone. For situations where the employee does not already have a state issued cell phone this may be an additional expense to the agency.
2. Follow Finance and DTS policies related to reimbursement and configuration of a personal cell phone. Once again this may create a new expense for an agency and additional administrative work.
3. Install a soft phone client on the employee's laptop computer. The soft phone client does not incur any additional cost to what the agency is paying DTS for phone services and the current DTS provided phone number remains the same. For additional information on how a softphone works please see the section on "[Technology Service Guidelines](#)", review this "How-to" put together by DTS - click [here](#), or you can see a video produced by the University of Washington² by clicking [here](#).

To request a softphone, the process is simple and is outlined in the "[Digital Workplace Teleworking Guide](#)" found in Appendix J.

Videoconferencing Technology Room Specifications

With broader Remote and Mobile work adoption the use of videoconferencing technologies will also increase. As mentioned previously, this will help to combat some of the noted points of failure for Remote working initiatives and simplify face-to-face communications among dispersed teams. For this to be broadly successful from a technological standpoint, standardization needs to exist so that employees know what technology is available and how to use it. In addition, standards will help the IT support staff who will keep it functioning and allow for procurement to work on large volume discounts. The ease of setting up videoconferencing technology has increased in recent years, and now requires only consumer level computer, voice and display solutions. DTS has provided the standards and recommendations in the "[Digital Workplace Teleworking Guide](#)" found in Appendix J.

General Guidelines for Selecting Display Size

The rule of thumb for Display Size (which is measured diagonally from opposite corners) = the distance of the farthest viewer (in inches) divided by 4. If you have a 120 square foot room which is typical for a for 4 - 6 person conference room and the furthest viewer is roughly 10 feet from the screen or 120 inches, your display would need to be 30 inches or more (10 feet x 12 inches) / 4 = 30.

All standard equipment to support video conferencing is already available on state contract and in ServiceNow for order. For installation of this equipment please contact the [DTS HelpDesk](#) and submit a ticket. Once assigned to the proper DTS group, they will either install it themselves or arrange for the installation through a properly contracted vendor.

² "Avaya one-X Communicator (Softphone) | IT Connect - UW IT Connect." <https://itconnect.uw.edu/connect/phones/service/softphone/>. Accessed 21 May. 2019.

IMPLEMENTATION TIMELINE

The rollout of *A New Workplace* will be conducted one department at a time through a structured process. The draft rollout is included in this document but is subject to change as may be required. The Governor's Office has hired Jeff Mottishaw as a full-time resource as well as developed this deployment guide to support rollout. The deployment guide will act as a "full kit" resource for the department providing tools and links to all required documents and trainings. Further questions and concerns should be directed to Jeff Mottishaw. He can be contacted at jeff@utah.gov or 801-638-7694.

Department

- Administrative Services (in process)
- Insurance (in process)
- Human Resource Management (in process)
- Technology Services (in process)
- Health (in process)
- Governor's Office of Management and Budget (in process)

Coming Up

- Environmental Quality
- Agriculture
- Heritage and Arts
- Public Lands Policy Coordinating Office
- Human Services
- Natural Resources
- Workforce Services
- Corrections
- Transportation
- Public Safety
- Commerce
- Labor Commission
- Board of Education
- Utah National Guard
- Tax Commission
- Alcoholic Beverage Control
- Attorney General
- Governor's Office
- Governor's Office of Economic Development
- Governor's Office of Energy

Remaining Agencies

- The remaining agencies are small enough they will be worked in throughout the process as time permits.

ROLES OF KEY DEPARTMENTS IN A NEW WORKPLACE

DHRM

DHRM will partner with State of Utah Executive Branch agencies for the *New Workplace* telework program in the following areas:

- Provide HR related training
- Answer HR related practice, policy, and legal questions
- Assist managers/supervisors in developing effective performance measures
- Administer Organizational Health Index
- Conduct recruitments for rural jobs candidates

Provide HR related training

DHRM provides the required *A New Workplace* web-based training for employees and supervisors to help them prepare for remote work.

- [A New Workplace Employee Training](#)
- [A New Workplace Supervisor Training](#)

DHRM also provides HR related training in areas that support successful implementation of *A New Workplace* including:

- Performance Management
- Engaging and Teaming in the *New Workplace* Culture

Answer HR related practice, policy, and legal questions

DHRM will be available to answer questions about HR best practices related to Remote Work and DHRM policy and rules, as well as HR related legal issues that may arise from Remote Work.

Assist managers/supervisors in developing effective performance outcomes and measures

DHRM is available to assist supervisors with reviewing and developing employee performance measures.

Implement and administer Organizational Health Index (OHI)

Agencies that participate in *A New Workplace* will also participate in the OHI. The OHI is a dynamic employee engagement tool offered by the Center for Excellence of the Department of Human Resource Management. The tool is designed to help agency leadership evaluate key indicators of organizational health and employee engagement. These key indicators allow leadership to identify areas where positive changes can be made to improve the quality of the employee experience and overall organizational health.

Once agencies establish *A New Workplace* launch date, DHRM will work with agency leadership to implement the OHI as well. Ideally, OHI will be launched prior to the *New Workplace* launch date so that baseline data on employee experience and engagement can be gathered in advance to facilitate implementation.

For more information about OHI, please see the brief slide presentation in Appendix P and contact your HR Field Director.

Conduct recruitments for rural jobs candidates

If jobs are identified as conducive to remote work, DHRM can recruit for job candidates in rural areas as determined appropriate by the HR analyst and hiring manager. Options for recruiting rural candidates will be provided by the HR analyst to the hiring manager.

DTS

The Department of Technology Services (DTS) provides Information Technology (IT) services to state employees that use state owned equipment, software, and other services. Employees who need IT support can go to dts.utah.gov and click on 'Get Help', or call 801-538-3440. It should also be noted that employees can receive IT services that require in person troubleshooting at any state facility with DTS employees in residence. All IT needs should begin with an online request for help (go to dts.utah.gov, click on 'Get Help') to ensure the appropriate resources are dispatched in the most efficient manner and to track recurring issues.

