DISTRIBUTED TEAMS
Playbook

A Practical Guide for All Distributed Team Members

First Edition, 2020

TABLE *of* CONTENTS

"As your organization disperses…, the loss of personal interactions will quickly sink in… All of us learn by watching our teammates, and we gain confidence through informal feedback from our colleagues or bosses… You must immediately take your culture online, and learn to reinforce camaraderie, esteem and compassion, via digital platforms."

–Gen. Stanley McChrystal ("What 9/11 Taught Us About Leadership in a Crisis.")

The State of Missouri is committed to recruiting and retaining top team members. According to the U.S. Bureau of Labor Statistics, the population of workers working in a space other than an office has doubled since March 2020. Across numerous industries the majority of team members who work in distributed teams at least part-time report increased job satisfaction, miss work less often, and are less likely to leave the employer. In order for the State of Missouri to remain competitive in this evolving work environment, expanding and formalizing our distributed work team environment is essential. To do this in a sustainable way, each department has developed a distributed team or alternative work environment policy. In addition, this Distributed Team Playbook was developed by over 100 team members across all 16 executive agencies.

These policies establish minimum operating standards and expectations for team members in a distributed work team environment.

This State of Missouri Distributed Work Teams Playbook ("Playbook") serves to help leaders and team members operate most effectively in a distributed environment. The playbook is supported with dozens of ancillary documents and a distributed work team website that the Office of Administration (OA) will maintain.

A distributed team is a group of team members who get work done in different physical spaces. Team members may work in an institution, a warehouse, from a vehicle, or in their home. The State of Missouri (hereinafter, "the State") has been supporting some distributed teams for years. This playbook is intended to help all departments transition to and sustain this new normal. It will help leaders and team members navigate the challenges and opportunities of working in a distributed team.

Distributed teams are all team members, not just those team members working outside the office setting. This playbook speaks to all members of every team no matter where they accomplish their work. The efforts required for a team to be successful are the efforts of every member of the team.

Challenges inherent in every team can be magnified in distributed teams. Challenges in communication, culture and coordination are common. This playbook provides tips and tools to help teams overcome these issues in positive and productive ways together.

This playbook should be used as a guide to get started in the new normal of distributed teams. It should also be used as a reference going forward as state teams face the challenges that arise in any large organization. The playbook is organized into five interdependent focus areas that are all critical to the success of this new normal.

Use this as a tool and roadmap to implementation and sustainment of distributed teams. Many of the topics in this playbook are not novel; instead, they are best practices that all team members need to be reminded of in any work environment. Throughout the playbook there are terms that may be new; please reference the glossary to learn more.

Building and Sustaining a Strong Distributed Team at the State of Missouri

To be successful in a sustained distributed environment, team members and leaders must be dedicated to developing and fostering a culture that supports distributed teams. All teams should be inclusive of each team member, regardless of location. A strong workplace culture is more challenging in a distributed environment, but not impossible. Peter Drucker, a management guru, coined the phrase "Culture Eats Strategy for Breakfast." He highlighted why getting team culture right is the most important step in ensuring we are successful in our new normal. This section will guide teams regarding culture and best practices to ensure team members have the tools and technology to be successful and grow together.

Culture is critical to the success of all teams

A positive distributed work culture exists when teammates share similar priorities, interests, and attitudes. If a strong work culture exists, important connections survive even if people do not see each other on a regular basis. Strong work cultures give people an important sense of belonging. The State seeks to build and reinforce our desired team culture using the ENGAGE 2.0 Growth Model. Aspects of the Growth Model and how to leverage this approach in our team work are discussed below.
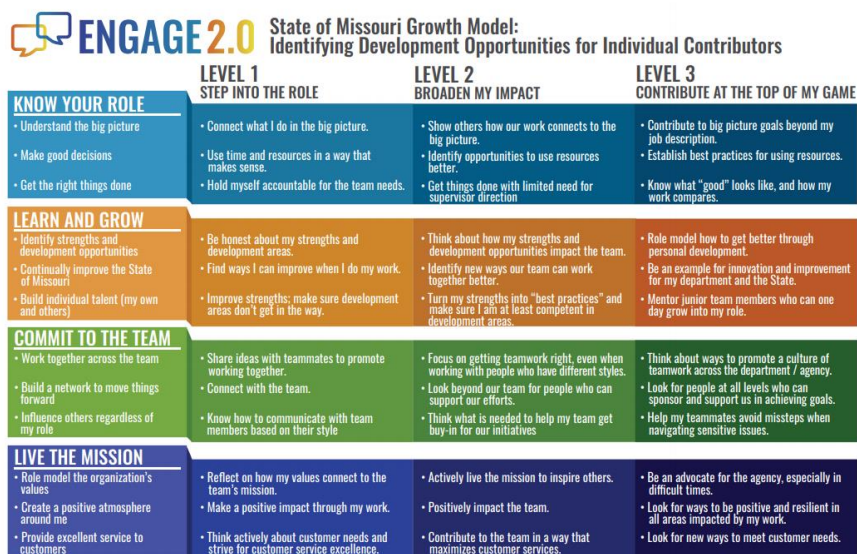

Figure 1: The Growth Model - State of Missouri 2020

KNOW YOUR ROLE

Every team member in a distributed work environment has an important role to play in the success of the team. Over time, individuals may play different roles on the team. Sometimes, team members are asked to lead; sometimes, team members are asked to be in a support role. Successful teams depend on connectedness, cohesion and trust.

Leaders should continually strive to create an environment where a healthy culture can thrive using the below suggestions:

- Be a consistent communicator.
- Set a fair playing field for all.
- Set clear expectations for all team members. The work is the work no matter where it gets done.
- Emphasize quality in each task.
- Begin with the end in mind: clarify the goals and link them to organizational priorities.
- Understand the culture of the team by getting to know each team member.
- Keep team members informed.
- Provide a platform for effective communication for the whole team.
- Recognize great work. Celebrate often!
- Facilitate regular team building activities.
- Have empathy.
- Be authentic.
- Be inclusive.

All team members should work to create a positive team culture by:

- Asking questions or making recommendations to improve team success.
- Assuming positive intent.
- "Showing up" to meetings and be heard – contributing in meetings, regardless of platform.
- During team video conferences, using the video feature when possible to make a human connection.
- Participating in team communications using all platforms.
- Being dependable.

How to Onboard Successfully

Onboarding new team members can be challenging at any time, but especially when teams are distributed. Hiring leaders need to focus on ensuring that a new team member feels as welcome as possible. The best way to ensure that new team members adapt to organizational culture is by setting the tone very quickly at the beginning.

One of the most vital and challenging responsibilities for an organization is to recruit the right talent. An organization must also find effective ways to retain and engage team members. Team members may read about, and have an appreciation of, the mission and values, but they will need assistance in understanding the unwritten rules, values and cultural norms within the organization. Onboarding is a vital first step, particularly within a distributed team. Onboarding goes beyond making sure a team member's "new hire" paperwork is completed in a timely manner. When a successful onboarding strategy has been created for your team, turn it into a checklist that you can use going forward. A collection of sample resources are available to build from here.

