HUMAN RESOURCES UPDATE

April 13, 2020

massDOT
Massachusetts Department of Transportation

Telework Transition

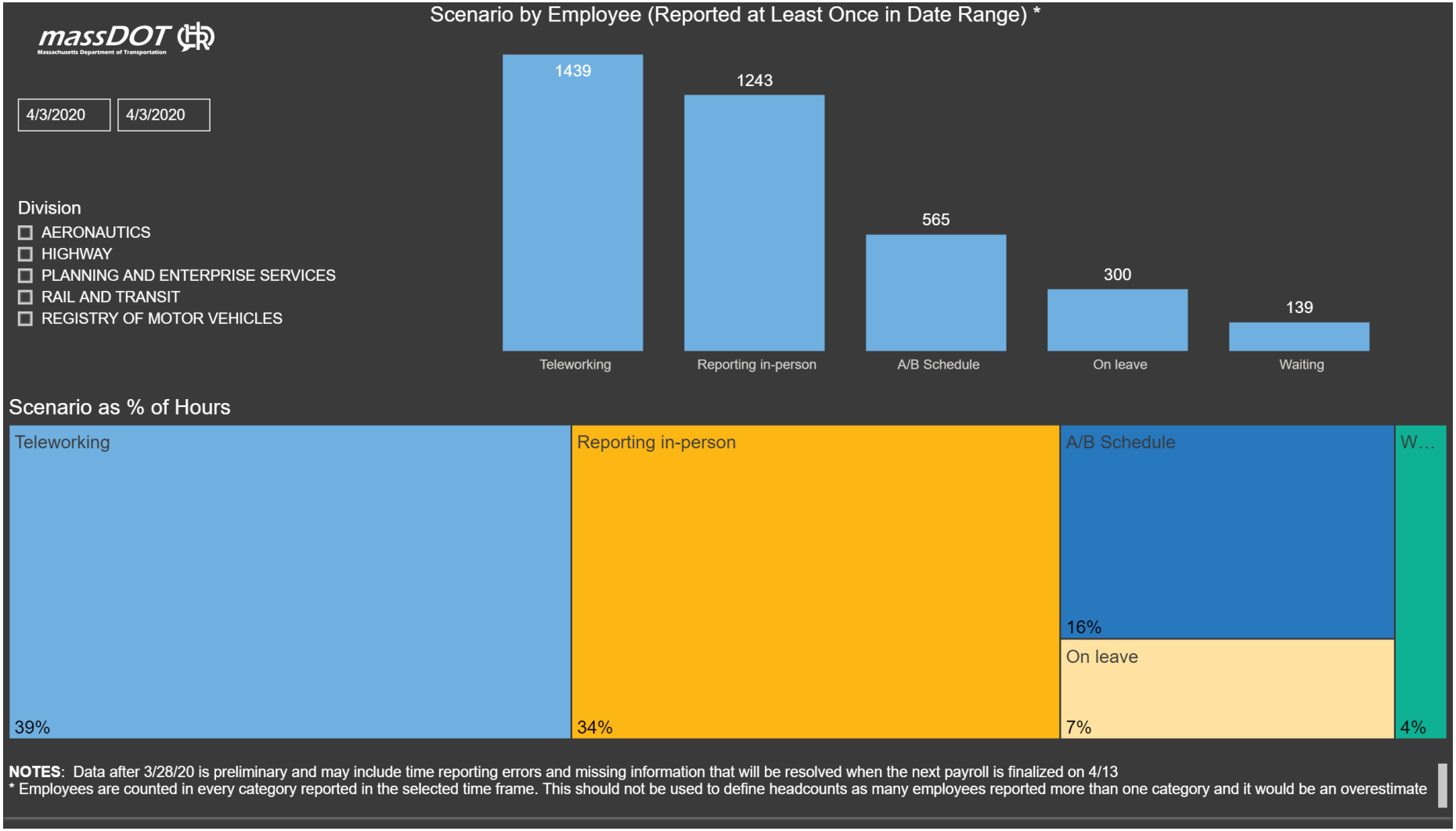
massDOT
Massachusetts Department of Transportation