For recommendations on technology solutions relating to *A New Workplace* please refer to the published standards in the [Digital Workplace Teleworking Guide](#). Not using the standards complicates the ability of DTS to maintain the equipment, reduces possible large volume purchasing discounts, and ultimately reduces the mobility options available to employees.

DAS (DFCM, Finance, Archives)

Division of Facilities and Construction Management (DFCM)

DFCM will be a key part of the *New Workplace* program, providing the master space plan for the State, the expertise to reconfigure spaces to reinforce the *New Workplace* program, increase utilization, and enhance employee and public experience. After the implementation of *A New Workplace* has stabilized within an agency, DFCM will work with the agency to identify work requirements and update spaces where possible.

Division of Finance

Finance is the authority behind the financial policies that affect the agencies and employees who are participating in *A New Workplace*. For questions or concerns regarding Finance policy please contact Cory Weeks in the Division of Finance directly at cweeks@utah.gov or 801-538-3100. The policies referenced in this guide can also be found through the following links:

- [FIACCT 05-02](#) Landline Telephone Reimbursement
- [FIACCT 05-03](#) Employee Reimbursements
- [FIACCT 05-05 00](#) Cell Phones and Home Internet Services - State-provided, Employee Allowances or Reimbursements
- [FIACCT 10-02 00](#) Reimbursement - General Policies (This policy contains the definition of Home Base)
- [FIACCT 10-02 06](#) Reimbursement - Transportation (This policy contains direction on mileage reimbursement)
- [FIACCT 09-12 00](#) Information-Only Assets (This policy encourages agencies to track pilferable assets, which could have implications if an agency sets up a home office).

Division of Archives

Moving to a mature *A New Workplace* program requires more mobile and paperless processes for all employees of the State. Paperless processes creates more digital and electronic records and necessitate improved digital records management. The Division of Archives is the lead on this aspect of *A New Workplace* and questions regarding proper records management should be directed to Jim Kichas at jkichas@utah.gov. Please note, Archives has provided a section on (see [Records Management](#) in this document) reviewing proper records management practices in the new digital age.

RECORDS MANAGEMENT

Records Management Overview for Remote Employees

What is the relationship between records management and Remote Work?

Employees working remotely (from an approved alternative worksite) have the same responsibility for managing records generated or received in the course of their work as if they were working in a State office building.

Records management provides control over the records produced, maintained, and disposed of by an agency in the course of fulfilling its business functions.

What are government records?

Records created by government are the property of the State. They are governed by statute and are not subject to the discretion of government employees. A record is defined as a “book, letter, document, map, plan, photograph, film, card, tape, recording, electronic data, or other documentary material regardless of physical form or characteristics that is prepared, owned, received, or retained by a governmental entity or political subdivision, and where all of the information in the original is reproducible by photocopy or other mechanical or electronic means.” (Utah Code 63G-2-103(22)(a))

The word “record,” as used in the law and in this document, applies to the information your agency creates, owns, receives, or retains in its database systems or in documents on your computer, as well as on paper.

What regulations must I follow for managing records while at an alternate work site?

Two chapters of Utah Code primarily govern the access and management of government records. The first is the Government Records Access and Management Act (GRAMA) which is Utah’s open records law (63G-2). The Public Records Management Act (PRMA) mandates state ownership of government records and requires their effective management and care (63A-12). PRMA also establishes the responsibilities of governmental entities. You must maintain, store, and preserve all records created or received during the course of official business no matter where you work, in accordance with the requirements of PRMA and GRAMA.

Do my records management responsibilities change at an alternate work site?

No. Your record management responsibilities do not change at an alternate work site. These responsibilities apply to both records and non-records (e.g., reference copies).

A key benefit of effective records management is increased government transparency and accountability. One of the ways government can be accountable to the public is through appropriate management of, and access to, government records. As a steward of your records, you help your entity provide that accountability.

What are my records management responsibilities at an alternate work site?

Your conscientious efforts to manage records will help reduce risks and costs associated with data security

breaches, litigation, audits, natural disasters, and unlawful records destruction. As a government employee, you have three general obligations regarding your records.

1. Create records needed to fulfill your responsibilities and record decisions and actions taken
2. Properly manage records so that information can be found when needed
3. Carry out the disposition of records under the direction of your records officer in accordance with approved retention schedules

Can I take original records from a State office building to my alternate work site?

Yes, you may take original records to your alternate work site provided you have your supervisor's approval and you take the necessary precautions to safeguard the records in your custody.

You must return all records to the agency. You and your supervisor must ensure that all records are protected and returned to the State regardless of what device you have used the records on.

How does Remote work change the way I use and manage records?

Your records should be organized in a manner that allows records to be safely stored and efficiently retrieved when necessary. You are also responsible for ensuring all records created or received while working Remote remain in your custody at all times, and that the proper safeguards are in place to protect records.

As employees begin Remote work, you may need to reevaluate what processes should be paper-based, and which could be transformed into digital, paperless processes. Collaboration tools, such as Google's G Suite or Microsoft Office 365 Groups, may be utilized so that records are easily shared and transportable from a Remote work site and State office.

Who can I contact for information on records management?

Your record officer will assist you with the management of your records while teleworking. You can also reach out to the Records and Information Specialists at the Division of Archives and Records Service at 801-531-3863 or recordsmanagement@utah.gov.

APPENDIX

DEPLOYMENT GUIDE



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APPENDIX A

Pre-Implementation Step # 1 - Inform the Department of A New Workplace participation.