Here are some tips for successfully onboarding a new team member:

- Begin onboarding prior to the new member's arrival by getting their work space prepared, all equipment ordered, and any accesses they will need done before they start. The Office of Administration is working to build many of these preparation steps into the current MoCareers hiring platform.
- Update the existing team to let them know that a new team member will be starting, what day they will be starting, and what the current team members' expectations are. By preparing ahead of time, new team members will be stepping into an organized and welcoming environment. This saves time, provides a positive first impression and provides easy access to the tools and information needed to get started.
- Encourage a growth mindset, with professional development opportunities and defined expectations.
- Provide context when giving directions. Include the "why" while educating on the "how."
- Ensure that every new team member knows exactly what is expected of them, how they can be productive and that they are already a necessary part of their new team.
- Ensure that every new team member has the tools for success including training resources.
- Onboarding goes beyond the first day. For onboarding to be successful, use milestones such as 30, 90, 180 and 365 days on the job to facilitate experiences and check in with the team member. The Division of Personnel in the Office of Administration coordinates automatic surveys to new team members at regular intervals to gauge and learn from their experiences. Results are available at the division and department level to help improve onboarding practices.
- Create a buddy program to assist the new team member in acclimating to their role and answer questions.

Buddy Program

A buddy program connects an established team member with a new team member. Pairing team members is a way to effectively and efficiently communicate team norms. It allows individuals joining the team to decode the "unwritten" rules of their new team culture.

Buddies should strive to:

- Demonstrate patience and have good communication skills.
- Understand and be committed to the organization's mission, goals and values.
- Be a positive role model within the team.
- Be adept in time management skills in order to be accessible to the new team member.
- Establish a sense of belonging for the new team member.
- Assist in building networks for the new team member.
- Help a new team member understand the culture of the team.
- Assist in building networks for the new team member.
- Provide insight into how to make them effective and productive.

Additional resources on effective buddy programs:
https://hbr.org/2019/06/every-new-employee-needs-an-onboarding-buddy
https://www.pmi.org/learning/library/implementing-buddy-system-workplace-9376

Training Tailored to Working in a Distributed Environment

The ongoing professional development of team members is a critical aspect to team success. Training should be offered in a variety of formats to accommodate team members and prepare them for success. Virtual training is becoming more common at the State. All team members have access to MOLearning 24 hours a day, seven days a week no matter where they are. This section is focused specifically on training tailored to helping team members and leaders succeed in a distributed environment.

Six training areas have been identified: coaching, communication, culture, meeting tools, time management, and wellness. While all of these areas are important when working in a physical setting, there are additional considerations when working in an alternative work environment. Suggested MOLearning videos on all these topics for both team leaders and team members can be found here.

Some helpful tools available in most virtual meeting and training platforms are below. Teams should consider leveraging these whenever it makes sense to enhance the training environment in a distributed team:

- Chat windows. Trainees can respond to questions in the chat window. This is especially effective when training more than one person. It can be helpful to have a team member to monitor and filter the questions.
- Live polls. Polls engage trainees and allow for feedback. Create polls to assess knowledge, determine understanding and measure engagement.
- Use of whiteboards. Type, write, or draw on the whiteboard to encourage collaboration and brainstorming between the trainer, trainee, and other team members.

- Collaborative document preparation. This requires team members to be linked on the same network or have access to a cloud sharing platform. It can be used with coaches and trainees to improve report writing or the development of technical documents.
- Sharing computer screens. While hosts and instructors often share a screen during online meetings or training, remember that team members can also share a screen to show specific questions or problems when working on materials (documents, spreadsheets, or application software).
- E-mails. Send reminders for upcoming training. Pre-tests and documents for study can be shared for discussion during online training. Trainers can solicit follow-up questions from trainees or managers following the session, to include conducting training/trainer evaluations through e-mail forms.
- Cameras. Be seen. Speak in an engaging manner. Using hand gestures and facial expressions are a great way to do this. When conducting hands-on training on equipment, show the equipment and how to manipulate the controls. When the trainee is performing hands-on skills, monitor actions by camera to ensure accuracy.
- Hold breakout groups. Breakout sessions are valuable when training multiple team members, and also provide for collaboration and brainstorming. Once done, make sure to have the group present ideas back to the whole class.

Good communication is the key to team cohesion, effective workflow, creativity and productivity. When there is a breakdown in communication, it can have a negative effect on the overall team health, individual and team performance, and the customer experience. When a team is distributed across multiple locations, it will need to adapt to ensure communication lines are open, exchanges are clear and actions are transparent. Communication is a two-way street and everyone has to take part to be successful. Below are communication considerations for leaders and team members.

Communication Considerations for Team Leaders

The first step is to determine how much communication is the right amount for your team. Do not be afraid to discover this through trial-and-error. Frequently reach out and check in on team members on a professional and personal level. Everyone on the team should feel heard and included. A handful of other helpful communication reminders for leaders include:

- Transparency. It is critical among teams, but especially in a distributed environment. Inform team members at all levels of the organization when there are initiatives and changes. This will build trust and buy-in with the team.
- Focus on team building. Distributed team members may feel disconnected from other team members. Build in activities during video calls that allow everyone to get to know each other. Suggested activities for team building can be found here.

- Gratitude, check-ins and making people feel like their contributions matter. These are all great ways to ensure that team members feel seen and heard. Follow the general rule of praising in public and correcting in private, taking into account team member preferences when known.
- Casual conversations to solve problems. This can easily take place when teammates are in one location. When team members are not in the same location, this can be more difficult, so create opportunities for these conversations purposefully.
- The size of the team is an important consideration. A communication approach that works well in smaller groups or divisions may not be as effective in larger teams. Be flexible and understand teams may need different types of communications.

A few examples of effective tools for internal team communication include Jabber, Slack, Outlook, Trello, Basecamp, ENGAGE, email, phone calls, virtual meetings, and text messages. Additional tools involve going through the ITSD approval process, including Microsoft Teams (MODOT currently utilizes this tool). MDC has not authorized the use of these tools.

It is important to remember that email, text, and messages left on work boards can easily cause misunderstandings because tone is absent. Be creative and experiment with different approaches to see what works best. It is critical to talk to the team regarding each person's style and plan of communication, especially the leader. This ensures that no one is left out of the loop. Remember to be adaptable if the team or situation changes.

Choosing a tool to communicate with the public and other stakeholders is a different challenge and may look very different from the internal channels used. Select the right tool for the audience. Suggested methods include: emails, newsletters, town halls, and/or webinars.

Communication Considerations for Team Members

All team members should take responsibility for initiating communication. Some team members may prefer email or text. Other team members may prefer a phone call instead. Team members should convey preferences for one-on-one communication to their supervisor and team members.

Ensure that email calendars stay up-to-date and that all team members are informed of each other's work schedule. Jabber and Outlook are excellent resources for communicating and scheduling.

Meeting Tips

Meetings should be held when there is a purpose to do so, not just for the sake of meeting. All meetings should have an agenda in advance so that the invitees know how to best prepare. A start and end time should be adhered to and next steps should always be established prior to the conclusion of the meeting. Use Outlook to schedule all meetings to take into consideration everyone's schedule.

