Ground Rules

➢ Mute microphone

➢ Turn off video

➢ Change to Speaker View

➢ Close your applications

➢ Technical Support: Message Susan Fong (Susan F.-ITLA29) in Chat

➢ Questions after the presentation

  ➢ Post questions in Chat

  ➢ Wait for your turn to speak

➢ Recording Presentation

Remote and Hybrid Leadership

What, Who Why and How?

What?

ITLA 29 strives to provide state personnel on ways to successfully sustain and manage a remote/hybrid workforce and share lessons learned on leadership best practices.

Who?

Our target audiences includes all state personnel.

Why?

The post pandemic work environment demands radical flexibility applied to work policies, new work patterns and an office design focused on enhancing the employee experience.

Enhanced employee safety
Facility cost savings
Improved employee retention
Recruitment incentives for new generation

How?

By providing a toolkit for easy adaption for state personnel to incorporate

The pandemic shook the workplace to its core. causing businesses to adapt
Hybrid work at breakneck speed

On/Off Boarding

Research On Success of Onboarding

58%
Organizations say their onboarding program is focused on processes

92%
New hires reportedly feel productive and important during their first month

When a Manager takes an active role in onboarding,

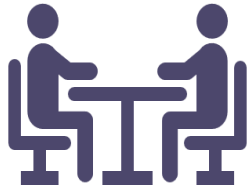Employees are 3-4 times likely to feel like their onboarding process was successful.

Only **12%** Employees strongly agree organization do a great job of onboarding

Soliciting new hire feedback improves your relationship by **91%**

What Went Well

Meet and Greet

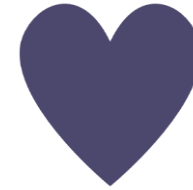*New hires found value in face-to-face meet and greet, e.g., office meetings, coffee, etc.*

They assimilate into the organization's culture more rapidly

Manager Actively Involved

Resolve Issues swiftly

Timely employee Access to Equipment, Accounts, etc.

Love the eSignature

Digital Signature vs Wet signature

What Did Not Go Well

Challenges with employee introductions and relationship building	**Logistical challenges providing equipment - delays**	**Need help setting up home or hotel space**	**Cumbersome access to accounts, services, etc.**	**Remote printing of HR documents**
Impedes employee assimilation into organizations	Loss of productivity, organizational Integrity	Ergonomic Issues, healthy work environment	Need for Single Sign-on	Require wet signatures

SOCIAL ← →   **ORGANIZATIONAL** ← →   **TECHNOLOGY** ← →

Journey Steps Which step of the experience are you describing?	OFFER TO START	WEEK ONE (DAY 1 +)	MONTH ONE	OFFBOARDING
Organizational	**Job Offer and Start Date** **Manager pre-setup hoteling space for equipment distribution, orientation, and training** **Use supporting tools/resources, e.g. Onboarding checklist for smooth transition.** **Update Employee Contact List**	**Facility** - Tour - Emergency Preparedness - Offices - Hotel Space - Provide Badge **Meetings** - Onsite/Offsite - Invite to recurring - Invite to relevant groups **Training** - Schedule New Employee Orientation - Initiate and Complete required - Hybrid Workforce **Meets with HR to complete benefits and payroll paperwork** **Set up with first significant task to work through with manager** **Review** - Duty Statement - Expectations - Telework Policy - Hoteling process - Org Chart, Vision, Values - Week One checklist - Employee Contact List **Pair up with an onboarding sponsor**	Schedule a one-on-one to provide performance feedback, address concerns, etc. Identify employee assignments, resources, completion dates & success measures. Acknowledge and recognize accomplishments and milestones. Review progress with Onboarding Sponsor. **Assignments** - Working with employee on completing first assignment - Review all **Check Mandatory Training Progress** Have anonymous evaluation regarding onboarding process, new employee to provide Provide department- specific training plan to ensure proficiency in job tasks and organizational norms.	**Exit Interview** **Complete employee separation checklist**
Technical	**Request Employee Access** - User Account - Shared Folders - Email - Telework(VPN/VDI) - Collaboration(Teams/SharePoint/etc)	**Employee aware of Resources/Tools**		**Collect Equipment/Badge** **Delete access to account and email**
Social	**Send a Welcome Package**	**Welcome meeting by manager upon arrival and orient employee to first day/week.** **Receives a welcome gift/card** **Introduced to the team, in-person and virtually (cameras on)**	Schedule team building to assimilate new employee Schedule individual or small group meetings with various team members	**Farewell party** **Retirement Gift**
General Tips What things does the Supervisor or Manager need to be conscious of? (Used data from our Research/Interviews)	Ensure an HR person is available to assist in filling out new hire forms. Medical, Dental, etc. Verify before the start date that all Employee Access is completed. (Badge, User Account, etc) Training Employee needs proper equipment for telework. Internet access, peripherals, etc. First impressions are everything. Planning and preparation are critical. Early planning and preparation for onboarding. - Organizational - Social - Technical Most employees don't have their equipment ready on the first day. Ensure start date is in accordance with orientation and meets HR guidelines/needs. Tools: Employee needs proper equipment for telework. Internet access, peripherals, etc.	Ensure to address any employee questions/concerns Schedule frequent check-in meetings Schedule face to face (in-person/camera on) meetings to help build the team Include photo of employee in the announcement you send to the team.	Touchpoint to review & assess expectations Review performance (IDP) for any additional training needs Help New Hires Build Connections	Review exit interview in-depth and impartially. Take feedback into consideration. Do Be Consistent Do Validate Feelings Don't be Defensive Don't Be Sloppy Don't Lose the Big Picture

