



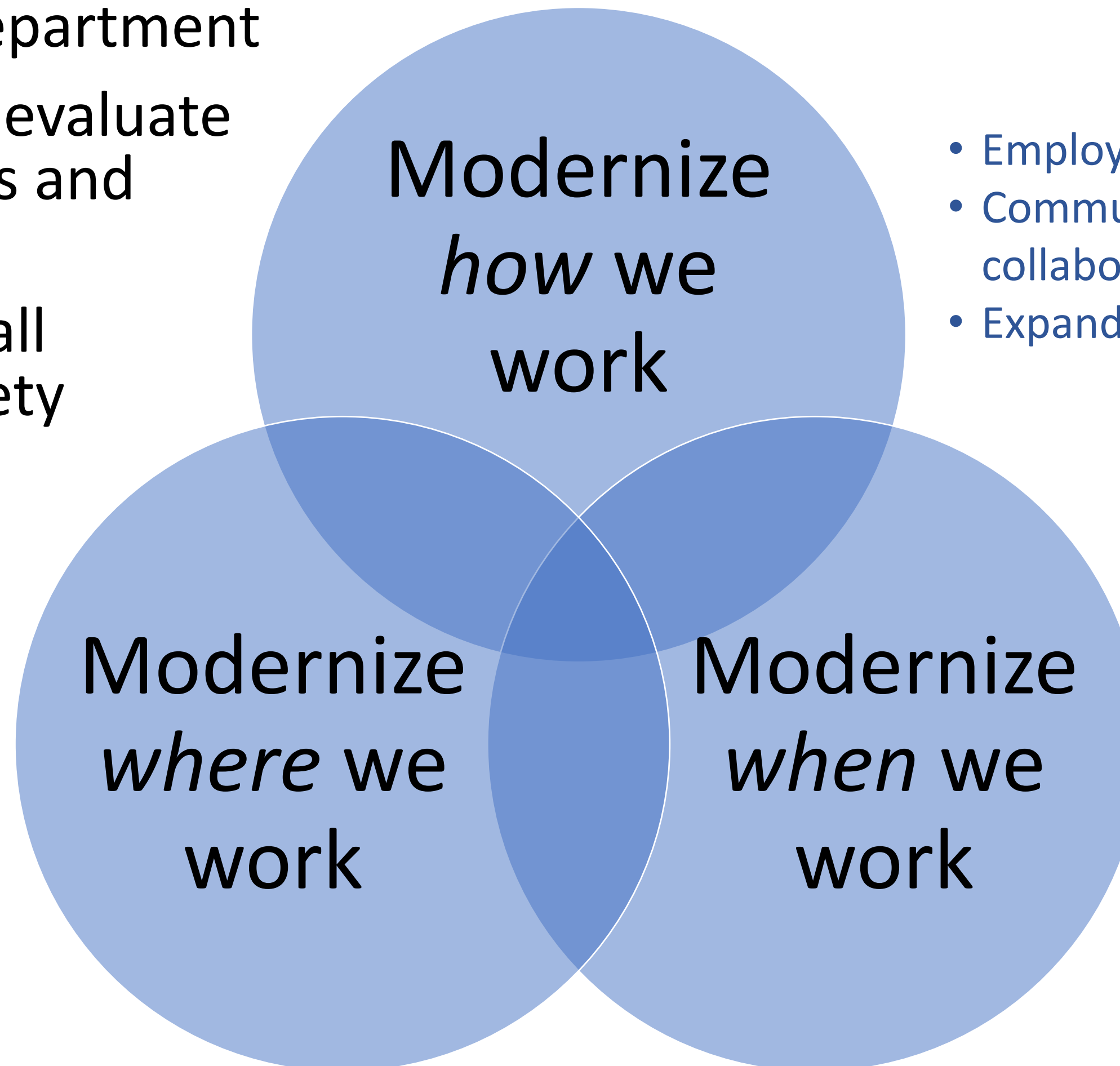
# Update: Future of Work Initiative

May 2021



# Overview: “Future of Work” at MassDOT

- Changes will be incremental, iterative, and vary by department
- Learn from past year to evaluate best use of our buildings and workspaces
- Always while following all applicable COVID19 safety protocols



- Employee experience
- Communication & collaboration
- Expanded digital tools

- Use of hybrid work model and telework
  - Workspace upgrades
  - More efficient use/reduction of MassDOT footprint