Define roles and expectations for participants. Establish meeting guidelines (e.g. no multi-tasking, start and end on time, no side conversations). Encourage camera use during virtual meetings. It can be valuable to utilize the chat feature to fully interact with all participants during a meeting. If the meeting is large, ask a teammate to monitor the chat and act as a co-host for the meeting. Team members should be on mute when they are not speaking to reduce background noise.

It can be important to allot time for discussion, feedback, and questions. In most cases, meetings should not be a place where the work gets done. To be sure all team members are on the same page after a meeting, follow-up notes after each meeting are important.

Depending on the dynamic of the team and the agenda, meeting organizers may account for a minimal amount of time at the beginning of each meeting for team members to engage in "small talk." In some meetings, a "round robin" approach may be helpful to ensure all team members are heard.

Avoid over-scheduling teleconferences to avoid burnout. Experiment to find the number of meetings that are necessary considering the task that is being accomplished. Scheduling and canceling meetings often results in participants feeling less valued. Be mindful of work day hours when scheduling meetings.

Don't just show up – participate. All participants should arrive at a meeting ready to engage. This means that all team members should read the agenda in advance and prepare to discuss items. Stay engaged in the meeting; handle email afterwards. Remember that if your action is not appropriate for an in-person meeting, do not do it during a virtual meeting. Full attention from all team members is necessary for an efficient and effective meeting.

During virtual meetings, if you do not feel comfortable speaking on camera, use the chat feature to offer options or feedback to the group.

Getting to know your team

All team members should take responsibility for getting to know their team mates. Make communications personal. In addition to team meetings, make time for direct one-on-one check in meetings. When possible, supervisors should communicate using the method the team member prefers.

Personal interactions and traditions should exist whether the team is co-located or distributed. Team member celebrations and acknowledgements should be shared often. This can be hard to do when a group is not physically together. Below are online tools that many state team members have found useful in building teams in a distributed environment. Non-consolidated IT agencies may not have approved these for use. Team members in these agencies should verify with their security team prior to use.

- Kudoboard
- Group Greets
- Open Me
- Ojolie's
- Group Greeting
- Cheddar Up

Share personal information when it is comfortable and appropriate to do so. Letting one's guard down is a key way to connect with colleagues and find common ground. Use opportunities with the team to celebrate birthdays, work anniversaries, etc. Discover how each member of the team prefers appreciation for good work and apply it.

Check in with each other. Use natural breaks in the day to chat with a colleague while being respectful of each other's time and deadlines. Ask how things are going at home, talk about a shared interest, or offer a listening ear. Vary the contacts among the team, and be sure to include supervisors and other leaders. It's good for morale and team cohesion.

Share Success

Create a departmental – or even statewide – brag/success board where teams can share tips that have been successful. Possible tools teams at the State are already using include the below. Non-consolidated IT agencies may not have approved these for use. Team members in these agencies should verify with their security team prior to use.

- Padlet
- Lino
- Popplet
- PinItTo.Me
- Stoodle

Team members at the State are committed to getting better each day by adopting the "Do-Learn-Do" approach. There is no one-size-fits-all guideline to cover every team. Discover what works best for the team and do not be afraid to discard things that do not work.

All team members need to hold themselves and others accountable.

Accountability among all team members is critical to the success of a team. It is important to remember that all team members, regardless of where they work, are held to the same standard of accountability. Leaders in all professional settings should manage performance, not presence. In other words, team members cannot simply be present at work. They need to accomplish the responsibilities of their role. This section creates a framework for leaders to embed accountability throughout their team.

A culture of accountability exists when employees manage their workload according to team objectives, proactively seek help when they need it and take responsibility for their work. This diagram shows how check-ins, clear expectations and tracking progress are essential strategies to bring greater accountability in a distributed work environment. Regular check-in meetings create an opportunity for leaders to touch base with team members to get updates on current projects and challenges, reinforce team objectives, and uncover potential engagement issues. Once everyone has a shared understanding of the expectations, tracking progress and sharing individual and team output promotes transparency and accountability. The more visibility everyone has, the more teams can leverage their individual strengths and collaborate effectively in a distributed work environment.

When a leader has outlined **clear expectations** for a team member, they should be able to visualize what success looks like in their role. Suggestions on how to do this include:

- Use specific, measurable, achievable, realistic, and timely (SMART) goals to ensure team members know what is expected of them on a daily, weekly, monthly basis?
- Use the Team Member Success Goals to develop performance goals and action steps.
- Use the Team Member Growth Goals helps to set up SMART goals and provide structure to the discussions.
- Establish clear deadlines to help team members prioritize the work.

Leaders must **track progress** to ensure results are on track. Create a comprehensive outline that includes team goals, milestones and key performance indicators. Key performance indicators (KPIs) are the critical measures of progress toward an intended result. KPIs provide a focus for strategic and operational improvement, create data for decision making and help focus attention on what matters most. More information about KPIs can be found here - https://kpi.org/KPI-Basics.

Measuring progress can look very different from team member to team member. Setting up tailored goals and milestones with each member of the team will promote team member satisfaction.

Timely, specific and constructive feedback from leaders along a project timeline are critical to ensure success and continual development. Action steps can help to identify small wins and promote motivation in goal achievement. Feedback clarifies expectations, helps team members see opportunities for growth and builds confidence.

Visual tools and collaboration applications such as huddle boards, dashboards, checklists, Asana, Trello, Excel and Tableau can be used to track performance and display data and tasks in a consumable way. These tools help teams drill down into the data to see the impact in a visual format that can be easily understood and shared.

Team and one-on-one **check-ins** are vital for all teams, especially distributed teams. Accountability conversations should be held on a regular basis depending on the tasks and personnel involved. It may be helpful to begin regular check-ins once a week and adjust as necessary. This can be done in a variety

of formats with longer meetings or short huddles. Regularly scheduled team huddles are an opportunity for supervisors and managers to communicate with everyone at the same time to ensure alignment of the team's goals. Team meetings can be used to discuss weekly goals and outcomes, projects, process improvements, opportunities for change, and assignments.

One-on-one meetings can be used to clarify assignments, discuss concerns or obstacles, and realign priorities. All participants should leave a check-in with a clear understanding of priorities, goals and assignments.

15 of 16 departments utilize ENGAGE meetings on a monthly basis to discuss and advance team member professional development. While accountability can be part of ENGAGE conversations, it should not be the primary topic.

Two tools for supervisors to use in holding their team accountable through clear expectation setting, tracking of progress and regular check-ins include the Employee Goal Checklist and the Accountability Performance Plan.

POLICY CONSIDERATIONS & PLANNING

Not all positions are eligible for working outside of a nontraditional office or institutional environment. Furthermore, not all team members are suitable for such arrangements. Coupled with formal distributed work team policies, this section seeks to help guide teams in making appropriate decisions with regard to how team members are distributed. Agencies may have business needs that are more specific to each department which may require additional agency specific policies or guidelines.

When considering who will work where in a distributed environment, a department must consider:
1. Is the position eligible?
2. Is the team member suitable?

Position Eligibility/Technology Profiles

Prior to considering whether a team member should work in an alternative location on a full or part time basis, the duties of the position should be evaluated to determine if the position is eligible for working in a distributed work environment. The job duties of the position under consideration for an alternative work or hybrid arrangement must be of a nature that can be successfully completed without a difference in the level and quality of service provided to or by the agency as a result of the arrangement.