Overview

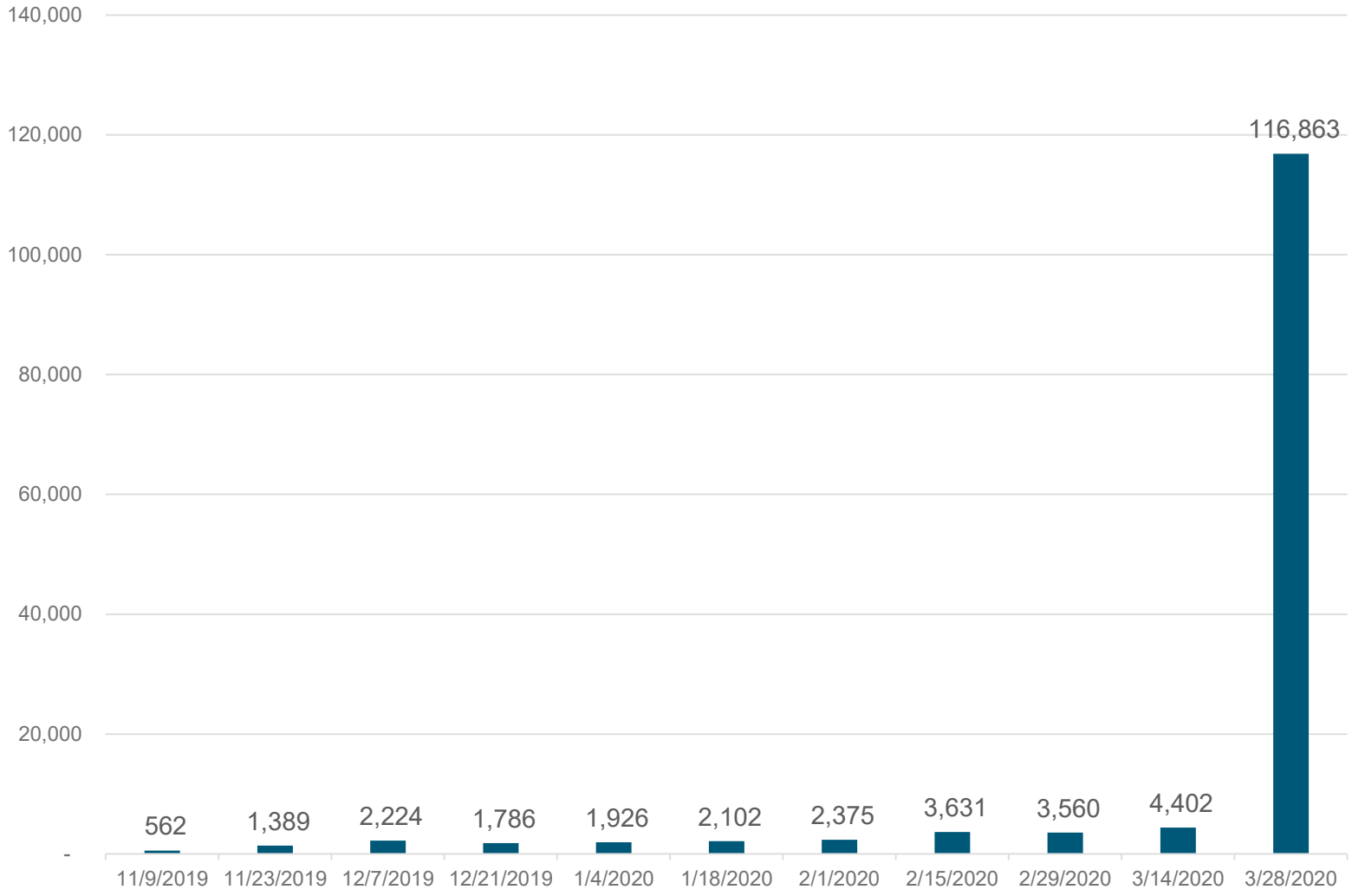
For some employees, working from home effectively has presented challenges due to a lack technology or a mismatch been the employees' skillsets and available assignments.