To: Department Executive Director
From: Kristen Cox
Target Date: xx/xx/xx
Subject: Rolling out *A New Workplace* at [Department name]

Dear [Department Executive Director]

In the past year the State has been building the *New Workplace* program to allow a substantial portion of our workforce to benefit from working remotely. The program was initiated by Lt. Governor Cox with the aim of improving air quality, increasing access to State jobs in rural Utah, increasing employee productivity, improving talent retention and recruitment, and better utilizing our buildings. Following a successful pilot (click [here](#) for a copy of the report) that demonstrated 20% productivity gains at several Departments, we are now expanding *A New Workplace* across State government, with a target of 30% or more of our eligible workforce working remotely in the next eighteen months.

The [Department name], is a top candidate for implementing *A New Workplace* based on our initial assessment of your space utilization, the nature of your work, and [...]. We at the Governor's Office of Management and Budget are working closely with Departments to fine-tune and rollout the program. As announced by the Lt. Governor on July 8th, we would like to initiate the process of implementing *A New Workplace* within your Department. At a high-level this involves identifying specific roles with suitability for remote work, establishing productivity metrics, providing substantial training support and monitoring progress. In some instances space modifications may also be required to support your rollout.

I would like to meet with you to provide a full overview of the program and discuss implementation. Jeff Mottishaw is leading *A New Workplace* within GOMB and will be your point person in working with us. He will work with your team to coordinate support and our first meeting.

Please reach out to me or Jeff Mottishaw jeff@utah.gov at anytime to discuss *A New Workplace*!

Sincerely,

Kristen Cox

Pre-Implementation Step # 4 - Assign A New Workplace Department Coordinator

To: A *New Workplace* Department Coordinator
From: Department Executive Director
CC: Coordinator's direct leader, Jeff Mottishaw
Target Date: xx/xx/xx
Subject: Your work in rolling out *A New Workplace*

Dear [coordinator name]

As we discussed the State of Utah has developed a successful Remote Work program, titled *A New Workplace*, which will allow significant portions of the workforce to benefit from working remotely. The State, through the support of GOMB is rolling out the program across Departments. The [department name] has been identified as a good fit for the program, and we're excited to be moving forward with implementation of *A New Workplace* in 2019.

We will formally announce the program to [department name] in [month]. I am reaching out to follow up to our conversation and further clarify what would be expected of you as the *New Workplace* Department Coordinator. Me and the senior leadership team have full confidence in you to serve as the owner and driver of the program for us internally. With your acceptance of the role, you will be responsible for working closely with GOMB to customize the program for our department and coordinating all implementation activities. At a high level this will include working with our leaders to identify jobs suitable for remote work, building productivity metrics, coordinating training, monitoring participation and reporting directly to our leadership team on progress. This role will be highly visible in the department, and allow you to work with other State entities.

[manager name] will follow up to discuss the role with you in more detail, and Jeff Mottishaw jeff@utah.gov who is leading *A New Workplace* implementation from GOMB will provide you with a full review of the program.

I am delighted to be presenting this important role to you and hope it's one that you may find interesting and fulfilling.

Sincerely,

[Department Executive Director]

Implementation Step # 3 - A New Workplace Staff Announcement

To: All Department Staff
From: Department Executive
Target Date: xx/xx/xx
Subject: *A New Workplace* at [Department name]

Colleagues,

I am excited to announce that [department name] will soon be rolling out *A New Workplace*, the State of Utah's remote work and workplace flexibility program. Implementing *A New Workplace* will allow a portion of our department to work remotely and result in substantial benefits in a number of areas. I am truly enthusiastic about what we can achieve through this program.

Lt. Governor Cox initiated *A New Workplace* with the aim of improving air quality, increasing access to State jobs in rural Utah, increasing productivity, improving talent retention and recruitment, and better utilizing our buildings. It has been successfully implemented across a number of State departments with resulting productivity increases and improvements in employee satisfaction.

The program is designed to enable employees to work outside of a State building by providing a framework for identifying eligible participants and structuring their Remote Work to provide mutual benefit. The program is available to all employees whose jobs are suitable for Remote Work and who are in good standing with regard to performance. We will work to identify those who can participate in the program during rollout. For more detailed information on eligibility and the program please see the attached *A New Workplace* Department policy.

We will formally launch the program in xx/xxxx. Leading up to launch we will be conducting a number of activities to customize and structure the program for [department name]. More specifically we will:

- Conduct a survey to gauge interest and assess readiness for participation throughout our department
- Put systems in place to support Remote Work including technology, processes, HR tools, and work environments
- Identify eligible participants and structure performance metrics and Remote Work agreements
- Provide training to our Remote Workers, their managers, their teams and our partners

Implementation will be a big task and I have asked [coordinators name] to serve as our Department's *A New Workplace* Coordinator. He/She will work within [department name] and with our State partners [GOMB, DTS, DHRM, and DFCM] to customize and rollout the program specifically for us.

You can expect to hear directly from [coordinator name] about implementation progress and launch details several times in the coming months. Please reach out to him/her [email address] with any questions.

Once again, I am enthusiastic about *A New Workplace* at [department name] and know it will help us further enhance our culture and achieve higher performance.

Sincerely, [Department Executive Director]

Implementation Step # 4 - Employee Readiness Assessment

To: All Department Staff
From: *A New Workplace* Department Coordinator
Target Date: xx/xx/xx
Subject: *A New Workplace* Survey

Colleagues,

[Executive Director's name] recently announced the rollout of *A New Workplace*, the State of Utah's remote work and workplace flexibility program here at [department name] in xx/xxxx. As you know [Executive Director's name] has appointed me to lead the program's development and implementation within our Department. I believe *A New Workplace* will help us take full advantage of Remote Work and make a positive impact on our productivity and culture, and I am excited to work with all of you on its rollout.

As we develop and customize the program to suit our needs, it's important that we are well informed about interest and readiness for Remote Work within our Department. We want to hear from you! In the next few weeks we'll be conducting a series of focus groups to hear your input and encourage you to attend. <insert details on how they can get involved in focus groups>

In addition, we ask that you please take a few minutes to complete our *New Workplace* survey. Please ensure you complete the survey by xx/xx.