Not all flexible work arrangements are suitable for all positions, and not all team members are suitable for such arrangements. Each department's distributed work team policy should offer additional eligibility and suitability guidance.

Seven technology profiles are outlined below to aide supervisors in determining the eligibility for working in an alternative setting on a full time or hybrid basis and the basic technology needs of each type of position.

Technology Profile: Office

1) Work On-Site/Workstation

    Team member who must be physically present in order to complete the functions of the job and do require a workstation on a full-time basis.

    Examples: Customer Service Support, Driver's License Technicians

2) Work On-Site/No Workstation

    Such positions require the team member to be physically present during work hours but the duties are such that a workstation is not required. Kiosks, training labs or shared workstations are commonly used when access to a computer is needed by these team members who are primarily mobile yet physically report to work.

    Examples: Direct Care Professionals, Maintenance Workers, Correctional Officers

Technology Profile: Full-time Outside of the Office

3) Full-time Outside of the Office Team Member

    Work is entirely performed away from the office. Since the team member doesn't have to come into the office at all, team members can live and work anywhere. The situation may still require attendance at in-person meetings which can impact ability to live anywhere.

    Examples: Many IT positions, Recruiters, Attorneys

4) Work & Travel/Outreach

    Refers to positions which are required to travel within a region/area a portion of the time but do not require a workstation when not in travel status, as the team members are able to work at an alternative location. Travel/outreach may vary and fluctuate throughout the workweek or year.

    Examples: Auditors, Forensic Examiners, Investigators

5) Travel/Outreach (Highly Mobile)

    Positions in this category do not report to an office. Team members work within the "field" full-time and can work from the road using laptops and other technology.

    Examples: Ag – Inspectors, Highway Patrol, MODOT – road crew, Computer Technician

Technology Profile: Hybrid

6) Part-time Telecommuter

Telecommuting refers to a job that is performed outside the office only part of the time. It can be a full-time position, however since telecommuting usually means team members come into the office semi-regularly, the team members in this arrangement usually live locally. Telecommuting can be implemented with nearly any position that doesn't require the team member to be in-office all the time, but managers still prefer a person who lives locally and can quickly get to the office if necessary.

Examples: Human Resources, Accounting, Project Managers

7) Office & Travel/Outreach

Refers to positions which are required to travel within a region/area a portion of the time but also need a workstation when not in travel status. Travel/outreach may vary and fluctuate throughout the workweek or year.

Example: Case Managers, Quality Assurance Auditors

Team Member Suitability

Once a position is evaluated for eligibility, supervisors should evaluate existing and new team members for suitability of working in an alternative location. These arrangements are not appropriate for all team members and are not a universal team member benefit. Typically, the following skills and traits lend themselves to team members who can accomplish their work in an alternative work setting:
- strong communication skills
- comfortable use of technology
- ability to work independently without direct supervision
- ability to meet deadlines
- ability to manage distractions
- previous experience working in a distributed team

Each department director and/or human resources section is responsible for delegation of and/or final approval of team members who work outside of the typical office arrangement within their Department. All team members who work in an alternative work arrangement must first work with their supervisor to complete the approval process as outlined by the department. This process is important to ensure that expectations are clear throughout the distributed team.

For an alternative work environment to be approved, existing team members must meet all performance expectations in his or her current role and consistently demonstrate the ability to complete tasks and assignments on a timely basis. Team members must have appropriate work space and internet connectivity. See the Technology Considerations and Planning section for more information on connectivity recommendations.

New team members must demonstrate suitability for working in an alternative work arrangement through the selection process. The nature of the team member's work and responsibilities must be conducive to an alternative work arrangement without causing significant disruption to performance and/or service delivery.

A variety of distractions that may impede work production exist in an alternative work location that are not present in the typical workplace. Team members must manage dependent care and personal responsibilities in a way that allows them to successfully meet job responsibilities.

Supplies and Equipment

Team members shall minimize the need for office supplies through the use of electronic documentation as much as possible.

All team members may be provided access to general office supplies such as notepads, pens, paper, staplers, etc. Depending on individual agency or team practice, team members working outside the office may come to an office location to retrieve necessary supplies or have such supplies mailed to them. Agencies may also adopt policies to provide for reimbursement of office supplies purchased by team members, provided such reimbursement is substantially equivalent to the expense of the same supplies for team members working in the office.

Office Space and Furniture

Team members working in an alternative location are responsible for office furniture and office space needed. For the purposes of this playbook, office furniture may not include a chair depending on agency practice. If the supervisor determines there is a need for specialized equipment, the supervisor can approve the purchase of such equipment. If the team member ceases to work for the State, any office furniture and equipment that was paid for or reimbursed by the State must be promptly returned.

The State will not reimburse for any personal supplies, equipment, or furniture the team member uses without prior approval.

Alternative Work Locations

Alternative work locations should be approved by the supervisor or designee. Agencies will not be required to reimburse workplace modification costs associated with the setup of the team member's alternative work location. For example: network and electrical wiring, remodeling, repairs, etc., except to the extent required by law.

Transitioning to an Alternative Work Arrangement

Team members transitioning from an in-office environment to an alternative work arrangement may be permitted to take equipment such as monitors, speakers, keyboards, cameras, printers, and desk chairs to furnish their primary office space. In most circumstances, the agency will not provide duplicate equipment or incur any additional costs for providing such equipment. Additional costs must be approved, if at all, by the appointing authority.

Appointing authorities are responsible for maintaining a log of state equipment and furniture that is taken to an alternate location and complying with any other applicable inventory requirements.

Security of Information and Record Retention

Record Security

Team members working outside of the office shall comply with all policies, procedures, and legal requirements applicable to records and data they possess or access. Connections to state resources must occur through an approved secure connection through cloud-based applications, Virtual Desktop Infrastructure (VDI), or specifically allowed protocols defined by agency IT entities. Team members working at an alternative location are bound by the same confidentiality standards regardless of work location.

- Team members must use state-owned records and materials for purposes of state business only, and protect them against unauthorized or accidental access, use, modification, duplication, destruction, or disclosure through means such as locked file cabinets and desks, regular password maintenance, and other measures as appropriate. Team members must immediately report to the supervisor instances of loss, damage, or unauthorized access.
- Sensitive/confidential documents may not be printed at an alternative location or removed from a state office building without supervisor approval. If approved, such documents must be properly secured at all times.

Record Retention

Regardless of work location, team members must manage and retain records in accordance with applicable policies and legal requirements. This includes paper and electronic records.

Record Production

Regardless of work location, team members must cooperate with the agency's Records Custodian to produce all records that are or may be responsive to any records request submitted pursuant to the Missouri Sunshine Law, Chapter 610, RSMo. Upon request by a supervisor, agency legal counsel, or human resources, a team member must also produce any records related to personnel investigations or actual or anticipated legal actions or subpoenas. Such records must be produced regardless of whether the records are stored.

Legal Compliance

Workers' Compensation

Team members working outside of the office are covered under the Missouri Workers' Compensation Act if injured in the course and scope of employment as defined by statute. Any accident or injury to the team member occurring while working at an alternative work site must immediately be reported to the team member's supervisor or the human resources director. The team member must complete all

required documents and must make the site of the incident available to investigation if requested. The State does not assume any liability except to the extent required by law.