- HR continues work with IT to deploy technology where it is needed.
- HR is working with business partners to better match employee skillsets with available work
- MassDOT University, IT, and HR made trainings available to all employees
    - Improve technical skillsets
    - Commonwealth/MassDOT required workforce training
    - Learning to work/manage from home effectively

Workforce Assignments



Hours Teleworked – Trend per Payroll Period



Critical Infrastructure highlights: Technology

CORE response efforts:

- Service Desk processed 3,198 or 83% of all support requests opened in March
- Majority of requests are for VPN, laptops, MFA and Conferencing
- VPN performance improved after EOTSS upgraded bandwidth speed on 3/26
- 275 laptop requested received through 4/8
  - 100 or 36% of laptop requests filled through 4/8
  - 140 laptops in stock & being configured
  - Orders placed for additional laptops
  - Vendors anticipating shipment next 2-3 weeks
- Developed process to ship the laptops to eliminate the need for people to come to Boston
- Developed scripts to automate the setup process reducing overall time to deploy (~2 days)
- RMV branch staff have been setup in temporary locations: mobilized contact center at Haymarket

CORE Remote response efforts:

- Rolling out Microsoft TEAMS to enable work from home collaboration. Piloting in IT, virtual training from Microsoft scheduled this week. Phased rollout planned for month of April.
- Supporting additional conferencing requests (Gotomeeting) 50 requests completed in March
- Set-up and deployed 67 new mobile phones in March
- Set up work from home for HR contact center to mirror on site functionality
- Targeted notifications to increase awareness of recent Phishing scams occurring across the country
- Annual Security Awareness Training including the Acceptable Use Policy scheduled to launch in April

massDOT
Massachusetts Department of Transportation

Support Materials for Employees

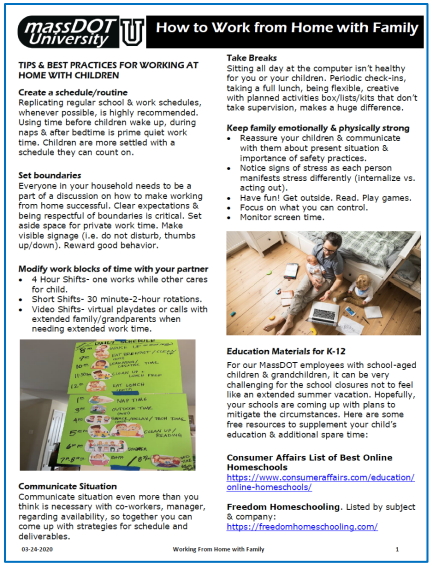
MassDOT University has published a series of Tip Sheets to support our workforce who are working from home or dealing with a change in home life as part of the shut down of most of the schools and businesses.

TOPICS:

- **Remote Work:** “General Tips for Working Remotely”, “Managing Remote Teams”, “Conducting Remote Meetings”, “
- **Technology:** “Remote Tech: GoToMeeting Basics”, “Introduction to Microsoft Teams”, “Conducting a GoToMeeting”
- **Supporting the Employee / Family:** “Staying Focus While Remote”, “How to Work from Home with Family”

LIVE WEBINARS FOR MANAGERS:

- Webinars were conducted with each division, with the support of the HR business partners, to review best practices for supporting remote employees. A discussion period was available at the end to share ideas between teams on what methods work best to get the most from remote employees.



massDOT University U

How to Work from Home with Family

TIPS & BEST PRACTICES FOR WORKING AT HOME WITH CHILDREN

Create a schedule/routine
Replicating regular school & work schedules, whenever possible, is highly recommended. Using time before children wake up, during naps & after bedtime is prime quiet work time. Children are more settled with a schedule they can count on.