- Allow for more employees to adopt flexible work schedules

# Modernizing *how* and *when* we work

## Strengthen the employee experience

- Allow more employees access to flexible and non-standard work schedules, consistent with the specifics of the role and the operational needs of the department.
- Better training and onboarding

## Improve communications and collaboration

- New “MyTransNet” intranet site replaced TransNet
- More training and better standardization of platforms (e.g. Microsoft Teams)

## Expand digital tools

- Better digital document management for sharing and individual needs
- Greater use of electronic signatures (“e-sig”)
- Upgrade laptops and conference room technology

**Employee survey  
results, MassDOT  
March 2021**

49% response rate  
representative of all  
MassDOT Divisions

We asked employees to rank their priorities:  
“How important are each of the following for  
your ability to work in person?”

1.	Provide flexible work schedules
2.	Upgrade hardware such as computers and videoconferencing equipment
3.	Make it possible to sign documents electronically
4.	Digitize processes to cut down on paper
5.	Improve adoption of digital communications tools such as Microsoft Teams
6.	Improve communication so it is easier to learn what is happening at MassDOT
7.	Redesign workspace in our buildings to meet modern business needs
8.	Redesign workspace in our buildings to have more conference rooms/team workspace
9.	Make it easier to reserve meeting space in our buildings

# Modernizing *where* we work

## Principles

- Maintain safety and security
- Efficient use of real estate
- Provide productive and collaborative work environment
- Workspace needs may vary by function – while treating employees equitably

## Types of workspace changes in MassDOT office buildings

- Ability to make online reservations for meeting rooms and workspaces
- Enhancements to office buildings
- Improved video conferencing equipment
- Expanded Wifi coverage

## Next steps

- Starting with office buildings in Boston area and then evaluate others
- Employees participating in the hybrid telework model will share workspace when working in our office buildings
- Enhancements planned for State Transportation Building (10 Park Plaza) and RMV Headquarters (Quincy) in next year – schedule will vary by departments
- Additional state agencies will be located at STB in 2022



# Facility Upgrades

## HVAC and Ventilation

- Minimizing the recirculation of air
- Using maximum outside air intake (to the extent possible); air handlers that cannot use 100% outside air are running 24/7
- Upgraded to MERV 13 filters statewide (the higher the rating, the more effectively it traps bacteria and viruses)

## UV-C (Ultraviolet C) \*recognized in green standards

- UV-C systems use short wavelength UV-C light to kill airborne microbes and viruses to improve indoor air quality
- Installed new system at Haymarket Center (Winter 2021)
- Installing new system at the STB (end of June)
- Installed 300+ UV-C HEPA air purifiers in offices that lack appropriate ventilation

## Indoor Air Quality Monitoring

- Real-time monitoring of 27 locations statewide with Uhoo remote sensors

## Cleaning + Disinfecting

- Using EPA-registered disinfectants and equipment
- Offices are equipped with hand sanitizer stations and disinfecting wipes
- Additional day porters are dedicated to disinfect high touch points in accordance with CDC Guidelines (counters, conf rooms, stair rails, etc.)