Build a toolkit for hoteling and space planning to help departments kick start their journey in transforming the office space.

Hoteling and Space Planning

69%
US employees worked remotely during peak of pandemic

88%
Depts. don't have hoteling space reservation software

62%
Employees say they can work remotely

100%
Agencies/Dept planning Hoteling/space and Remote Hybrid work

62%
Department using some type of alternate workdays

Must have features for Hoteling reservation software

1. ADA Compliance
2. Reasonable Accommodation
3. Social Distancing
4. Mobile Application
5. Clickable floor plan
6. Integrate with existing software for employees' profile
7. Color coding for size/availability

Offices need secured space for privacy requirements

100%

External Survey

Internal Survey from team

Top 6 Tips Supporting **HYBRID WORKERS**

Provide staff required equipment and training.

Verify space availability before scheduling onsite.
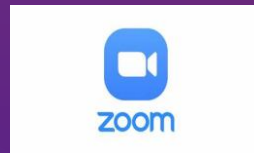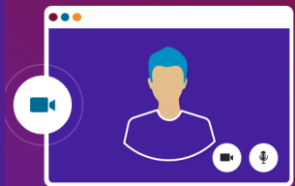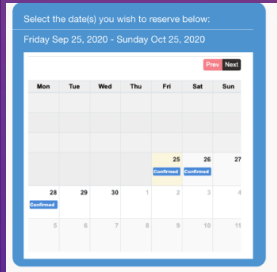
Be aware of staff's schedules.

Incorporate technology for hybrid workforce.

Make sure managers are available on the floor.

Make time for informal team collaboration.

Employee Checklist

Hybrid work environment - Coming into the office

BEFORE YOU GO TO THE OFFICE

○ Make hoteling station reservation.

○ Request approval from supervisor or manager to be onsite.

○ Check equipment needed when hoteling.

○ Validate building badge is available and working.

○ Include meeting links to allow meeting participants to join remotely.

○ Cancel/Reschedule the hoteling reservation if you are not able to go into the office.

FOR IN-OFFICE WORK DAY

○ Wear business attire.

○ Don't forget your badge, work equipment (such as headsets/keys) and snacks.

○ Only use the space you reserved. Clean up after use and take your equipment home.

○ Be on-line when you get into the office. Start working, be productive.

○ Be courteous to your coworkers (such as wear your headphones for meeting, speak softly, etc)

