

# 2021 NASPEs AWARD

## *Eva N. Santos Communication Awards*

Nominations from dues-paying states are considered for eligibility. Nominated leaders and programs should have a positive effect on the administration of state human resource programs. A state's central human resource department or line agency human resource operations may administer nominated programs.

Programs and projects must have been operational for at least six months and must be transferable to other states. Selection criteria are based on the questions asked on the award application. Included in this packet are the specific criteria for each award and their categories. Nominations are encouraged in all areas of human resource management administration.

Additionally, please provide the project initiative in one of the following formats:

- Web link
- Snapshot
- PDF

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## **NOMINATION INFORMATION**

Title of Nomination: Oregon Work Reimagined

State: OR

Contact Person: Summer Warner

Contact's Title: Workforce Planning Strategist

Agency: Oregon Department of Administrative Services

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### **ALL SUBMISSIONS MUST:**

Meet all eligibility requirements. • Meet deadline requirements stated on the NASPE website. • Be entered in the correct category and be correctly identified. • Include a complete nomination packet. • Conform to all copyright laws.

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### NOMINATOR INFORMATION

Nominator: Madilyn Zike      Title: Chief Human Resources Officer  
State: OR      Agency: Oregon Department of Administrative Services  
Telephone: 503.569.8283      Fax: Click or tap here to enter text.  
E-mail: Madilyn.zike@oregon.gov

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### DETAILS

**1. Please provide a brief description of the submission.**

Submission can be found here: <https://wORk.oregon.gov>



Recognizing the immediate need for virtual tools due to the majority of state workers transitioning overnight to work from home, the Chief Human Resources Office (CHRO) created an online HUB to support state employees and managers working remotely. Rolled out in three phases: *Managing Remotely*, *Working Remotely*, and *Work Re-Entry*, the CHRO prioritized support beginning with managers, then to employees, and finally a look to the future when work from home employees could re-enter the workspace.

**2. How long has the submission been in existence?**

The wORK Reimagined hub was launched on August 2020.

**3. Why was this submission created?**

The year 2020 brought substantial change to the nature of work for Oregon state agencies and their employees. This change afforded Oregon state government the opportunity to reimagine the workplace - highlighting and encouraging remote work for the safety of our employees and customers.

Remote work was not a common practice in the state prior to the pandemic, leaving managers and employees looking for assistance maneuvering in this new landscape in areas such as: policies and guidelines, connecting to the state network, facilitating online meetings, setting up a home office, and planning a day to avoid work/life blurring. The wORK Reimagined was developed to support state employees and managers navigate the “new” world of remote work.

The website continues to evolve, as the state settles in to remote work as the “new normal” and will continue to adjust and update as we reimagine what the future will be.

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The Website rolled out in three phases:

August 2020 | Phase 1 - MANAGING REMOTELY

Phase one included the launch of the online HUB and focused on “managing remotely” providing managers with the tools and training to lead from afar. Content included:

- best practices and available training for managers to manage in a remote work environment
- job aids to assist managers in performance accountability and feedback
- quick links to policies and guidelines
- planning resources for employees and managers

February 2021 | Phase 2 - WORKING REMOTELY

Phase two expanded content of the HUB and provided more resources directed to all employees working remotely – including ideas on how to plan a remote work day, and how to avoid work/life blurring. Phase 2 also launched an outreach aspect in the form of an engagement survey sent to all employees focusing on (1) Managers Managing Remotely, (2) Employees Working Remotely, and (3) Employees Working Onsite. Tools and resources were organized in the following buckets:

- Managing remotely – includes updated content from phase one
- Working remotely - resources for employees to help plan their day, or set up an ergonomic office space at home.
- Employee Health and Wellness – links to state provided mental wellness resources like EAP, etc.
- Technology - tips and best practices in using technology for meetings and connection.
- Tools for employees to track environmental savings – like carbon emissions saved by not driving to work!

June 2021 | Phase 3 - WORK RE-ENTRY

With vaccines, and new safety guidance, re-entry into the workplace is at the top of mind. Phase three of this project will offer research, best practices, and what a post pandemic world may look like for Oregon state government.

- collaborating with Oregon state agencies as they are starting to create business cases, and resources for re-entry and telework
- researching other states re-entry and teleworking practices
- providing nuances to think about for re-entry including safety, space, office equipment and employee engagement

#### **4. How does this submission support the goals and objectives of your agenda/department?**

As with many employers around the globe, the overnight transition from employees in the office to the majority of them working from home also came with an immediate need to re-examine and adjust current goals and objectives. For example, employee engagement in the office might have included potlucks, birthday parties, and in person recognition, however in this new virtual world new goals emerged to create connection and engagement through a digital format. Reimagining the workplace also meant a reimagining of how to achieve current goals and objectives and also uncovered new goals, like how to help employees achieve a work/life balance when at-home offices tend to blur the lines between work and home-life.

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The new HUB provides aid to managers and employees to recognize and achieve adjusted and reimagined goals such as: Removing Barriers for Certain Groups (i.e. groups with disabilities), Financial Advantages (lower environmental “footprint” due to less commuting and less need for office space), Productivity, Avoiding Burnout, At-Home Ergonomics, Employee Engagement, Connection, and many more.

### 5. Have you been able to measure the effectiveness of this submission? If so, how?

The team developed a communication strategy for each rollout phase with planned outreach to introduce the website to State of Oregon employees. We measured the effectiveness of this project based on traffic to the webpage. The communication strategy was as follows:

- Phase 1 – *Managing Remotely*
  - Outreach to management level employees through:
    - Introduction of HUB by State COO to Enterprise Leadership Team
    - Email to management level and Agency Directors introducing the website and tools
- Phase 2 – *Working Remotely*
  - Outreach to all Executive Branch employees (40,000+):
    - Email introducing the website and tools
    - Request for Employee Engagement survey participation
- Phase 3 – *Work Re-Entry*
  - Communication of statewide recommendations and survey findings:
    - Virtual meetings with Union Leadership
    - Email to all Executive Branch employees to deliver survey findings
    - Virtual meetings with State COO and Enterprise Leadership Team, and Agency Directors

At the conclusion of the Employee Engagement survey (part of Phase 2), over 19,500 surveys were submitted, equaling a 50% response rate. Given that an average survey response rate is typically around 30%, we found the effectiveness of the HUB and communication strategy to be extremely successful.

To-date the HUB website has experienced over 10,000 page views by employees and managers, showing that employees are utilizing the virtual tools available on the HUB. We will continue to monitor activity and update tools as needed.

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