Set boundaries
Everyone in your household needs to be a part of a discussion on how to make working from home successful. Clear expectations & being respectful of boundaries is critical. Set aside space for private work time. Make visible signage (i.e. do not disturb, thumbs up/down). Reward good behavior.

Modify work blocks of time with your partner
- 4 Hour Shifts- one works while other cares for child.
- Short Shifts- 30 minute-2-hour rotations.
- Video Shifts- virtual playdates or calls with extended family/grandparents when needing extended work time.

Communicate Situation
Communicate situation even more than you think is necessary with co-workers, manager, regarding availability, so together you can come up with strategies for schedule and deliverables.

Take Breaks
Sitting all day at the computer isn't healthy for you or your children. Periodic check-ins, taking a full lunch, being flexible, creative with planned activities box/lists/kits that don't take supervision, makes a huge difference.

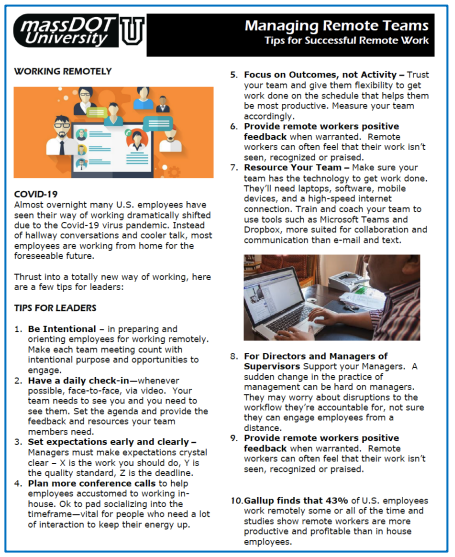
Keep family emotionally & physically strong
- Reassure your children & communicate with them about present situation & importance of safety practices.
- Notice signs of stress as each person manifests stress differently (internalize vs. acting out).
- Have fun! Get outside. Read. Play games.
- Focus on what you can control.
- Monitor screen time.

Education Materials for K-12
For our MassDOT employees with school-aged children & grandchildren, it can be very challenging for the school closures not to feel like an extended summer vacation. Hopefully, your schools are coming up with plans to mitigate the circumstances. Here are some free resources to supplement your child's education & additional spare time:

Consumer Affairs List of Best Online Homeschools
https://www.consumeraffairs.com/education/online-homeschools/

Freedom Homeschooling. Listed by subject & company:
https://freedomhomeschooling.com/

03-26-2020 Working From Home with Family 1



massDOT University U

Managing Remote Teams
Tips for Successful Remote Work

WORKING REMOTELY

COVID-19
Almost overnight many U.S. employees have seen their way of working dramatically shifted due to the Covid-19 virus pandemic. Instead of hallway conversations and cooler talk, most employees are working from home for the foreseeable future.

Thrust into a totally new way of working, here are a few tips for leaders:

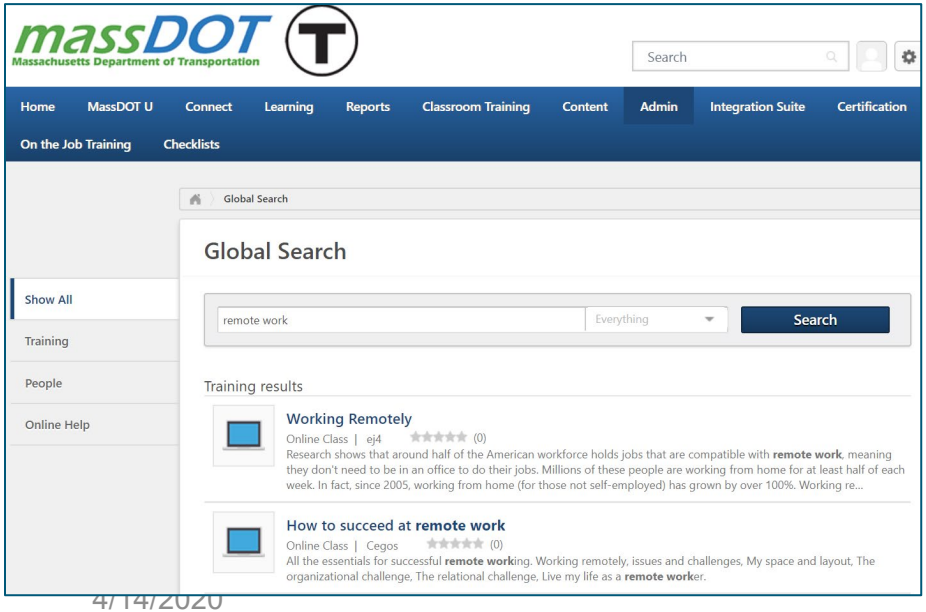
TIPS FOR LEADERS

1. **Be Intentional** – in preparing and orienting employees for working remotely. Make each team meeting count with intentional purpose and opportunities to engage.
2. **Have a daily check-in**—whenever possible, face-to-face, via video. Your team needs to see you and you need to see them. Set the agenda and provide the feedback and resources your team members need.
3. **Set expectations early and clearly** – Managers must make expectations crystal clear – X is the work you should do, Y is the quality standard, Z is the deadline.
4. **Plan more conference calls** to help employees accustomed to working in-house. Ok to pad socializing into the timeframe—vital for people who need a lot of interaction to keep their energy up.
5. **Focus on Outcomes, not Activity** – Trust your team and give them flexibility to get work done on the schedule that helps them be most productive. Measure your team accordingly.
6. **Provide remote workers positive feedback** when warranted. Remote workers can often feel that their work isn't seen, recognized or praised.
7. **Resource Your Team** – Make sure your team has the technology to get work done. They'll need laptops, software, mobile devices, and a high-speed internet connection. Train and coach your team to use tools such as Microsoft Teams and Dropbox, more suited for collaboration and communication than e-mail and text.
8. **For Directors and Managers of Supervisors** Support your Managers. A sudden change in the practice of management can be hard on managers. They may worry about disruptions to the workflow they're accountable for, not sure they can engage employees from a distance.
9. **Provide remote workers positive feedback** when warranted. Remote workers can often feel that their work isn't seen, recognized or praised.
10. **Gallup finds that 43%** of U.S. employees work remotely some or all of the time and studies show remote workers are more productive and profitable than in house employees.

