

Project Brief: WSDOT Telework Transformation

COVID-19 forced a rapid increase in telework for WSDOT employees and illustrated the untapped potential of increased telework.

“We’re exploring ways our recent telework experiences can make our agency nimbler and more flexible going forward. This should also increase options for our workers, helping to make us an even stronger employer of choice. Our team is working toward sustaining high levels of telework once the pandemic becomes less intense (whenever that may be).” Roger Millar, Secretary of Transportation, June 24, 2020.

1. What is this team trying to achieve?

This team will lead efforts to significantly increase teleworking at WSDOT after the pandemic subsides. Telework will be increased in a manner that will:

- Enhance employees’ productivity, satisfaction, and ability to collaborate.
- Improve recruitment and retention.
- Support a modern work environment.
- Expand job opportunities to more areas of the state via virtual work.
- Reduce vehicle trips and associated pollutants, congestion, and energy use.

While primarily focused on WSDOT’s workforce, this effort also incorporates WSDOT’s support for statewide initiatives to increase telework for all state workers and to increase the telework rate for all employers, private and public.

2. What principles will guide this work?

- Engage workers, deeply understand their needs, and equip them for success.
- Ensure that this project aligns with WSDOT’s vision, mission, values (safety, engagement, innovation, integrity, leadership, and sustainability) and strategic goals (inclusion, Practical Solutions, workforce development).
- Manage risk and ensure compliance.
- Plan for telework post-pandemic. Make decisions for the long-term (post-pandemic) and adapt them for the near-term (during the pandemic).

3. What kinds of actions will WSDOT complete?

- Use organizational change management principles and techniques.
- Improve technology.
- Address ergonomics.
- Consider stipends and equipment to make telework better for employees.
- Establish new policies and procedures for employees.
- Analyze legal and labor considerations.
- Change the way we use and design facilities.
- Reduce fleet needs.

4. What is the project's performance benchmark?

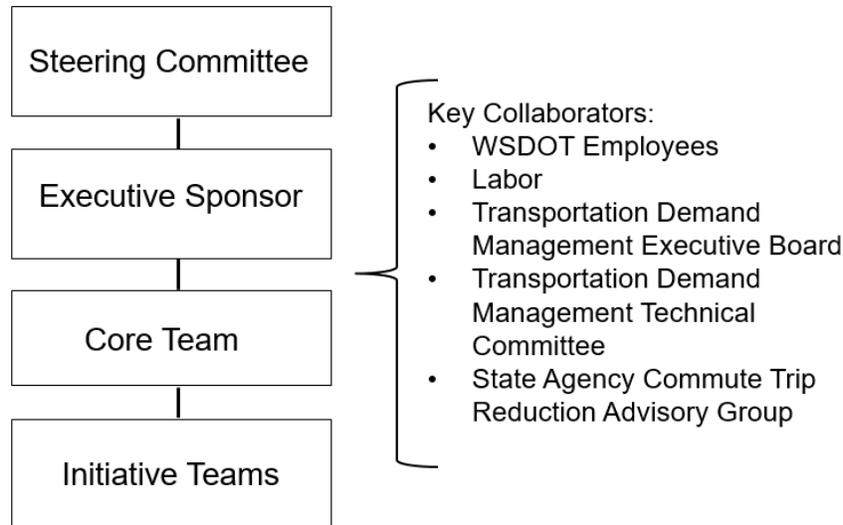
Pre-pandemic, on any given workday about 6-9 percent of all WSDOT employees were teleworking. Post-pandemic, WSDOT wants to increase telework among all WSDOT employees to 30-40 percent on any given workday.

- WSDOT has approximately 6,800 positions. Approximately:
 - 3,000 of these are not at all suitable for telework (WSF fleet, highway maintenance)
 - 800 are suitable for occasional telework (construction engineering)
 - 3,000 are suitable for telework (information technology, planning, human resources, financial services, administrative, engineering)
- To achieve 30-40 percent, the 3,000 workers in positions that are suitable for telework will need to telework 3 or 4 days per week on average, or 60-80 percent of the time.