Hoteling/Space Planning Software
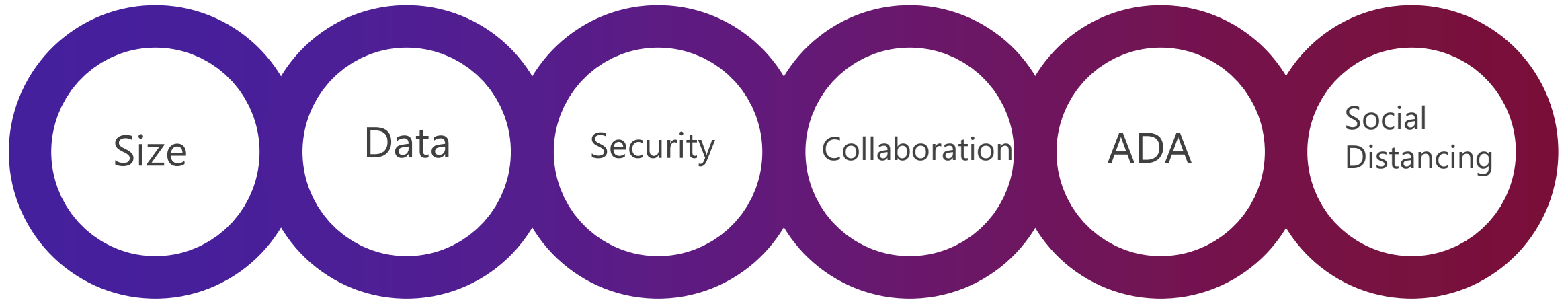
Size	Data	Security	Collaboration	ADA	Social Distancing
Size of Telework Pool	Date Needs for Devices	Privacy and Security Concerns	Collaboration Space needs	ADA Compliance	Social Distancing Requirements

Managing a Remote/Hybrid Workforce Proactively

Remote workforce: consists of employees who perform essential job responsibilities from outside the traditional office space or central location.

Hybrid workforce: a type of blended workforce comprising of employees who work remotely and those who work from an office or central location.

Managing
Remote/Hybrid workforce best practices

1. Don't Micro-manage
2. Don't manage the people, manage the work
3. Don't Be demanding
4. Don't Be negative
5. Don't Be phony - mean what you say
6. Don't Procrastinate
7. Don't Ignore problems and needs
8. Don't Be Absent
9. Don't Make commitments without communicating to staff and re-prioritizing staff's work

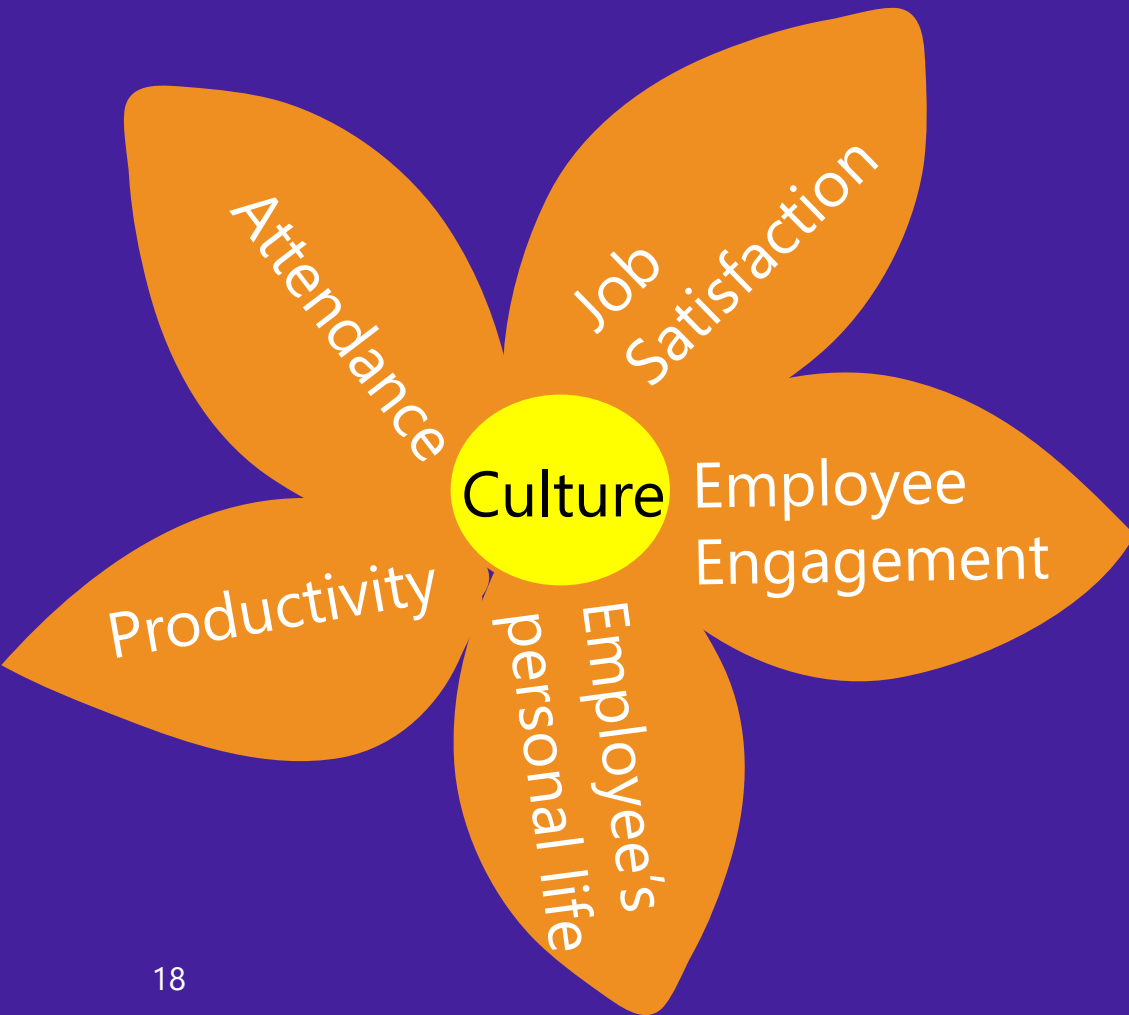## **Managing**
Remote/Hybrid workforce best practices