Start the survey <insert hyperlink provided by Jeff Mottishaw>

Your input is key to our success and I thank you for your participation!

Please don't hesitate to reach me [email address] with any questions or comments. I look forward to hearing from you.

Sincerely,

[*A New Workplace* Department Coordinator]

Implementation Step # 9 - Participant Suitability Assessment

To: All Department Staff
From: *A New Workplace* Department Coordinator
Target Date: xx/xx/xx
Subject: *A New Workplace* Update 1

Colleagues,

We are well on our way in customizing *A New Workplace* for [department name], and want to take this opportunity to update you on our progress. We are working on many facets of the program development and are on track to launch the program on xx/xxxx.

Thank you for providing your input on our *New Workplace* survey, and thank you to those who joined us in focus groups. Your input has been essential in shaping the program. Here's what we learned:

- There is strong interest in remote work, with xx% indicating they would like to try it
- As a department we feel moderately ready for remote work
- <insert key points>
- <insert key points>

These findings demonstrate a great opportunity to implement a robust program, which we can scale through the years to make a sizable positive impact for Utah.

In addition to learning about our needs, we have also been evaluating the readiness of our technology, processes, HR tools and work environments to support remote work. More specifically we have learned that <insert high level points about gaps..., or delete sentence>. To prepare the department over the next xx months we will be:

- <insert key areas of improvement, e.g. increasing VPN token, installing monitors for virtual collaboration, altering xxxxx process...>
- <insert key areas of improvement>
- <insert key areas of improvement>

A key initial step in this process involves training supervisors on *A New Workplace*, including participant selection, metrics development and managing remote workers. These trainings will be taking place online at [A New Workplace Supervisor Training](#), as well as through <insert reference to additional learning sessions, e.g. lunch and learns, in-person trainings etc...>. <Provide details for the training and additional links >

A New Workplace implementation timeline

- supervisor trainings xx/xx thru xx/xx
- participant selection xx/xx thru xx/xx
- participation agreements xx/xx thru xx/xx

- trainings
- launch

xx/xx thru xx/xx
xx/xx

Please reach out to me [email address] with any questions or comments.

Sincerely,

[A New Workplace Department Coordinator]

Implementation Step # 10 - Participant Selection and Agreements

To: All Department Staff
From: *A New Workplace* Department Coordinator
Target Date: xx/xx/xx
Subject: *A New Workplace* Update 2

Colleagues,

Over the past few months we've made substantial progress in building *A New Workplace* at [Department name] and readying for launch in xx/xxxx. I would like to fill you in on what has been done and the important work that lies ahead.

To ensure we have the right capability to properly select, manage and support our Remote Workers, we conducted a series of trainings for supervisors, and our DHRM and DTS partners. <insert summary of updates and ongoing work, e.g. In parallel we also, refined key processes and are continuing to update some of our technology and work environments to ensure we can work and collaborate seamlessly regardless of where our team members are located>.

The next step in rollout is to identify participants, prepare them and structure their Remote Work agreements. Participation is open to all employees whose job is suitable for Remote Work and who are in good standing with regard to performance. In addition, participants must demonstrate that they have adequate space outside of their State building to support long-term Remote Work and productivity. The ultimate decision regarding participation rests with supervisors and department leadership, and is supported through the following tools.

- Suitability Assessment Checklist/tool (Click [Here](#))
- Remote Site Suitability Checklist (Click [Here](#))
- Alternate Worksite Safety Checklist (Click [Here](#))

Once selected, participants must have their involvement formalized through an agreement and complete an onboarding survey to establish the metrics for productivity measurement. These are available below:

- *A New Workplace* Employee Acknowledgement & Remote Work Agreement (Click [Here](#))
- Qualtrics Remote Work Onboarding Survey (Click [Here](#))

Finally, participants must complete *A New Workplace* training ([Successful Remote Work Course](#)) to increase their awareness of Remote Work benefits and challenges and acquire key skills for maintaining productivity and connection with their teams. These trainings are available to all State of Utah employees regardless of *A New Workplace* participation, and recommended for everyone.

A New Workplace implementation timeline

- participant selection xx/xx thru xx/xx
- participation agreements xx/xx thru xx/xx

- trainings xx/xx thru xx/xx
- launch xx/xx
- performance evaluation xx/xx

Please reach out to me [email address] with any questions or comments.

Sincerely,

[A New Workplace Department Coordinator]

Implementation Step # 11 - Employee Training

To: All Department Staff
From: *A New Workplace* Department Coordinator
Target Date: xx/xx/xx
Subject: *A New Workplace* Launch

Colleagues,

I am excited to announce that our *New Workplace* program is now live. Starting today you can expect xx% of our workforce to be working remotely on a regular basis, meaning [department name] is well on its way in achieving the Governor's target of 30% participation from each State agency. I am also happy to announce that we have participation from across our department, here's how many colleagues are participating from each of our divisions:

- [division name] ## xx% of total
- [division name] ## xx% of total
- [division name] ## xx% of total

As you are aware, *A New Workplace* changes the way we work as a department, by focusing us on managing performance rather than presence. Making *A New Workplace* a success requires all of us to think differently about how we communicate and collaborate. It means we all need to be more intentional and deliberate about connecting with each other, including virtual collaboration technology in every meeting, and using instant messaging to stay closely connected. How we judge engagement, availability, commitment and performance remain the same regardless of where we work. If you haven't already, please complete the *A New Workplace* training ([Successful Remote Work Course](#)) to more fully understand how you can make the program a success. You can also find a number of resources on best practices for new ways of working and specifically *A New Workplace* here <insert link to folder>, and you can reach out to me directly [email address] with any questions.

