2020 Telework Interim Study

October 30, 2020

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Director – Oklahoma Department of Human Services

Secretary of Human Services & Early Childhood Initiatives

OKDHS Remote Work Progress & Strategy

- Long-term Strategy Accelerated by COVID19 and the rush to telework;
- What we did;
- Barriers we overcame (are overcoming);
- What we learned (Positives & Barriers);
- Data;
- How we are transforming

OKDHS Remote Work Progress & Strategy

True North Strategy accelerated by rush to remote work in the face of COVID19

In mid-2019, OKDHS developed an agency-wide strategy called 'Finding our True North.' Through this process, we identified a priority, well before the pandemic, to change the face of human services resource delivery by breaking down the barriers that keep our customers from being successful (ELTN2). We want to meet our customers where they are, providing resources in a preventative fashion, going upstream to serve families before they become in crisis. The agency has leaned into the following concepts to institutionalize this priority:

1. Embedding our workforce into our community partners like: Homeless Alliance, PIVOT, Sunbeam Family Services, County Housing Authorities;

2. School Based Social Services & Liaisons;

3. Social work teams complimenting law enforcement;

4. Community Hope Centers;

5. Service First Strategy.

What we did

OKDHS Remote Work Progress & Strategy

Beginning March 12, 2020, OKDHS began sending the workforce home to ensure the safety of our team and those that we serve and committing to overcome barriers that prevent the team from being successful.

Total workforce: Approximately 6,250 employees;

Immediately transitioned to remote work: Approximately 90% (5,625);

Laptops Deployed: 6,267

Cell Phones / Hotspots Deployed: 2510 (Total: 6,228)

What we did - Barriers

OKDHS Remote Work Progress & Strategy

During the transition to remote work, we identified and overcame (and are currently overcoming) countless barriers including:

- Hardware Technology;

- Antiquated Processes (almost exclusively paper based)

- Software Barriers remain, including core technologies custom developed in the 1970's in COBALT (KIDS, FACS);

- Basic connectivity issues including workforce & customer access to the internet;

- System connectivity issues, as we continue to access COBALT technologies remotely via VPN;

- System outage issues;

- Technology adoption variation of our workforce and customers;

- Workforce emotional resistance to change;

What we did - Barriers

OKDHS Remote Work Progress & Strategy

How we addressed barriers:

- Developed a full scale internal remote work / service first success workgroup;
- Supplemental Support & Technology Deployment Strategy Helpdesk (virtual helpdesk) adding OKDHS resources to OMES support framework;
  - Deployed 6,000 laptops & state issued cell phones (with hotspots) by leveraging our internal team to deploy assets;
- Utilizing contemporary <u>communications</u> technology (Office 365 / Teams, Yammer, etc, Zoom, etc);
- Digitized Records in County Offices (Pieces of paper scanned: 6.5MM since July 27, 2020)
- Extreme communications approach utilizing new technology platforms;

What did we learn?

OKDHS Remote Work Progress & Strategy

We have been in a remote work environment for seven months, and will remain that way through at least December 31, 2020. In that time, we learned three primary lessons. These lessons don't apply to 100% of the workforce, but the do apply in overwhelming numbers.

1. We are good at serving our customers remotely;
2. Our workforce is at least as, or more productive working remotely;
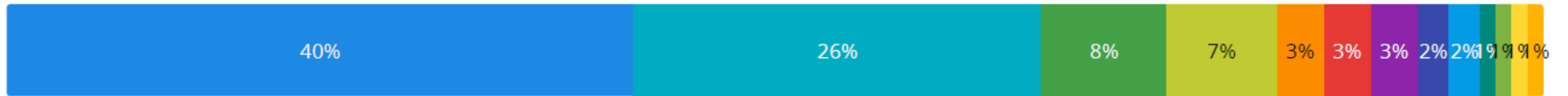3. Our workforce wants to work remotely beyond the pandemic.

Relevant Survey Results

Respondent's Location ⓘ 536 Responses

31%	14%	55%

● Oklahoma County   ● Tulsa County   ● Other

Respondent's Division 536 Responses

40%	26%	8%	7%	3%	3%	3%	2%	2%	1%	1%	1%

● CHILD WELFARE SERVICES   ● ADULT AND FAMILY SERVICES   ● CHILD SUPPORT SERVICES   ● DEVELOPMENTAL DISABILITIES SERVICES

● ADULT PROTECTIVE SERVICES   ● CHILD CARE SERVICES   ● AGING SERVICES   ● SUPPORT SERVICES   ● OFFICE OF CLIENT ADVOCACY

● FINANCIAL SERVICES   ● OFFICE OF INSPECTOR GENERAL   ● HUMAN RESOURCES MANAGEMENT   ● COMMUNICATIONS AND COMMUNITY RELATIONS

Relevant Survey Results

OKDHS provides enough information in agency communication 525 Responses

3%	10%	62%	25%

- Strongly disagree
- Disagree
- Agree
- Strongly Agree

Communication with Supervisor 522 Responses

2%	8%	48%	41%

- Very Dissatisfied
- Dissatisfied
- Very Satisfied
- Satisfied

Relevant Survey Results

Do you feel your job duties are a good fit for teleworking? 523 Responses

18%	82%

● No ● Yes

My telework experience has improved over the last few months. 513 Responses

5%	14%	50%	32%

● Strongly Disagree ● Disagree ● Agree ● Strongly Agree

How has teleworking affected your responsiveness to inquiries from customers and partners? 514 Responses