Overtime Classifications

Team members who are not otherwise designated as exempt from the FLSA are referred to as "non-exempt" (also known as overtime category 2). These team members are eligible to earn overtime at a rate of time-and-one-half for all hours physically worked over 40 in a seven-day workweek (FLSA hour thresholds and work cycles may vary for certain categories of team members in law enforcement and nursing). Overtime categories are explained in more detail in the glossary.

Unauthorized Overtime Prohibited

Non-exempt team members are prohibited from working unauthorized overtime. Supervisors must maintain adequate communications and protections to ensure non-exempt team members do not work overtime without authorization. Non-exempt team members who have access to perform work outside of scheduled hours shall be informed that this is not permitted without authorization. Non-exempt team members must record all hours worked, whether authorized or not and shall be compensated for all hours worked, whether authorized or not. Team members performing unauthorized overtime may be subject to discipline up to and including dismissal from employment.

Timekeeping Required

Appointing authorities must ensure adequate time keeping practices for all team members that allows an accurate record of all hours worked. It is critically important that non-exempt team members have the ability to record all hours in which work is performed and for agencies to maintain a record of such time.

Flexible Work Schedules

Supervisors are encouraged to pursue flexible work schedules with team members when the need may arise. Flexible schedules shall not detract from the productivity of the position. Some common examples of such flexible work arrangements are listed below and outlined in the glossary:

- Scheduled flextime
- Ad-hoc flextime
- Compressed workweeks
- Alternative work locations
- Split workdays
- Reduced work schedule
- Job sharing

All team members desiring to work a flexible schedule must work with their supervisor to incorporate these details into an approved Distributed Work Team Request/Acknowledgment. Not all positions are eligible/suitable for flexible work schedules. Each agency must determine flexible schedule privileges within existing policies and procedures.

BUDGET CONSIDERATIONS & PLANNING

As agencies consider a move to distributed work it is important to consider and plan for potential budgetary impacts including both savings and/or costs. As departments, teams and individuals are likely to have many specialized needs – a one-size fits all approach to distributed work budgeting is likely a poor solution. Instead, this section will address some basic considerations and approaches to help team members and leaders think about distributed work budgeting. As supervisors and managers must be an informed part of the department approval process, please acquire all necessary approvals before requesting distributed work resources.

While individual distributed work technology needs may vary, departments should leverage the above technology profiles to determine whether a teammate is an office team member, distributed team member, or a combination of the two. The distributed teams website also contains a helpful decision tree detailing baseline equipment for various kinds of teammates, including options for printers and scanners and a baseline of IT equipment costs.

Keep in mind, equipment costs linked above are for an additional new distributed team member. In reality, it is more likely that a current office team member shifts to distributed work as opposed to creating an entirely new position. Consequently, either the department or respective IT budget should already have current funds to serve that existing team member's IT needs. Therefore, the department will need to determine whether its existing IT funds are sufficient to cover the costs of transitioning an office team member to an alternative work location.

While all distributed teammates require certain baseline tools, some teammates and departments may require additional equipment. These "specialized members" and teams must identify the necessary software and equipment add-ons needed to perform business functions. If your department is an ITSD consolidated agency, please collaborate with management, OA ITSD, and its fiscal team to identify individualized needs and possible costs.

In thinking about distributed work budgeting, there are many considerations beyond mere laptops. Be sure to consult with your department budget staff, OA Facilities Maintenance, Design and Construction, OA ITSD or non-consolidated IT staff, the OA ITSD fiscal team, and your department's OA Budget and Planning analyst when considering distributed work budgeting. Be sure to consider these questions for the fullest picture of possible budget impacts:

- IT Equipment
  - Is the agency supplying all equipment or will the distributed team members use personal devices?
  - If a distributed team member can use personal devices, what are the costs of virtual desktop software?
  - Is the State or distributed team member providing internet service? Team members working at an alternative location are responsible for minimum necessities such as internet connectivity, except as otherwise provided by agency policy or individual circumstance.

- Will the State need to provide cell phones to distributed team members for security or other reasons? If not, will the State provide a stipend to offset the cost of phone service?
- Can physical desk phones in state facilities be reduced (or integrated with soft-phone technology) to help offset the costs of cell phones?
- Will equipment be purchased with one-time monies and will on-going monies be available to refresh equipment as needed?

- Space
  - Can physical space be reduced to create savings to offset the costs of distributed work?
  - Will there be costs associated with providing centralized space a distributed team member can use as needed (hoteling)?
  - Will the team share hoteling space with other teams or departments? If so, how will those costs be assigned and will funding or security rules prohibit a team sharing space with others?
  - Will physical shared space still be necessary to perform some critical functions such as client interviews and testing?
  - Should planners focus on a reduction in the number of physical spaces or a reduction in total square footage?
  - Is the department planning on having access to real estate savings to finance distributed work?
  - Are there statutory requirements that may impact what space is necessary?

- Office Equipment
  - Will the department need to provide office equipment for the distributed team member?
  - Will the State need to provide access to vehicles for distributed team members? For current travel policies, click here.
  - Will a distributed team member need access to scanning or printing equipment?

- Security
  - Will there be additional security costs for either virtual security or physical security in the distributed team members' workspace?

- Other Expenses
  - Will the State reimburse team members for expenses when traveling from an alternative work location to an office building for an in-person meeting or other applicable reason?

Space Savings May Be Available to Offset Technology Investments

Ideally, savings from space reductions can help offset distributed work costs. However, due to the structure of the Missouri budget, space reduction savings may not necessarily be available to offset distributed team member costs. To understand why, it is important to first understand how Missouri budgets for IT and physical space.

Currently, for the purposes of IT, there are two types of executive agencies within the State of Missouri: "Consolidated" and "Non-Consolidated" agencies. OA ITSD provides consolidated IT services for 14 state agencies (the "consolidated" agencies). "Non-consolidated agencies" include the Missouri Department of Transportation, Missouri State Highway Patrol, the Missouri Department of Conservation, and some small programs within the 14 consolidated agencies (e.g. the Missouri Ethics Commission).

OA ITSD manages IT consolidated funds while balancing both statewide and department priorities. For the consolidated agencies, the Missouri budget generally appropriates funds for IT expenses within the Office of Administration's budget, not in the departments that actually use those services. Similarly, funds that pay for a department's physical space needs are not generally within the department but instead within the Office of Administration Division of Facilities, Maintenance, Design, and Construction (FMDC) budget. In the same manner as OA ITSD, FMDC administers real estate funds from a statewide view, not necessarily an individual department perspective.

Consequently, consolidated agencies must collaborate with OA ITSD and FMDC to make IT and real estate distributed work budget changes. Consolidated agencies cannot assume they are unilaterally free to make changes in those areas and claim any savings for their own distributed work use. For example, if a department is able to reduce its square footage needs, it does not mean those savings will necessarily be available to pay that department's distributed team member costs. Such a decision is a collaboration between the departments, OA FMDC, OA ITSD, OA Division of Budget and Planning, and the Office of the Governor. Ultimately, many changes will require the General Assembly to approve a transfer of funds between OA and the relevant departments.