Our work in building *A New Workplace* doesn't stop with launch. Over the coming months we will be evaluating the impact of the program on our performance on multiple levels (system, department, and employees). In addition, we'll be evaluating the performance of our technology, processes, and spaces in supporting our work and initiating changes where possible to further ensure we are seamless regardless of location.

We expect great outcomes from *A New Workplace*, similar to what's been achieved by our sister agencies across the State, and will continue to improve and expand the program as appropriate over the coming years. Stay tuned!

Please reach out to me [email address] with any questions or comments.

Sincerely,

[*A New Workplace* Department Coordinator]

Implementation Step # 12 - Launch A New Workplace - Remote Work

To: All Department Staff
From: *A New Workplace* Department Coordinator
Target Date: xx/xx/xx (1 month after launch)
Subject: *A New Workplace* Update 3

Colleagues,

Over a month ago, we launched *A New Workplace* at [department name]. We now have ## of employees, (roughly xx%) of our workforce working remotely at least xx days a week. I would like to share a few things we've learned and some preliminary performance data with you in this early stage of our program's evolution.

Our performance has <insert directional assessment, e.g. improved, stayed the same, declined, since we rolled out the program>. A closer look at the data shows <insert any key insights>.

We've also spoken to many of our participants, their teams and leaders to understand how the program is working. <insert key insights from conversations>

<highlight any key wins, focus on a case study of how work has evolved for any specific divisions>

Based on these findings we are <insert key action items, changes or support being put in place to bolster the program or address any key learnings>

We will continue to evaluate the program and hear from you, and will provide a subsequent update in [month]. Please reach out to me in the meantime if you have specific questions or need assistance.

We thank you all for your participation and support of the program, as you know making *A New Workplace* successful depends on how we all work together, regardless of where we are. We appreciate your support!

Sincerely,

[*A New Workplace* Department Coordinator]

Implementation Step # 13 - Evaluate Performance

To: All Department Staff
From: *A New Workplace* Department Coordinator
Target Date: xx/xx/xx (3-4 months after launch)
Subject: *A New Workplace* Update 4

Colleagues,

We are now in our 4th month of running *A New Workplace*, and <insert high level characterization of successes. In this time our program has <insert facts about growth or changes>. Through *A New Workplace* we have been able to:

- <insert successes, e.g. recruiting talent in rural Utah, save ## tons of emissions...>
- <insert successes, e.g. recruiting talent in rural Utah, save ## tons of emissions...>
- <insert successes, e.g. recruiting talent in rural Utah, save ## tons of emissions...>

Furthermore, we have been able to demonstrate <insert key productivity metrics, e.g. xx% increase in productivity across xx groups as well overall improvements in the satisfaction of our Remote Workers>

- <insert additional information on benefits, challenges and action for remediation>
- <insert additional information on benefits, challenges and action for remediation>
- <insert additional information on benefits, challenges and action for remediation>

We will continue to evaluate the program and hear from you, and will provide a subsequent update in [month]. Please reach out to me in the meantime if you have specific questions or need assistance.

We thank you all for your participation or support of the program, as you know making *A New Workplace* successful depends on how we all work together, regardless of where we are. We appreciate your support!

Sincerely,

[*A New Workplace* Department Coordinator]

To: All Department Staff
From: *A New Workplace* Department Coordinator
Target Date: xx/xx/xx (12 months after launch)
Subject: *A New Workplace* Update 5

Colleagues,

Over a year ago we launched our Department's *A New Workplace* program, and <insert high level characterization of successes. In this time our program has <insert facts about growth or changes>. Through *New Workplace* we have been able to:

- <insert successes, e.g. recruiting talent in rural Utah, save ## tons of emissions...>
- <insert successes, e.g. recruiting talent in rural Utah, save ## tons of emissions...>
- <insert successes, e.g. recruiting talent in rural Utah, save ## tons of emissions...>

Furthermore, we have been able to demonstrate <insert key productivity metrics, e.g. xx% increase in productivity across xx groups as well overall improvements in the satisfaction of our Remote Workers>

- <insert additional information on benefits, challenges and action for remediation>
- <insert additional information on benefits, challenges and action for remediation>
- <insert additional information on benefits, challenges and action for remediation>

We will continue to evaluate the program and hear from you, and will provide a subsequent update in [month]. Please reach out to me in the meantime if you have specific questions or need assistance.

We thank you all for your participation or support of the program, as you know making *A New Workplace* successful depends on how we all work together, regardless of where we are. We appreciate your support!

Sincerely,

[*A New Workplace* Department Coordinator]

APPENDIX B

A New Workplace Overview Handout

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

Managing Performance Over Presence

UTAH WORKS' OBJECTIVES


 Improve Air Quality


 Enhance Real Estate Utilization


 Increase Jobs in Rural Utah


 Increase Employee Productivity


 Enhance Talent Retention and Recruitment

POLICY HIGHLIGHTS

- Majority time outside of office
- Emphasis on performance management and metrics
- Full kit of tools and support staff
- Work style profiles for future planning
- Process refinements
- Work place modernization

WORK PROFILES

Remote Work

Mobile Work

Adaptable Work

Resident Work

THE 3 C'S

C

CULTURE

C

COMMUNICATION

C

COLLABORATION

PRE-IMPLEMENTATION PROCESS

1. Inform Department of Utah Works Participation
2. Kickoff Meeting Between Department Executive Director and GOMB
3. Inform Department Senior Leadership About Utah Works
4. Assign Utah Works Department Coordinator
5. Determine Requirements for Implementation
6. Write Department-specific Utah Works Policy

IMPLEMENTATION PROCESS

1. Rollout Plan
2. Change Communications Plan
3. Utah Works Announcement
4. Readiness Assessment
5. Meetings with Key Personnel
6. Align Systems
7. Train On-site DTS and DHRM
8. Supervisor Training
9. Participant Suitability Assessment
10. Participant Selection Agreements
11. Employee Training
12. Launch Utah Works (Remote Work)
13. Evaluate Performance