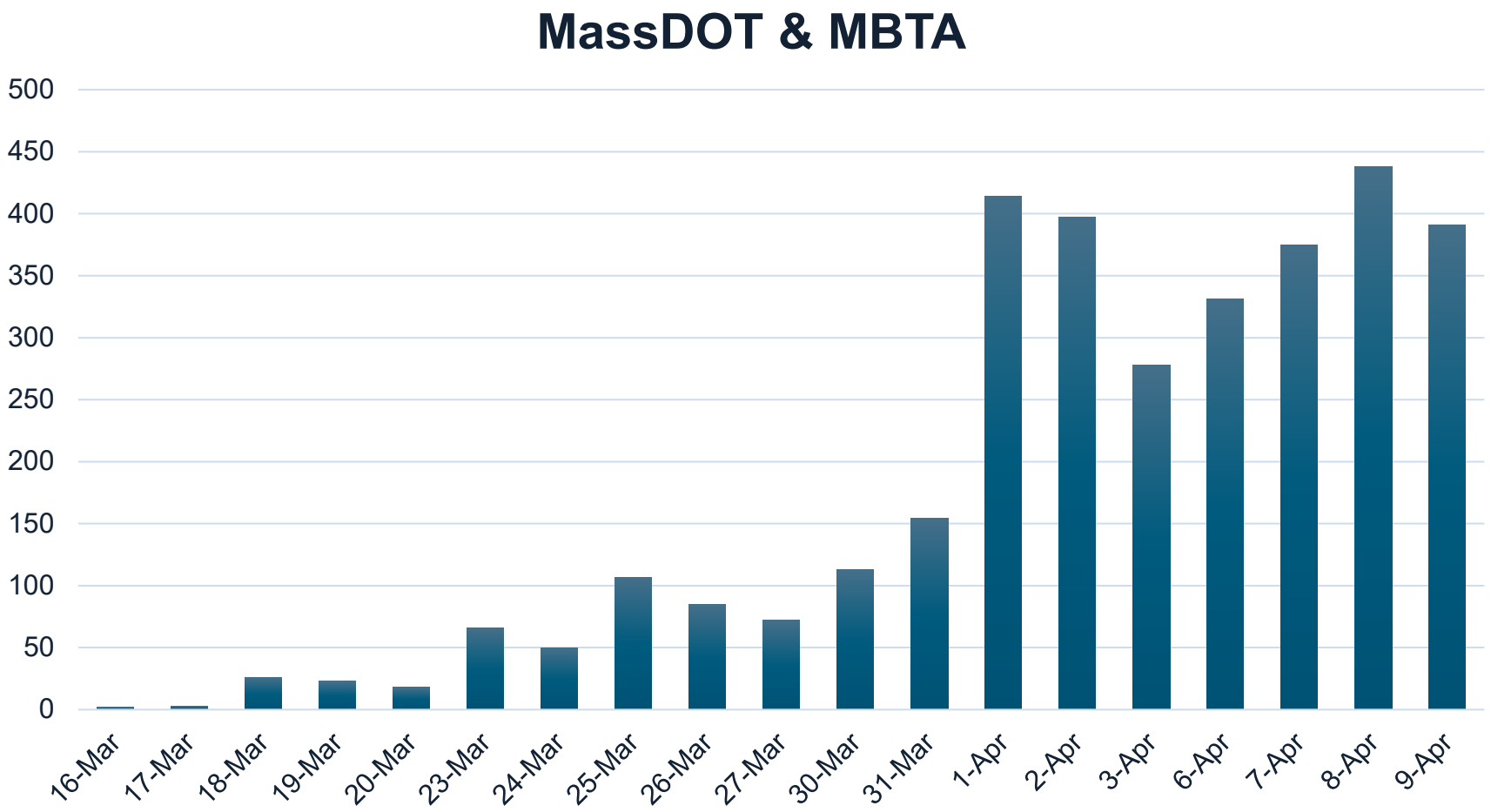
massDOT
Massachusetts Department of Transportation

eLearning Libraries for all MassDOT/MBTA employees

- MassDOT University has made available over **2100 eLearning courses** for all employees.
  - Course are available in 63 categories in 3 main libraries:
    - **Management / Supervisory Skills** (examples: accountability, active listening, delegation, feedback)
    - **Professional Skills** (examples: idea generation, meeting management, time management, project management, innovation)
    - **Digital Fluency** (examples: Adobe Creative Suite, Excel, MS Teams, Data Analytics and Visualization)
- Including almost **2 hours of courses on remote work** and managing a remote team.