1. Encourage the hearts and provide inspiration
2. Use Emotional Intelligence (EQ) Be compassionate/understanding
3. Have fun, Recognize achievements/staff, celebrate wins
4. Connect with staff, Build relationship
5. Be positive and supportive
6. Be authentic and transparent
7. Be accessible, follow-up on a timely basis
8. Delegate and empower the team
9. Manage tasks and give feedback
10. Allow for different approaches to work

Building and Maintaining a Healthy Culture and Relationships
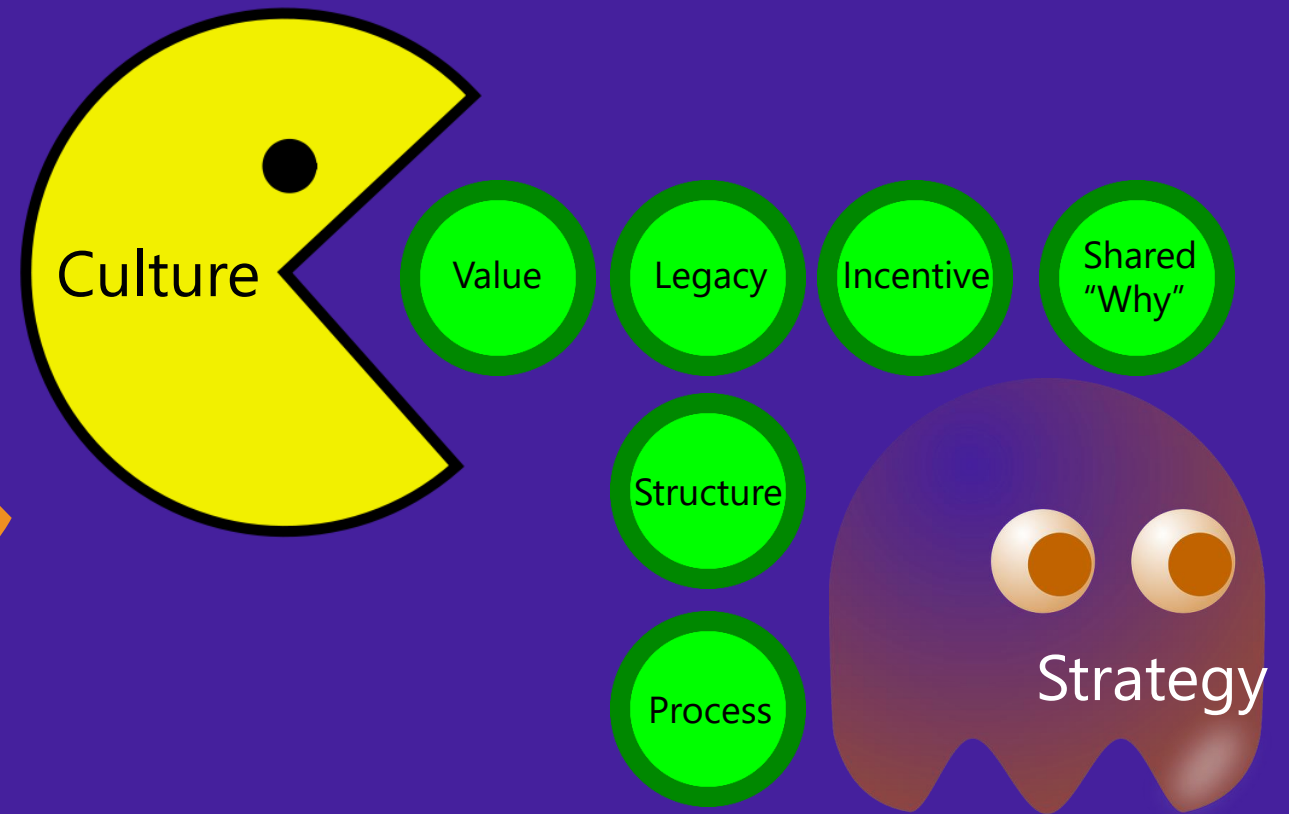
Organizational culture stems directly from the values shared by the organization. It is the <u>unwritten code of conduct</u> made up of core values, cherished beliefs and priorities.