39% OF REMOTE WORK ELIGIBLE PARTICIPATION



GOVERNOR'S OFFICE OF
MANAGEMENT AND BUDGET

APPENDIX C

A New Workplace Overview PowerPoint Presentation



APPENDIX D

A New Workplace Agency Level Suitability Assessment

Prior to implementation of *A New Workplace*, each agency should evaluate its own readiness. The evaluation should be done honestly and thoroughly so that proper steps can be taken to remedy any gaps discovered in the process. There are several domains upon which an organization should evaluate its ability to successfully support Remote Work:

1. A Remote Work program stems from a **clear business strategy**
2. There is a **baseline of system performance** where a Remote Work program may be implemented (see Governor's Office of Management and Budget [SUCCESS Training Site](#))
3. The **scale of the Remote Work** program is specified
4. **Agency management practices** are sufficiently mature to support remote workers (see [Remote Work Performance Indicators & Measures Guidance](#))

Clear Business Strategy

As previously mentioned, there are 5 key goals for the *New Workplace* deployment. They are reiterated below.

1. Improve Air Quality
2. Increase Jobs in Rural Utah
3. Improve Building Utilization
4. Increase Employee Productivity
5. Increase Employee Retention and Talent Recruitment.

Agencies should be implementing *A New Workplace* with the goal of improving on all key goals, though additional emphasis may be placed on one or two of the goals given a clear business need. Understanding the strategies behind the *New Workplace* program and being able to articulate how they apply to the agency and how the agency plans to improve in these areas is important to change management, communication and eventual success.

Baseline System of Performance

There must be a baseline system of performance where *A New Workplace* program will be implemented. Responsible organizational leaders will want to ensure that implementation of *A New Workplace* does not negatively impact the value of their total system. Establishing a substantive baseline for system performance will ensure that management is able to evaluate the impact of *A New Workplace*. Guidance on this process can be found on the Governor's Office of Management and Budget (GOMB) SUCCESS training site: [SUCCESS Training Site](#).

The Scale of Remote Work is Specified

Once implementation of *A New Workplace* has begun, the Department should strive to enroll 30% of

eligible positions within the first 12 months. This is crucial to create enough momentum to overcome the organizational inertia that exists in every organization. One of the key elements to success in any wide scale teleworking and alternative workplace initiative is proper culture that reinforces teleworking.

Mature Agency Management Practices

Agency management should evaluate whether adequate system and individual performance measures are in place and management practices are mature enough to support Remote Work. To assess readiness, the following minimums should be in place prior to an employee beginning telework:

- Baseline system performance measurement or sufficient understanding of current performance levels
- Clear and written performance goals
- Method for performance feedback (positive and negative, proportionate to observed performance and behavior, timely in relation to observation)
- Sufficient grasp and regular use of performance indicators and measures
- Every employee who is intending to telework has a documented performance plan with measurements and reporting method in place
- Availability to effectively receive input and listen to employees

← APPENDIX E →

Remote Work Job Classification Assessment

Entire job classifications may be considered for *A New Workplace*, and can be used as a starting point for evaluating individual eligibility for program participation. In addition, specific positions only may be identified to participate irrespective of Job Classification eligibility. *A New Workplace* Job Classification Assessment worksheet can be found by following this link - [A New Workplace Job Classification Assessment](#).

Typical A New Workplace Tasks per Work Style

Common job functions for employees who are good candidates for *A New Workplace* work arrangements include, but are not limited to, the following list. Final determination of eligibility will be done within the agency, based on identified Job Classifications.

Remote Work	Mobile Work	Adaptable
Analysis	Auditor	Almost all positions can be free address at the discretion of agency leadership
Auditing reports	Case Manager	
Computer programming	Community outreach	
Conducting business by telephone or email	Field visits	
Data entry	Meeting with customers	
Design work, graphics	Partnership coordination	
Drafting, editing	Project management	
Preparing budgets	Regional work/tasks	
Preparing and monitoring contracts		
Writing		
Research		

APPENDIX F

[A New Workplace Draft Department Policy](#)

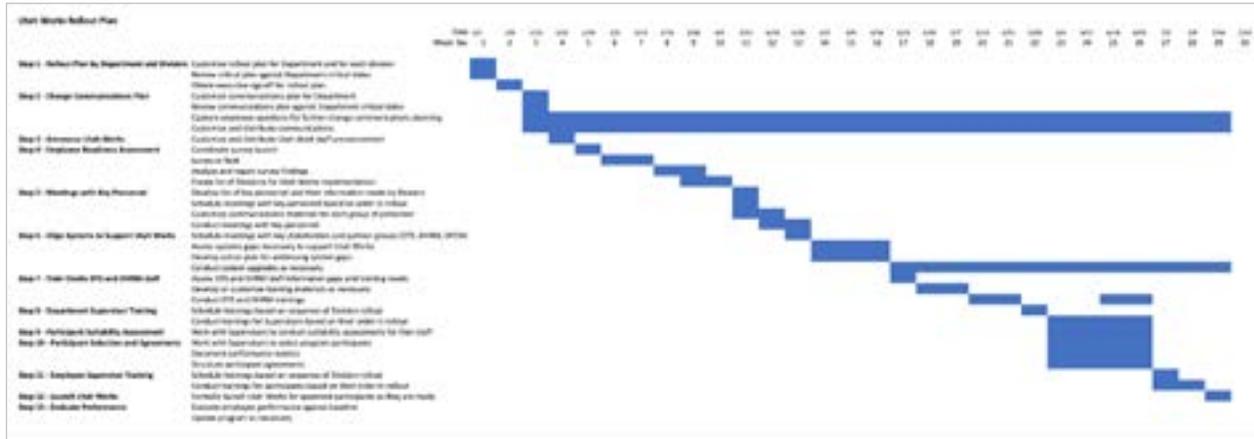
A draft policy template for the *New Workplace* program has been created to address some issues discovered in the pilot and to address items needed for an enterprise wide program to be successful. The policy can be found by clicking on the following link - Click [here](#)

Each department is required to have a department wide policy for the *New Workplace* program. Beginning with the template will help to ensure all the basic items are covered. Any additional items specific to the department should also be covered in the policy.