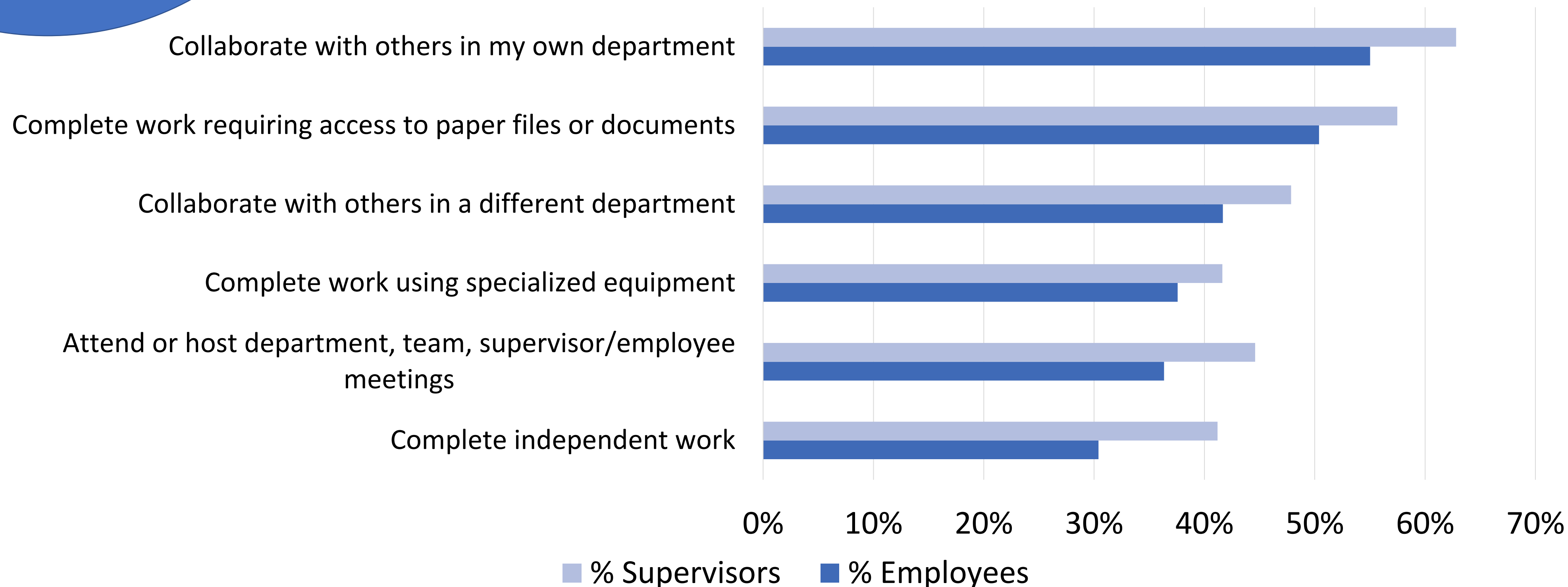


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# How employees & supervisors aim to use in-office space

Goals for in-person work are similar among employees and supervisors. Most employees say that they would want to come into the office in the future based on when their colleagues come in (59%) or the type of assignment they are working on (52%), suggesting the need for surge capacity and week-to-week flexibility