7%	10%	55%	28%

● Not applicable to my position ● Responsiveness has declined ● Responsiveness has stayed the same ● Responsiveness has improved

Relevant Survey Results

How has teleworking affected your work/life balance? 513 Responses

26%	31%	43%

● Work/life balance has declined   ● Work/life balance has stayed the same   ● Work/life balance has improved

How has teleworking affected your job satisfaction? 514 Responses

20%	37%	43%

● Job satisfaction has declined   ● Job satisfaction has stayed the same   ● Job satisfaction has improved

How often would you wish to telework each week after the emergency declaration ends? 514 Responses

7%	18%	24%	51%

● None   ● Some of my work schedule   ● Most of my work schedule   ● My full work schedule

Average Turnover Percentage

Division	3.2020 - 9.2020	3.2019 - 9.2019
Average Turnover Percentage		
Entire Agency	**0.73%**	**1.27%**
% Difference		
Adult & Family Services	0.53%	0.94%
% Difference		
Adult Protective Services	0.70%	1.61%
% Difference		
Aging Services	0.36%	1.27%
% Difference		
Child Care Services	0.10%	0.99%
% Difference		
Child Support Services	0.93%	0.84%
% Difference		
Child Welfare Services	0.96%	1.54%
% Difference		
Developmental Disabilities Services	0.29%	0.77%
% Difference		

OKDHS Remote Work Progress & Strategy

- Some ways we are transforming:
  - Increased visitation frequency during pandemic to weekly from monthly. Long-term supplementing in-person visitations with remote visitations to engage more participants, including congregate settings (one in-person plus virtual);
  - New Normal – Part-time remote work is here to stay;
  - Dramatic increase in technology utilization;

New PC Rollout
"First Time Seen On Network"
By Day

Users

Number of users by activity type

⬇ Export

- Posted
- Read
- Liked
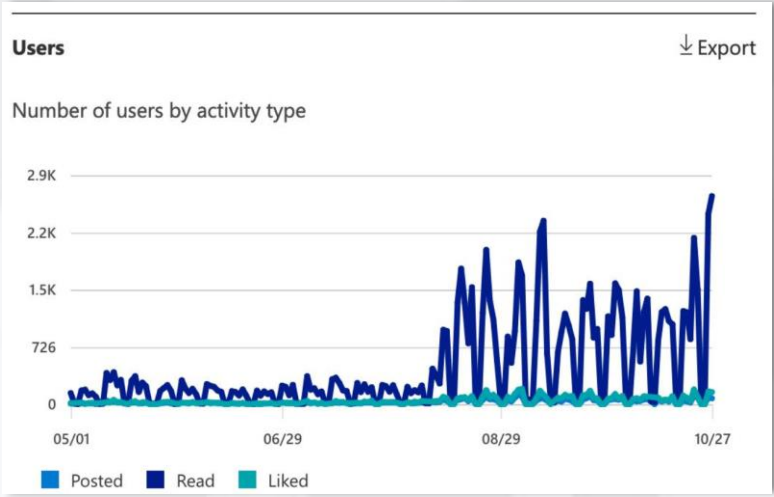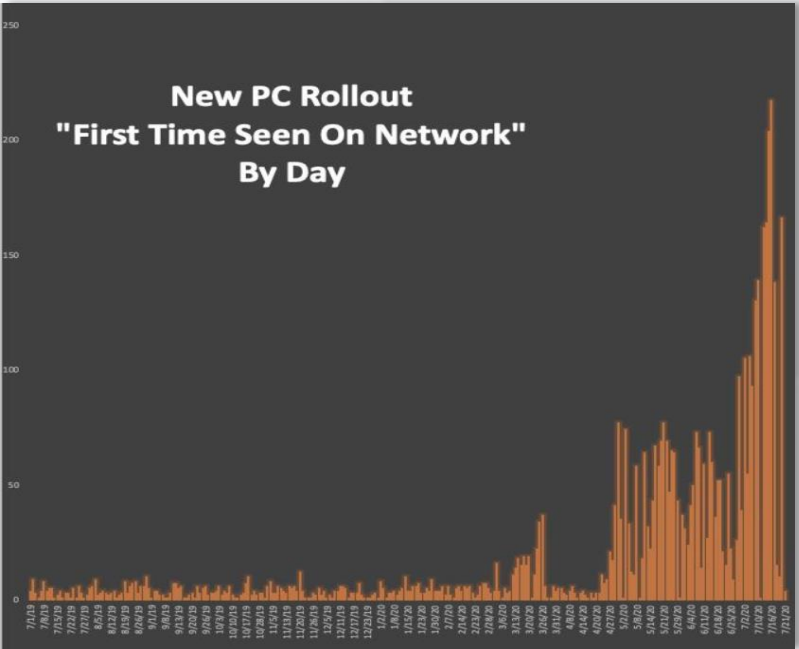
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QUESTIONS?

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