Also, it should be noted that as a requirement for participation in *A New Workplace*, participating employees must sign an [Employee Acknowledgement and Remote Work Agreement](#) and agencies must ensure proper performance management structure is in place to support the employees and protect the agency.

APPENDIX G

A New Workplace Rollout Plan Template



APPENDIX H

A New Workplace Change Communications Plan Template

**State of Utah
Utah Works Implementation
Communications Plan**

This document is designed to serve as a template for planning communications to support the implementation of Utah Works program within a Department. This template has been pre-populated with a sample communications plan based on best practices for remote work program implementation. While sufficient to support a typical rollout, this template should be fine-tuned to match the actual rollout for each specific implementation.

Case #	Date	Communication	Purpose and Key Messages	Sender	Audience	Channel	Developer	Resources	Support	Notes	Status
1		Utah Works participation announcement	Announce that the Department will be participating in the Utah Works program, generate interest and provide a high level picture of rollout, building confidence by highlighting successes Provide details on: - what the program is - participant selection to demonstrate its based on its successes from the pilot and other departments Outline of next steps: - survey launch - preparation of Department systems - trainings - what to expect regarding communications	Department Executive Director	All Department Employees	Email All Hands (optional)	Department communications personnel or Utah Works Coordinator	document name	Jeff Mollathaw (DOARS)		not started
2		Utah Works survey launch	Launch the Utah Works survey to assess Department interest in participating in the program	Utah Works Coordinator	All Department Employees	Email Department internal website	Utah Works Coordinator	document name	Jeff Mollathaw (DOARS)	may require additional committee meet	not started
3		Utah Works rollout update 1	Provide an update on the status of rollout and generate enthusiasm and interest in participation, and build confidence in the program by demonstrating progress approach to preparation and overall sophistication Provide details on: - survey results - preparation of Department systems (tech, space, HR, process) and its impact - supervisor trainings Outline of next steps: - test steps in preparing department - participant selection process - participation agreements and process - ongoing trainings and educational opportunities - high level launch timeline	Utah Works Coordinator	All Department Employees	Email Department internal website	Utah Works Coordinator	document name	Jeff Mollathaw (DOARS)		not started
4		Utah Works rollout update 2	Provide an update on the status of rollout and generate enthusiasm and interest in participation, and build confidence in the program by demonstrating progress approach to preparation and overall sophistication Provide details on: - participant selection - participant agreements and process - employee trainings Outline of next steps: - launch timeline and details - performance evaluation approach and process - high level information on how to work with team members who are Remote Workers - Family launch and continue the launch of the Utah Works program at the Department, highlight benefits and relevant details that reinforce any Department objectives	Utah Works Coordinator	All Department Employees	Email Department internal website	Utah Works Coordinator	document name	Jeff Mollathaw (DOARS)		not started
5		Utah Works Launch	Provide details on: - who is participating in the program - reinforce how to work with team members who are Remote Workers - resources to answer questions and support rollout Outline of next steps: - performance evaluation approach and process	Utah Works Coordinator	All Department Employees	Email Department internal website	Utah Works Coordinator	document name	Jeff Mollathaw (DOARS)		not started
6		Utah Works rollout update 3 (1 month after launch)	Provide an update on the status of rollout and generate enthusiasm and interest in participation, celebrate successes and detail plans for the future Provide details on: - rollout successes and performance evaluation results - challenges that are being addressed - reinforce how to work with team members who are Remote Workers Outline of next steps: - plans for expanding or enhancing the program	Utah Works Coordinator	All Department Employees	Email Department internal website	Utah Works Coordinator	document name	Jeff Mollathaw (DOARS)		not started
7		Utah Works rollout update 4 (4 months after launch)	Provide an update on the status of rollout and generate enthusiasm and interest in participation, celebrate successes and detail plans for the future Provide details on: - rollout successes and performance evaluation results - challenges that are being addressed - reinforce how to work with team members who are Remote Workers Outline of next steps: - plans for expanding or enhancing the program	Utah Works Coordinator	All Department Employees	Email Department internal website	Utah Works Coordinator	document name	Jeff Mollathaw (DOARS)		not started
8		Utah Works rollout update 5 (12 months after launch)	Provide an update on the status of rollout and generate enthusiasm and interest in participation, celebrate successes and detail plans for the future Provide details on: - rollout successes and performance evaluation results - challenges that are being addressed - reinforce how to work with team members who are Remote Workers Outline of next steps: - plans for expanding or enhancing the program	Utah Works Coordinator	All Department Employees	Email Department internal website	Utah Works Coordinator	document name	Jeff Mollathaw (DOARS)		not started

Additional change communications engagements for consideration include, but are not limited to:
 Office hours to provide a flexible open forum for employees to engage, ask questions and learn about the project
 Employee committees to get employees engaged in the process, by providing design input, naming...
 Open houses and tours of the new location under development to engage employees
 Training to provide employees with the support and skills to work in new environments (e.g. hot desking, open workspaces, new conference room reservation tools, ...)