A **good work relationship** requires trust, respect, self-awareness, inclusion, and open communication.

Why is healthy work culture important?

Culture eats strategy for breakfast

Attendance

Job Satisfaction

Culture

Employee Engagement

Productivity

Employee's personal life

Culture

Value

Legacy

Incentive

Shared "Why"

Structure

Process

Strategy

What?

- Meaningful workplace relationships

- Considerate and under-standing management

- Alignment with the business mission

- Ensuring your staff have a healthy work/life balance

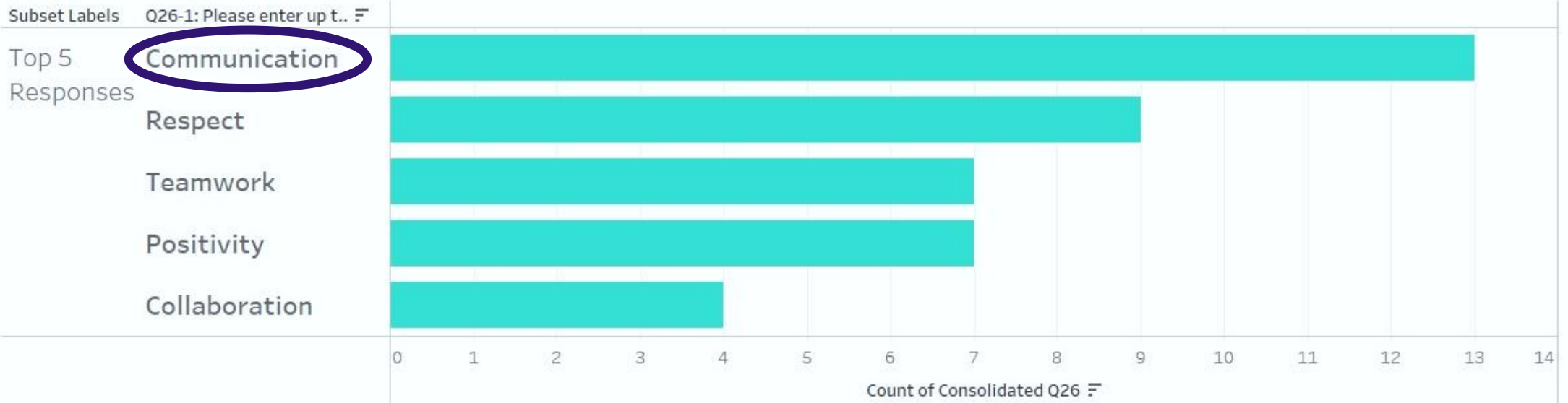- Creating a sense of purpose

How?