Non-consolidated agencies, however, hold IT and real estate funds within their own budgets. Consequently, non-consolidated agencies generally do not have to collaborate with OA regarding IT and real estate funding decisions.

Existing Funds that can be used to Support Distributed Work Costs

OA ITSD is responsible for both statewide and individual department needs. Consequently, how OA ITSD chooses to address those needs may impact the availability of funds for distributed work. To maintain the flexibility to respond to ever evolving statewide priorities, OA ITSD often cannot allocate its budget into specific spending categories like "laptops" or "virtual desktops". While one year there may be funds for expanding distributed work capacity for a given department, the following year other priorities may require those resources. Consequently, any consolidated agency considering expanding its distributed work capabilities must confer with the fiscal team within OA ITSD to determine what consolidated funds are available to reallocate to distributed work. Only by working with the OA ITSD fiscal team can a consolidated agency determine what funds are available for reallocation and if those funds are sufficient to cover the anticipated costs.

New Funds to Cover Increased Distributed Costs

If a consolidated agency, after conferring with the OA ITSD fiscal team, determines that there are insufficient existing OA ITSD funds to reallocate resources, and there are insufficient resources to contribute within the agency's own budget, the agency should determine if they could request new funding through the next department budget request cycle. Please work with the OA ITSD fiscal team through the department's budget officers to undertake the necessary analysis and formal steps to

submit a request for a New Decision Item for the Governor's approval in the next budget cycle. Be sure any New Decision Items take into account any agreed upon savings between OA ITSD and/or OA FMDC and the department.

Procurement Procedures for End User IT Equipment

Missouri Department of Conservation (MDC):

All users must obtain internal approval through management before proceeding with any IT equipment request. Submit an IT purchase request by selecting *"IT Purchase Request"* on the MDC Intranet page. This will lead to a web form to be completed to start the procurement process.

Missouri Department of Transportation (MoDOT):

Submit an IT equipment purchase request via the Information Systems (IS) Service Desk. For questions on accessing the service desk you can contact the IS helpdesk at 573-751-5000.

Missouri State Highway Patrol:

Please refer to the Patrol's General Orders for the policy and process to order computer hardware or software. If you have questions please contact the Criminal Justice Information Systems Division.

For Executive Departments under the Office of Administration, Information Technology Services Division (ITSD) Consolidation:

For the initial transition from traditional work locations to a distributed workforce, ITSD will work with department administration and budget leaders to assess equipment needs and plan for large scale purchase and replacement of equipment. This assessment of end user needs will be done in conjunction with the department's annual 5 year equipment replacement process. The annual 5 year equipment replacement process starts with users logging into iTrack to verify the equipment they currently have. Reports are generated from this data allowing department administration and budget leaders to work with divisions, assess end user needs and purchase the necessary equipment for each user. This process begins in September 2020 and will end with equipment orders being placed by June 30, 2021. After that point, agencies should follow guidelines contained in this section.

Departments under ITSD should contact their administration, procurement or human resources division contacts to obtain the approval process to follow when needing to purchase IT equipment for their department. Supervisors should be equipped to guide team members to the appropriate process in their department.

After obtaining approval to proceed with an IT equipment purchase, users can request a quote for the needed equipment by entering a request in the ITSD Service Portal following the directions below. After a quote is received, a purchase can be initiated with ITSD via the division's authorized approver.
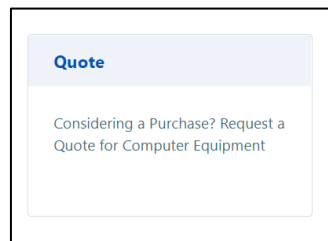
Quote Request Tickets:

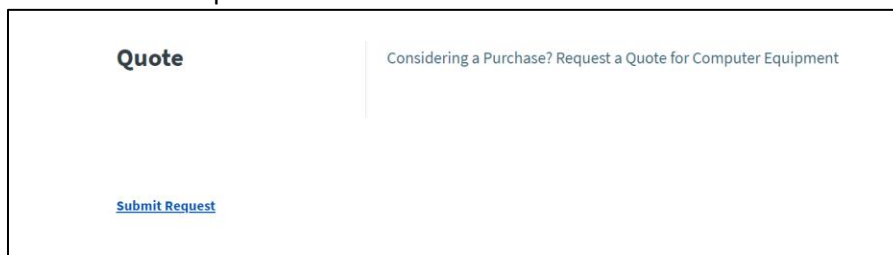1. Click Browse Service Catalog on main menu bar
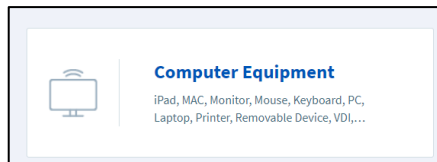
2. Select Computer Equipment

3. Select Quote

4. Select Submit Request

5. Complete Description of Request, Select appropriate equipment type and click Submit to submit request
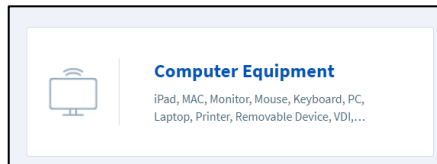
The ITSD Purchase Request Form should be submitted by an authorized approver in the ITSD Service Portal. Follow the steps below to submit a new equipment purchase request. Only authorized approvers will have access to the ITSD Service Portal areas in the steps below.
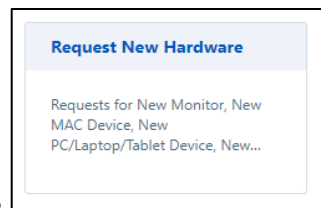
Purchase Request Tickets (only authorized approvers can enter a purchase request ticket):

1. Click Browse Service Catalog on main menu bar

2. Select Computer Equipment

3. Select Request New Hardware

4. Select the appropriate option for the equipment needed

5. Attach ITSD Purchase Request Form & Quote using the *Attach* link and complete all required fields in the ticket. Click Submit to submit the request.

Equipment

Having the right technology (both hardware and software) is a critical component to team member success. The State provides workstations for most team roles, either on an individual or team basis. Seven technology profiles were outlined above to aide supervisors in determining the eligibility for distributed work and the basic technology needs of each type of position. Additional detail around standard state-issued devices are below.

State Devices
- State Desktop
    - Stationary computer/monitor/keyboard/mouse
    - 2 variations - standard configuration/specialized configuration
    - Manufacturer/Model of equipment determined by agency standards
- State Laptop
    - Mobile device
    - Mouse/Keyboard/Monitor/Docking station (possible but depends on hoteling configuration)
    - 2 variations - standard configuration/specialized configuration
    - Manufacturer /Model of equipment determined by agency standards
- State Tablet
    - Mobile device
    - Mouse/Keyboard/Monitor/Docking station (possible but depends on hoteling configuration)
    - 2 variations - standard configuration/specialized configuration
    - Manufacturer/Model determined by agency standards
- State Phone
    - Carrier determined by location and based upon contract
    - Earbuds included with phone
    - Manufacturer/Model determined by agency standards

Personal Devices

Team members may use personal devices to perform work. This may be done by request of the team member. This is known as Bring Your Own Device (BYOD).