5. How does this effort fit with other telework initiatives that involve WSDOT?

| | All Workers | State Workers | WSDOT |
|-----------|-------------|---------------|-------|
| Statewide | | | |
| Local | | | |

5. How is this effort organized?



Initiative teams

- Small teams, mostly WSDOT employees, delivering focused, in-depth work.
- Initiatives are time limited (each phase 12 weeks or less) and focus on specific work streams, end products or issues.
- We are using an agile-inspired approach. Initiatives pursuing ongoing work will have long-term vision but will define their scope in phases of 12 weeks or less and revisit the scope at each phase.
- The number and scope of initiative teams will expand and contract with need, interest, and resources.
- Some initiative teams will be created by the core team. Other initiative teams will emerge from entrepreneurial employees and work groups.
- All initiative teams will:
 - develop initiatives with specific deliverables and propose them to the core team
 - deliver initiatives
 - lead change management associated with individual initiative; engage and inform employees, management, and others
 - report progress to the Core Team
 - collaborate with the Core Team, Steering Committee, and others

Core Team (overall direction of the effort, ensure delivery and action)

- Comprised of representatives of various WSDOT organizations. Provide different strengths and perspectives. Small group.
 - Chelsea Buchanan, Finance
 - Amy Fermo, Human Resources
 - Robert Fleming, South Central Region
 - Scott Langer, Southwest Region
 - Lauren Loeb sack, North Central Region
 - Michelle Morgan, Information Technology
 - Lara Pate, Information Technology (Deputy Project Manager)
 - JoAnn Schueler, Olympic Region
 - Mark Smith, Facilities
 - Stan Suchan, Public Transportation (Project Manager)
- Develop and manage overall work plan. Prioritize and sequence initiatives. Support initiative delivery, change management, problem-solving and efficiencies.
- Identify and manage progress toward measurable performance goals (e.g. increasing employee satisfaction and productivity while teleworking and 50 percent or more average telework, post-COVID).
- Make decisions to the greatest extent possible. When requests for decisions must be taken to the executive sponsor or other WSDOT executives, provide the information and other resources they need to get to yes.
- Serve as advocates and champions. Obtain resources.
- Work on initiatives. Serve on at least one initiative team.
- Develop and maintain a culture of collaboration, delivery, customer focus and learning.
- Commit 20% of time to Telework Transformation efforts (including responsibilities and tasks that align with their existing job).

Executive Sponsor

Mike North

- Serves as chair of steering committee
- Support from Rhonda Campbell, Lara Pate, and Stan Suchan
- Available to core team, initiative teams, and executive advisors on an ad hoc basis.
- Provide direction, guidance, and feedback.
- Resolve conflicts.
- Serve as champion and advocate.

Steering Committee

- Provide direction, guidance, and feedback.
 - Allison Camden, Multimodal Multidisciplinary
 - Kevin Dayton, Mega Projects
 - Mike Gribner, Eastern Region
 - Robin Mayhew, Management of Mobility
 - Matt Modarelli, Information Technology
 - Brian Nielsen, Northwest Region
 - Julie Meredith, Mega Projects
 - Jeff Pelton, Human Resources
 - Kris Rietmann, Communications
 - Rick Singer, Washington State Ferries
 - Doug Vaughn, Budget
 - John Wynands, Olympic Region
- Meets as a group on a regularly scheduled basis.
- Available to core team, initiative teams, and executive sponsor on an ad hoc basis.
- Members of this group allocate staff resources and help recruit for Initiative Teams.
- Resolve conflicts.
- Serve as champions and advocates.

Key Collaborators

- Subject matter experts.
- Provide insights and guidance.
- Engaged regularly.
- Serve as collaborators, champions, and advocates.

11. How will decisions be made?

- Initiative teams and the core team will use their best judgment, data and analysis to make decisions and move projects forward. They will thoughtfully engage the Steering Committee and Executive Sponsor for high level decisions and direction.
- Initiative teams and the core team will have more great ideas than resources to deliver them. They will thoughtfully and methodically sequence and prioritize ideas and initiatives. Willingness to invest resources (effort, time, expertise) and produce tangible deliverables will be considered in prioritization.
- Decisions will be made by consent. Conflicts will be resolved through the core team and, if necessary, escalated to the Steering Committee and Executive Sponsor.