- Overcoming the 'fear of being left out'

- Committing to high-touch communication

- Planning to manage disputes

- Delivering consistent tools, services, and experiences

- Implementing consistent workflows
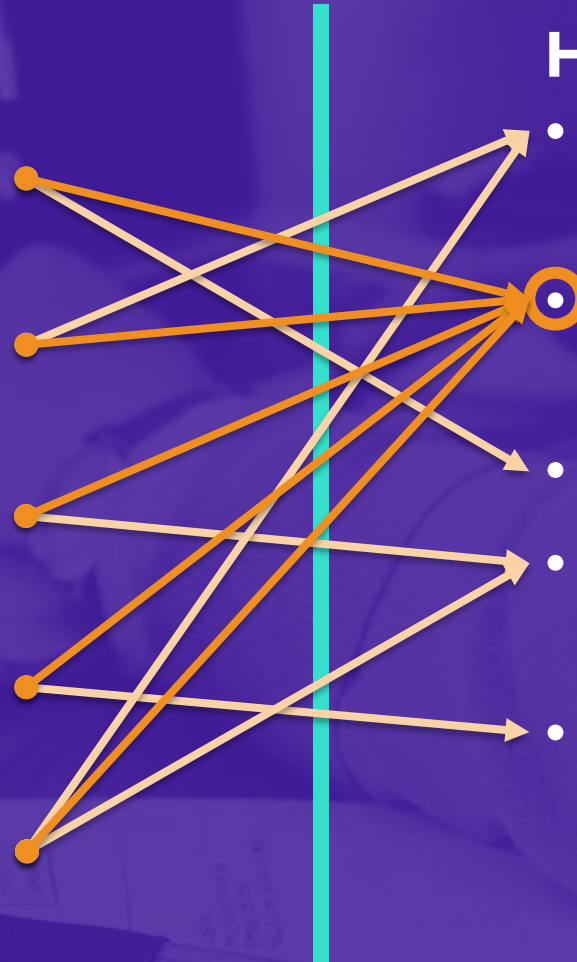