APPENDIX I

A New Workplace Potential Risks and Mitigation Strategies



APPENDIX J

PowerPoint Slides on DHRM Specifics



PowerPoint Slides on DTS Specifics

APPENDIX K

[Digital Workplace Teleworking Guide](#)

DIGITAL WORKPLACE TELEWORKING GUIDE



July 2019

APPENDIX L

Employee Suitability Assessment Checklist

Eligibility of employees for a Remote Work arrangement

An employee may not be eligible to participate in Remote Work (pursuant to agency discretion) if:

- The employee is subject to official discipline for performance or conduct, including suspension, demotion, or recommendation for termination;
- The employee has a documented violation of the Employee Code of Conduct
- The employee has demonstrated diminished individual or organizational performance;
- The employee has violated the terms of the Remote Work Program Agreement;
- The employee's position involves the direct handling of secure material (daily or on a frequent basis) which the agency determines is inappropriate for Remote Work. This may include materials for which the agency maintains a written policy restricting access or use of the material or for which appropriate mitigating IT security measures do not exist;
- The employee's position requires daily, or on a defined consistent basis, onsite work activities that cannot be handled remotely or at an alternative worksite; or
- The employee's alternate worksite does not meet the requirements of the job or the agency for an approved alternate worksite. See [Remote Worksite Suitability Checklist](#) for considerations for an approved alternate worksite.

APPENDIX M

Remote Worksite Suitability Checklist

The intent of evaluating an alternate worksite for Remote Work is to help the employee be successful in their Remote Work arrangement. Allowing an employee to work remotely from a location that is not sufficient for their work needs may be unproductive for the employee and bad for the agency. In addition, a potentially unsafe worksite could become a hazard for the employee and an increase in liability to the agency. In the end, the worksite should facilitate the employee's ability to work efficiently, effectively and professionally.

Considerations for approving an alternate worksite

- Does the worksite provide space to work without disruptions or distractions?
- Is there a need for any physical security (e.g. a door that can be closed) at the worksite to protect information or data?
- Is the site conducive for the type of work that needs to be done?
- What equipment, which is not provided by the agency, should be there and is it? Is it reliable and up to any security standards required?
- Can the employee be productive and professional working from the site?
- Is the internet bandwidth sufficient for the demands of the work that will be done?
- Can the employee professionally communicate with customers and colleagues from this site?
- Can the worksite meet the recommendations in the [Alternate Worksite Safety Checklist](#)?

← APPENDIX N →

Alternate Worksite Safety Checklist

[OSHA's Computer Workstation Checklist](#) may also be helpful in creating safe and comfortable computer workstations. Maintaining a safe alternate worksite is the Remote Worker's responsibility. The following checklist is designed to assess the overall safety of an alternative worksite. This checklist can be used by Manager and *A New Workplace* Department Coordinators to develop agency-specific checklists. Employees should contact their agency's Remote Work officials to determine which checklist they should utilize. Employees are encouraged to discuss any safety concerns they have with their managers.

#	General	Yes	No
1	Workspace is away from noise, distractions, and is devoted to your work needs?		
2	Workspace accommodates workstation, equipment, and related material?		
3	Floors are clear and free from hazards?		
4	File drawers are not top-heavy and do not open into walkways?		
5	Phone lines and electrical cords are secured under a desk or along wall, and away from heat sources?		
6	Temperature, ventilation, and lighting are adequate?		
7	All stairs with four or more steps are equipped with handrails?		
8	Carpets are well secured to the floor and free of frayed or worn seams?		
#	Fire Safety	Yes	No

9	There is a working smoke detector in the workspace area?		
10	A home multi-use fire extinguisher, which you know how to use, is readily available?		
11	Walkways aisles, and doorways are unobstructed?		
12	Workspace is kept free of trash, clutter, and flammable liquids?		
13	All radiators and portable heaters are located away from flammable items?		
14	You have an evacuation plan so you know what to do in the event of a fire?		
#	Electrical Safety	Yes	No
15	Sufficient electrical outlets are accessible?		
16	Computer equipment is connected to a surge protector?		
17	Electrical system is adequate for office equipment?		
18	All electrical plugs, cords, outlets, and panels are in good condition? No exposed/damaged wiring?		
19	Equipment is placed close to electrical outlets?		
20	Extension cords and power strips are not daisy chained and no permanent extension cord is in use?		
21	Equipment is turned off when not in use?		
#	Computer Workstation	Yes	No

22	Chair casters (wheels) are secure and the rungs and legs of the chair are sturdy?		
23	Chair is adjustable?		
24	Your back is adequately supported by a backrest?		
25	Your feet are on the floor or adequately supported by a footrest?		
26	You have enough leg room at your desk?		
27	There is sufficient light for reading?		
28	The computer screen is free from noticeable glare?		
29	The top of the screen is at eye level?		
30	There is space to rest the arms while not keying?		
#	Other Safety/Security Measures	Yes	No
31	Files and data are secure?		
32	Materials and equipment are in a secure place that can be protected from damage and misuse?		
33	You have an inventory of all equipment in the office including serial numbers?		
34	If applicable, do you use up-to-date anti-virus software, keep virus definitions up-to-date, and run regular scans?		

APPENDIX O

Employee Acknowledgement and Remote Work Agreement

The Employee Acknowledgement and Remote Work Agreement is intended to be an agreement between the agency and the employee to outline guidelines of the program, set appropriate communication protocols, and performance expectations. It also covers key points of the program to make it clear what *A New Workplace* is and is not. The idea is that clearly defining the expectations for the agency and the employee at the beginning of the agreement will help to define what “success” looks like and provide remedies for deficiencies in “success”. The Employee Acknowledgement and Remote Work Agreement should be completed annually with consultation and input from the employee and adjusted as needed. Completed forms should be kept in the Agency for review and a copy uploaded into the appropriate *A New Workplace* electronic storage solution, which at this time is the employee’s UPM. The Employee Acknowledgement and Remote Work Agreement can be found by following this link - [Employee Acknowledgement and Remote Work Agreement](#).

APPENDIX P

Organizational Health Index (OHI)

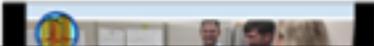
Organizational Health Index Implement...

Organizational Health Index Five Step Implementation



Step One

Schedule a time for your executive team to receive an orientation from a representative from IBM's Center for Excellence.



Step Two