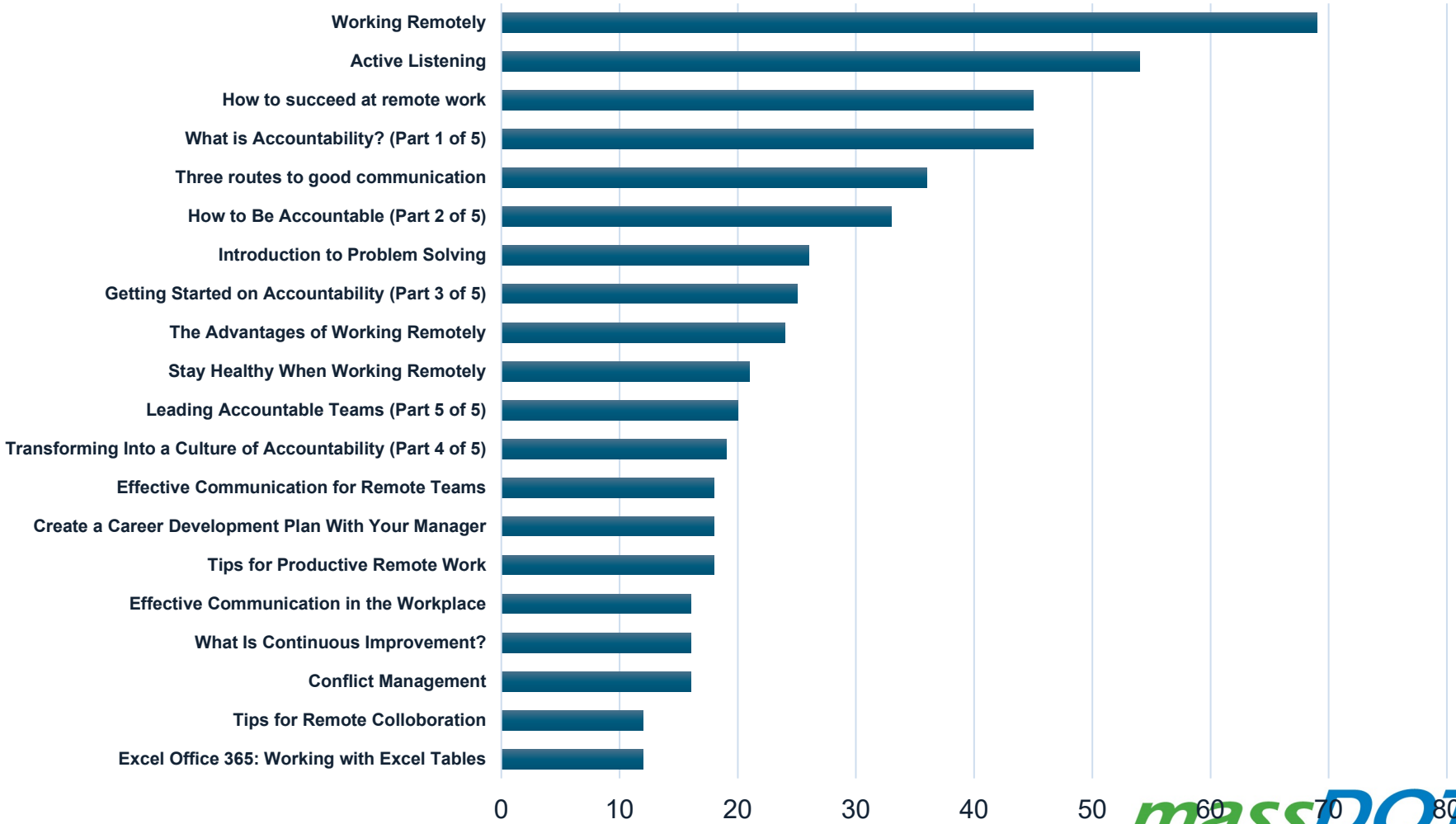


Completed Courses by day in Learning Hub



Most Popular Courses in Learning Hub

(445 different courses were completed in the last 60 days - These are the top 20)



Other Notable HR Initiatives

massDOT
Massachusetts Department of Transportation

Other Notable HR Initiatives

- Family First Coronavirus Response Act Compliance
  - Public Health Emergency Leave (PHEL)
    - Allows for up to 12 weeks of job protected leave when employees cannot work or telework due to loss of access to childcare
    - First two weeks are unpaid (employees may use their own accrued leave); subsequent 10 are paid at 2/3 of employee's regular rate of pay to a maximum of $200 per day, or employees may use their own accrued vacation or personal leave
    - Employees can apply via the HR Portal
  - Emergency Paid Sick Time (EPST)
    - Allows for up to 80 hours of paid sick leave (in addition to current accruals), for a variety of COVID-19 related reasons.
    - Employees can apply by contacting the HR Service Center. An application form on the HR Portal will be available early this week
- Classification Study Update
  - Classification Study and Collective Bargaining Agreement completed for Bargaining Units C & D
    - CBA increases and retroactive payments processed
    - Classification Study changes and retroactive payments scheduled to be implemented during April & May

Appendix

massDOT
Massachusetts Department of Transportation