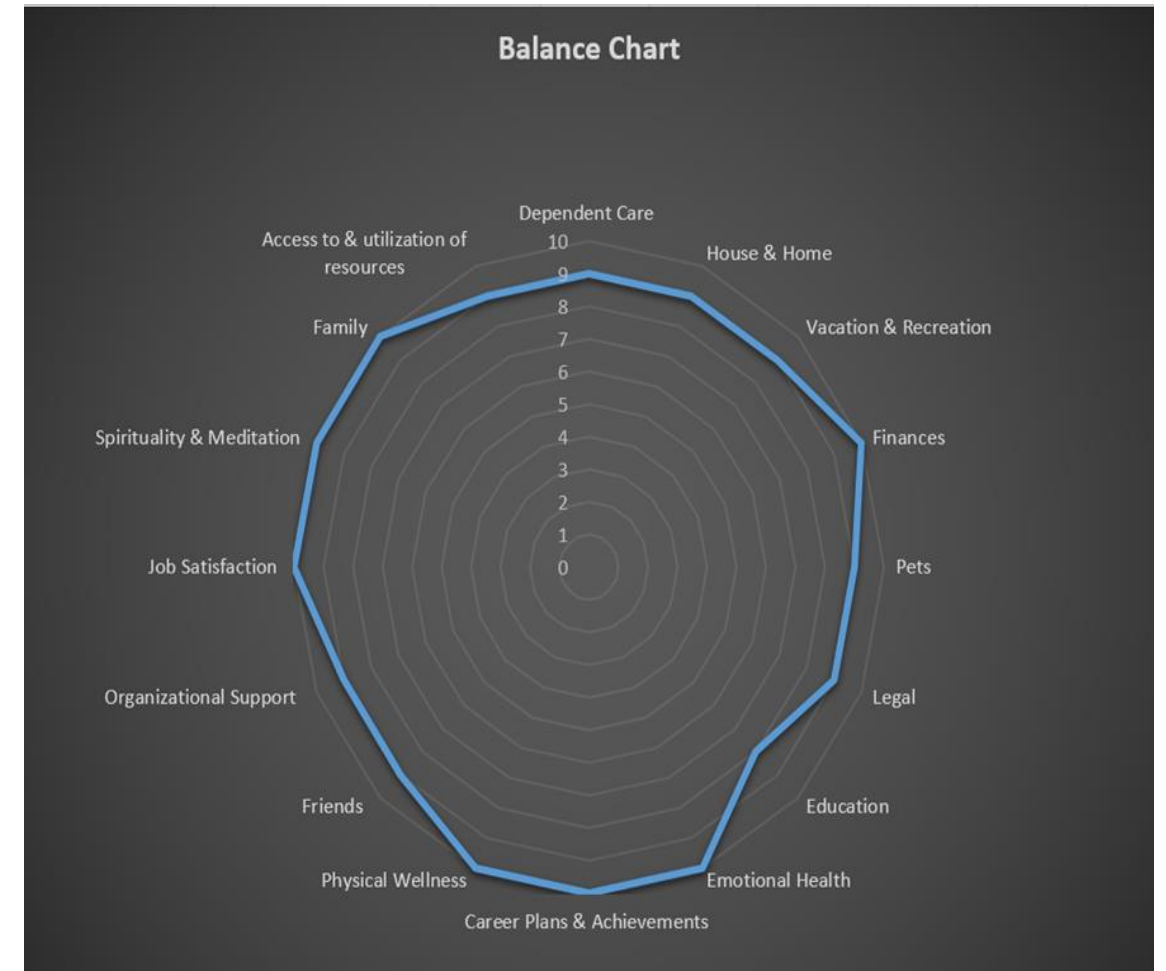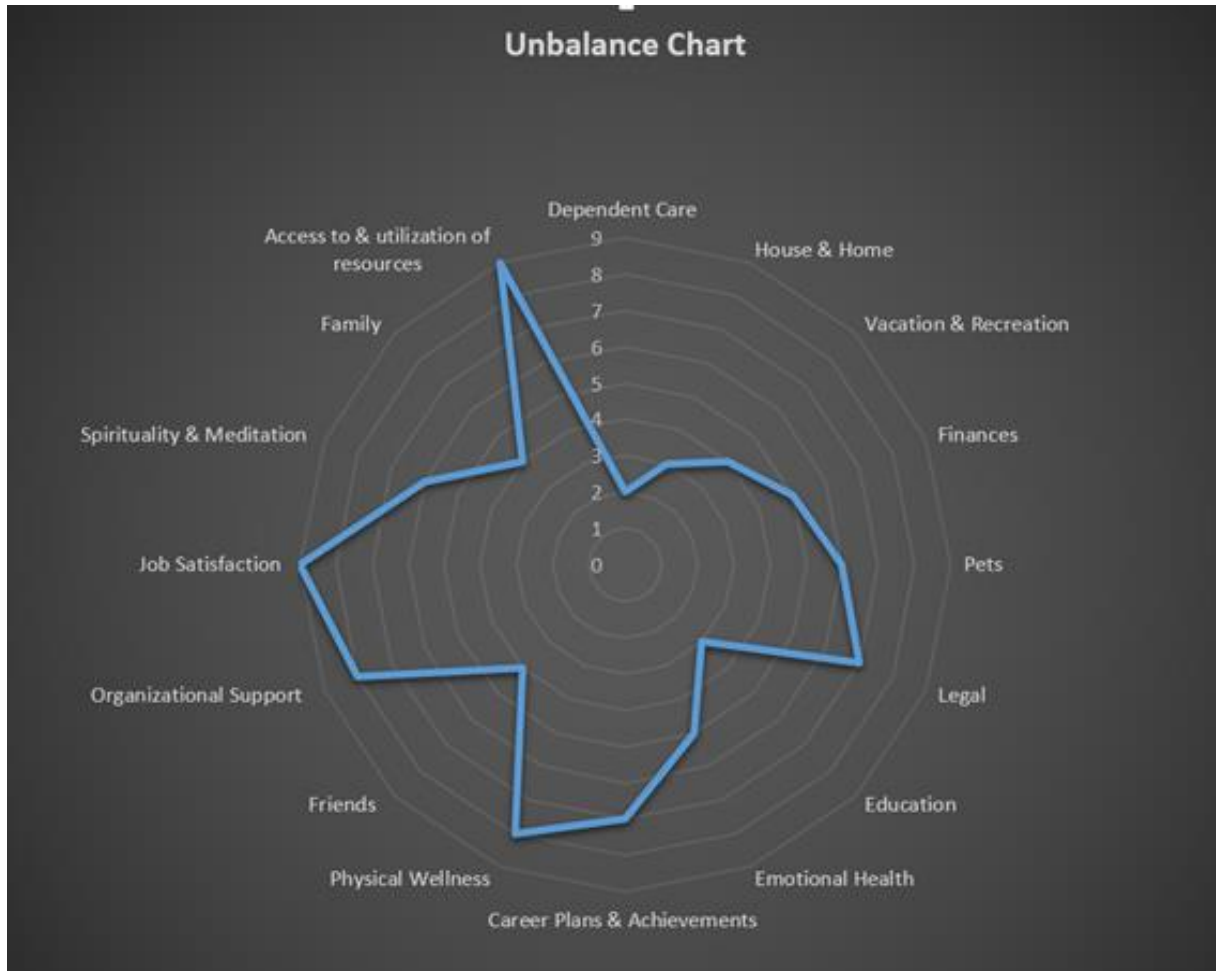**Question 25: Words that Describe Healthy Work Relationships**
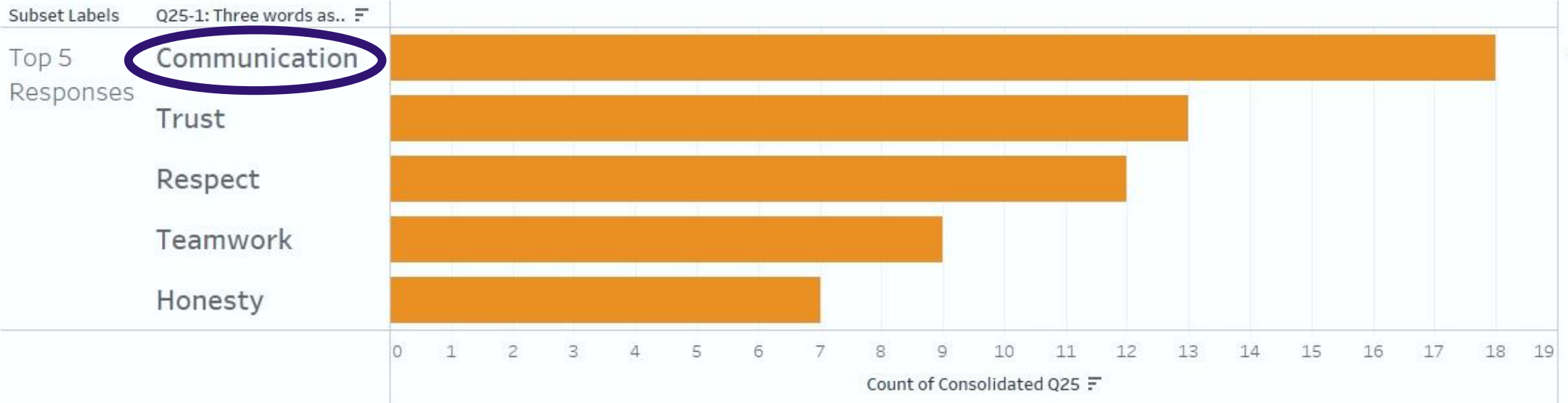
Question 26: Words that Describe a Healthy Culture