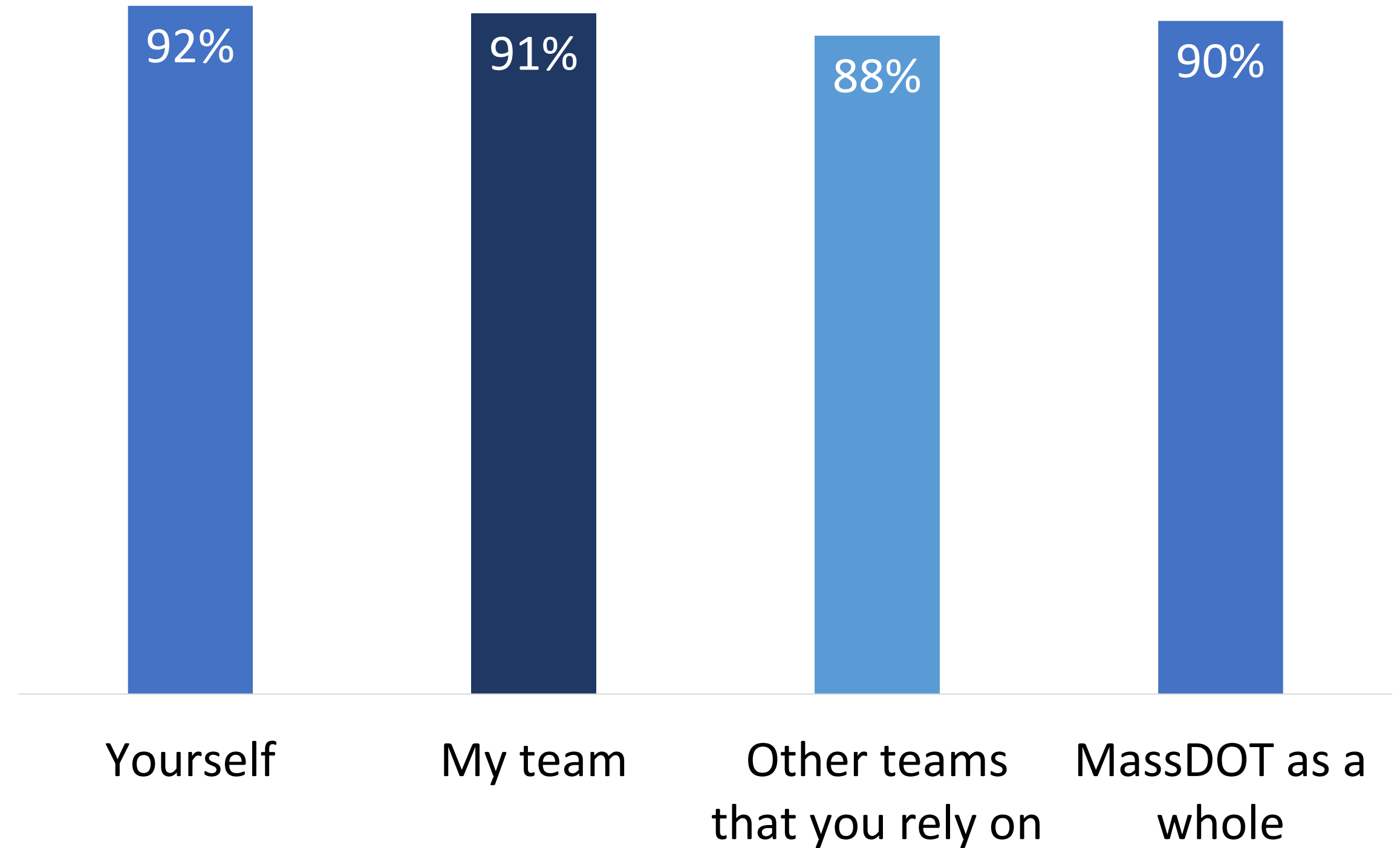


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# Telework Productivity

Almost all teleworking employees feel that they and their colleagues are at least as productive as they were pre-pandemic.





# Hybrid Model

## What most employees say they want

- Employees say they like their new flexibility but don't like being disconnected from their colleagues
- Most MassDOT employees who have teleworked in past year report they want to telework long term for all/most of their week

## Space Utilization

- Reduction in space footprint at 10 Park Plaza will enable MassDOT to lease space to other state agencies This will generate revenue for DOT while also reducing the Commonwealth's overall lease expenditures

## Our answer: hybrid model

- Hybrid model strikes a balance – e.g. work at the office 1-2 days per week
- Workspaces not being used 5 days/week – need to consolidate and re-arrange

## How we'll do it

- HR is engaging unions and will provide guidance and training
- Telework policy and agreements will be updated
- Take a gradual, iterative approach while bringing employees back to workplaces who have been teleworking.
- Departments are planning for employee schedules that enable flexibility, use workspaces to maximize value, and meet operational needs.

# Employee Engagement

We've taken a multi-layered approach to engaging employees and managers through this iterative process

## Manager-focused resources

- Commonwealth & DOT guides
- HR Business Partners
- FOW Captains
- Manager Workshops

## Employee-focused resources

- Learning Hub courses
- Telework tip sheets
- All-staff emails

## Forums for employee feedback

- DEI employee council
- FOW steering committee
- Employee surveys
- Town Halls

# Timeline

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## Hybrid Work Model

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- Departments can begin a gradual transition to the hybrid model starting in June.
- Some departments will not adopt the hybrid model until later in the year due to business needs and construction timelines.
- Tentative planning goal is for full hybrid adoption by end of 2021, with understanding that iterative change will be needed.

## STB Workspace Changes 3 Groups of Changes Throughout the Year

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- Three Groups of Changes (Spring, Summer, Fall) – includes consolidations of workspace, relocation of functions, and improvements to workspaces.

## New IT Tools Launched Throughout the Year

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- Microsoft TEAMS fully launched and adopted across the organization
- Deployed COVID site, Self Serve Portal for HR, IT and Security, and modernized intranet
- On-line reservation system being configured to allow the booking of hotel space in support of hybrid work
- Developing new storage and file sharing based on SharePoint to advance the digitization of business processes



# Appendix



# Survey Overview

- Goal: Gather feedback from employees regarding their priorities, preferences, and ideas for the Future of Work at MassDOT
- Survey sections
  - Employee attributes
  - All employees
  - Reporting in-person (2+ days/week)
  - Teleworkers (2+ days/week)
  - Supervisors only

# Survey Participation –

- 1898 unique employees participated in the survey
- The overall response rate among MassDOT employees was 49%

Group	N
Reporting in-person	843
Working remotely	1296
Supervisor	675