Any personal device connecting to state resources should be running an operating system (OS) that is under support of the OS manufacturer, is patched to the latest patch level and has current vendor supported AntiVirus/AntiMalware software with the latest updates. In such circumstances, the team member must be provided with the conditions and expectations regarding his or her personal device(s), including but not limited to maintenance of appropriate operating systems, appropriate standards of connectivity (cloud based, VDI or other as designated by agency IT) and equipment liability. Such conditions and expectations can be outlined in an agency policy or documented specifically to the member relative to his or her situation.

State IT help desk agents are available to assist with connections to WiFi in state locations. Other personal device support should be obtained from an appropriate professional at the expense of the team member.

Internet Connection Minimum Recommendations

The minimum internet connectivity recommendations for a distributed team member to use VDI, VPN, or a soft phone are below. Team members who work in an alternative work location or in a hybrid environment are responsible for maintaining connection during the work day to accomplish their responsibilities. If an outage occurs they must find alternative ways to maintain connectivity, even if this means returning to a state office location.
- Bandwidth/speed: 3 megabytes download and 1 megabyte upload
- Latency/delay: 75 milliseconds or less in network latency (This is "ping" on a speed test.)

Check your internet speed here: https://www.speedtest.net/

These minimum recommendations are for a single team member (one person per internet connection) to have the ability to connect and experience acceptable computing responses and voice clarity. This is for guidance only and other factors may impact performance such as multiple devices/users using the same internet connection, the streaming of audio/video or the use of other applications that consume the internet connection bandwidth/speed.

Satellite internet connections are not supported with use for VPN.

Printers/Scanners

Agencies should encourage paperless processes to reduce the need for printing/scanning. Each agency will determine the business need for printing/scanning outside of a state office location.

Additional Monitors

Allowance of additional monitors utilized outside of a state office location will be determined at the agency level. If a monitor is intended for use with personal equipment, state IT technicians will not install drivers on said equipment.

Equipment Distribution

Each agency will determine the distribution method for equipment to team members not located in state office buildings or facilities, in consultation with state IT offices.

Expectations of IT and Team Members in Regard to Support

State IT technicians will not enter alternative work locations nor provide support on team member-owned equipment. Support of state-owned IT equipment should follow agency and division policy and procedures.

Equipment Training Recommendations

Technical training and self-help resources are available here.

SPACE CONSIDERATIONS & PLANNING

This section will help agencies consider space use and management concepts in a distributed team workplace environment and the related models currently developed and utilized in the professional world. It contains a foundation of common dynamics related to space management, distributed team member "in-office" presence and office design and development.

Employing the most current statewide data on full-time team members, office space square foot statistics and interior furnishings and modular furniture – a systematic assessment of space and cost factors were developed in relation to a potential implementation of distributed teams within the State of Missouri.

This foundation was applied in the development of universal standards for distributed team member workstations and associated common work areas. Metrics related to team member scheduling and space needs were also developed.

Furthermore, potential underlying needs related to creating new distributed team space and work areas were evaluated, including workspace use standards, scheduling, cleaning/sanitization. A variety of space planning tools are available for department and division level planning here.

Some organizations have been able to more than double occupancy or realize proportionally equivalent cost savings with appropriate strategic planning for space. Organizations that realize the largest reduction in office space and costs address the following four areas:
- Maximizing the percentage of the workforce who work in a distributed team environment;
- Allowing eligible distributed team members to work in an alternative location a significant portion of the work week;
- Approaching individual workspace Usable Square Feet (USF) frugally;
- Having a structured and enforced hoteling program.

The federal Office of Personnel Management (OPM) data suggests that successful implementation of alternative work locations and hoteling at the large government level is an evolutionary process of refinement over a 5-10 year period. Due to the large scale of the federal government, it is believed to be the best high-level indicator of what distributed teams space in the State could look like in the future.

Sixty-five percent of workers at OPM described working in alternative work locations on a routine basis. Within this group, team members were able to select more than one option, but the data is nonetheless interesting to consider.

- o 34% work at an alternative work location 3 or more days per two week period;
- o 26% work at an alternative work location 1-2 days per two week period;
- o 6% work at an alternative work location no more than once each month.
  - This combination of office and distributed work is a common approach for many positions in both public and private sectors.
- 45% work in alternative work locations on a 'situational' basis; less quantifiable than any planned, recurring basis.

A 2011 study by Knoll design firm of 40 distributed team organizations spanning 11 different industries, resulted in the following findings:

- 2.3:1 average FTE to desk ratio
- 9% of FTE maintained a private, individually assigned office
- FTE:desk ratio for specific groups who frequently work off-site can be as high as 20:1. The proper FTE:desk ratio can only be determined by identifying the number of distributed team members and how frequently each can and should work outside the office.

Hoteling

Hoteling involves workspaces that are shared, rather than individually assigned. This approach to space planning involves a structured scheduling system in which workstations are reserved in advance by request and assignment, or on a standard rotation. Hoteling workstations are typically smaller than individually assigned cubicles.

Three consistent best practice themes emerged from research on organizations utilizing hoteling:

- The number of people working in alternative work locations full time equivalents (FTE) has a direct impact on appropriate levels of office space hoteling.
- Appropriate levels of distributed work (and therefore hoteling) are largely dictated by the overall nature of the work that positions in an organization perform.
- The number of days team members work in alternative work locations is as important to shared workspace decisions as the number of FTE who work alternative work locations.

Use of hoteling, hot desking, and/or touchdown stations (all defined in the glossary) have been accompanied by reduced Useable Square Feet (USF) ratios per team member, in part due to the smaller size in addition to fewer workstations. One finding indicated in the early 2000's USF for some organizations went from 200-400 per team member, down to 190 in 2011, and down again to approximately 60 USF by 2017. As result, to realize maximum impact in space savings, not only should we increase the number of team members working at alternative locations, we need to downsize individual workspaces as well.

When shared workspace is implemented, it usually becomes the predominant portion of office space. Use of individually assigned offices or cubicles tends to range in the 5-40% range, with the remainder being devoted to shared workspace.

Implementation of alternative office space has met a variety of results. Organizations that have seen the most early and prolonged success share a few traits:
- Thorough advanced planning;
- A top-down understanding of the transition to increased distributed teams work and office space reduction is an evolutionary process rather than a one-time event;
- Within the organization or network of organizations, setting goals associated with distributed work and office space promotes engagement and ownership at all levels. This also keeps data-driven quality assurance and continuous improvement at the forefront.
- Hoteling programs that are structured, understood by all levels of the team, and enforced.
  - Many failures related to hoteling were the result of a lack of oversight and enforcement of established rules and guidelines.

Hot desking can be an effective supplement to shared workspace, but not as the primary component. If overdone, hot desking can result in chaos – team members show up and have nowhere to work, due to lack of structure or scheduling. However, some 'drop-in' work areas to accommodate unexpected situations have proven to be beneficial for other organizations.

'Touchdown' spaces are sometimes as small as 20 sq. ft. The proportion of touchdown spaces ranges significantly between organizations from very few, up to a number that can accommodate 30-40% of the workforce. Touchdown spaces can be a safeguard during implementation of hoteling, allowing more flexible capacity within a smaller real estate footprint while team members get accustomed to sharing space.