Work-Life Balance

Visualize Your Life with the Wheel of Life

Set Your Own Boundaries

- Plan Your Vacation

- Work on things that matter

- Set up breaks during office hours

- Turn-off work related activities and notifications to care for yourself or family

- Have open communications with your manager or supervisor on your working hours or work assignments.

Leadership Recommendations

- State leadership may conduct active training or coaching sessions to build resilience in the individuals and give them the ability to deal with challenges, adapt and grow.

- State leadership may regularly evaluate the effectiveness of work-life balance measures through employee feedback, surveys, and more.

- State leadership may encourage to organize the events for employees to strengthen healthy relationships among co-workers.

Leverage Resources

There are number of mental health educational resources listed in the following website, supported through CalHR, and EAP (Employee Assistance Program)

https://soceap.magellanascend.com/Content/View/19369

PARENTING	TRAVEL & LEISURE	FINANCE	EMOTIONAL HEALTH
• Adoption • Ages & Stages • Breastfeeding • Care Options • Children with Special Needs • Pregnancy	• Bicycling • Camping • Destinations & Experiences • Family Adventures • Fishing • Hiking	• Budgeting • College & Education • Credit & Debt • Financial Hardship • Home Buying • Retirement • Taxes	• Anger Management • Anxiety • Depression • Grief & Loss • Relationships • Self-Improvement • Stress Management

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Muhammad Batvia, EDD
Joel Briones, CalVet
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Executive Sponsor

Brenda Bridges Cruz, CDT

Advisors

Lela Kruger, DMV
Jefferson Willoughby, CUIAB
Ryan Wong

Coaches

Christopher Anderson, CCCCO
Vimmi Pardesi, DOT

Program Leads

Michael Todd, CDT
Jennifer Hamman, CDT
Keri M. Nomura, CDT
Ema Roberts, CDT