It should be expected that early attempts at redesigning office space will not always be optimal. Lessons will inevitably be learned with experience and the ability to work effectively in a distributed team environment takes time.

Collaboration Areas

Depending on the nature of work, some organizations opt to implement open collaborative work areas, rather than shared individual workstations. These areas allow several team members to work in a small area that typically lack walls or partitions.

A hybrid can be achieved, through individual workstations adjacent to each other with low walls which can promote interaction while maintaining a level of privacy. The determination of the best utilization of space relies much on the level team members need to interact with each other to accomplish the goals and mission of the organization.

GLOSSARY

Ad-Hoc Flextime: A team member has a set start and end time that meets the personal needs of the individual and the needs of the agency, but deviates from normal times on an occasional basis. An example would be a team member leaving early on one day for an appointment or family event but working later on another day within the work week or may consist of leaving for brief period during the workday, but working later that day to account for the time. Such situations are not typically formalized other than appropriate communication between the team member and the supervisor.

BYOD: Bring your own device. This term reflects the use of personal equipment for the purpose of accessing State of Missouri resources. This can include, but is not limited to, personal computers, laptops and phones.

Compressed Workweeks: A team member works ten hours per workday, reducing the workweek to four days a week or works 4 nine-hour workdays, and 1 four-hour work day or some other combination to make up a full work week.

Distributed Team Member Equipment: Equipment required to perform job functions away from the typical office location.

Distributed Work: For the purposes of this report, these terms are interchangeable and denote working from any environment outside the office for the workday.

Global Protect: Global Protect is the VPN client used by consolidated users. Global Protect allows users to securely tunnel all traffic from a user's computer back through the state network to ensure all browsing is inspected and traffic with state resources is isolated.

Hot Desking: The practice of incorporating unassigned workstations which are occupied by team members on a "first come, first serve" basis – no structured rotation or assignment. As with hoteling workstations, these workspaces are typically smaller than individually assigned cubicles.

Hoteling: The practice of incorporating workstations which are shared, rather than individually assigned. Unlike other terms below, hoteling involves a structured scheduling system in which workstations are reserved in advance by request and assignment, or on a standard rotation. Hoteling workstations are typically smaller than individually assigned cubicles.

Hotspot: A wireless access point that can be used to connect a device to the Internet. Typically, this is associated with a mobile data provider. A hotspot can be a cell phone, USB device, or other.

Job Sharing: Two team members each work 20 hours per week to fulfill a full-time position.

ISP: An Internet Service Provider is connectivity in the form of cable, fiber, DSL, wireless radio or satellite. Connections to a home or business are provided this way. Examples of providers include Mediacom, Centurylink, CoMoConnect, Suddenlink, Charter, HughesNet, and RadioWire.

MiFi: A MiFi is a mobile Wi-Fi hotspot requiring cellular signal to provide Internet to the user(s).

Reduced Work Schedule: A team member works less than forty hours to fulfill a critical portion of a position and receives a pro-rated amount of salary for the time worked. For example, a team member may be reduced to .80 FTE (80% time) fulfilling 80% of the position duties and receive 80% of the salary for the position.

Overtime categories:
- Overtime Category 0: Team members in this category do not earn any overtime compensation. This includes top level supervisory, managerial and administrative staff and persons employed in very responsible professional, technical or consultative capacities who do not normally receive overtime compensation except in unusual circumstances as determined by appointing authorities.

- Overtime Category 1: Team members in this category earn compensatory time at straight-time for hours worked beyond 40 in a workweek. Other supervisory, professional, technical and related positions that are compensated for overtime at a straight time rate.

- Overtime Category 2: Team members in this category earn compensatory time at time-and-one-half for hours worked over 40 in a workweek. This includes all team members not otherwise defined in overtime category 0 or 1 above.

RSA Token: RSA is a Dell company that manages rolling codes for multi-factor authentication (MFA). There are three factors a user can have to authenticate – what you know, what you have, and what you are. MFA is the process of requiring at least two of these factors. The codes on the "token" is what a user enters for validating their identity. These codes change every 30-90 seconds to limit the time a user has to enter in a valid response. The token can be a hard token or a soft token. A hard token is a small device that continually displays a code. A soft token is an application that can run on a phone or computer. Once a user registers a device through the application that particular device must be available in order for the user to validate their identity.

Scheduled Flextime: A team member works eight hours per workday over a five-day work week, but there is flexibility in a team member's set scheduled starting and ending times. Some team members, due to family or personal obligations or preferences, work very early in the morning and leave earlier in the afternoon. Other flextime team members may prefer or need to start later in the day and work into the evening.

Single Number Reach (SNR): Programming done in the state's Voice Over IP (VOIP) system to associate a cellular device with the user's work number. When SNR is enabled, a user can transfer active calls from a desk phone to a cell phone and also from a cell phone to a desk phone without disconnecting the call. When a user's desk phone is called, SNR also allows the cell phone to ring after a couple rings on the desk phone so users can take calls on the go. If the call is not answered by the cellular device it will fall back to the user's desk phone voicemail.
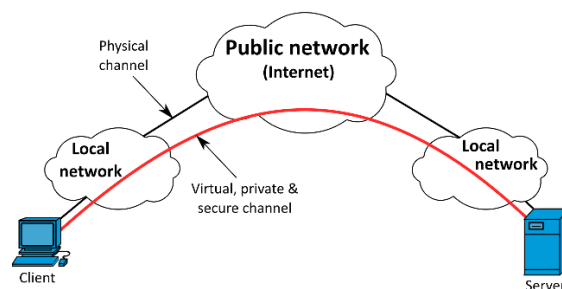
Soft Phone: A soft phone is a software representation of the desk phone on the user's computer. It provides the same functionality as the physical phone and gives the flexibility of taking calls while connected to VPN. Soft phones require IT to install the software and configure it accordingly. If a soft phone is needed for the user to operate, please click here to request access.

Split Workdays: A team member has variable start and end times with intermittent spacing to allow for attendance to child or other dependent care responsibilities. This may involve a team member who works three hours in the morning, breaks for an hour, then work two hours and breaks again for another hour, then works an additional three hours.

Touchdown Spaces: Sometimes used interchangeably with 'Hot Desking'. These provide temporary workspace on an as needed, when needed basis for shorter periods of time than a hoteling schedule system is intended to accommodate. These work areas are small, with very basic necessities – e.g. power, desk surface, chair, trashcan, and perhaps a phone.

VDI: Virtual desktop infrastructure (VDI) is defined as the hosting of desktop environments on a central server. The specific desktop images run within virtual machines and are delivered to end clients. The client device can be a PC, tablet, or thin client terminal.

VPN: A virtual private network (VPN) extends a private network across a public network and enables users to send and receive data across shared or public networks as if computing devices were directly connected to the private network.

WiFi – WiFi is the use of over-the-air network connectivity to connect to the Internet.

Sources:
https://www.bls.gov/cps/cpsaat08.htm
www.gsa.gov
https://www.telework.gov/reports-studies/reports-to-congress/2019-report-to-congress.pdf
https://siepr.stanford.edu/sites/default/files/publications/SIEPR%20Policy%20Brief%20June%202020%20v04.pdf