

COHORT 2021

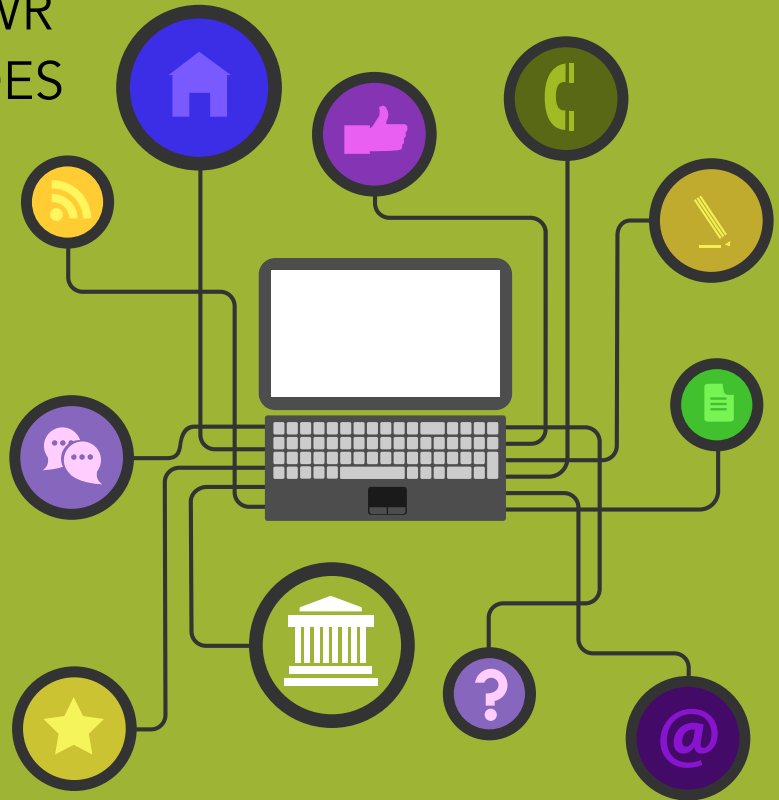
TEAM 3: TELETEAM

"Make Telework Work"

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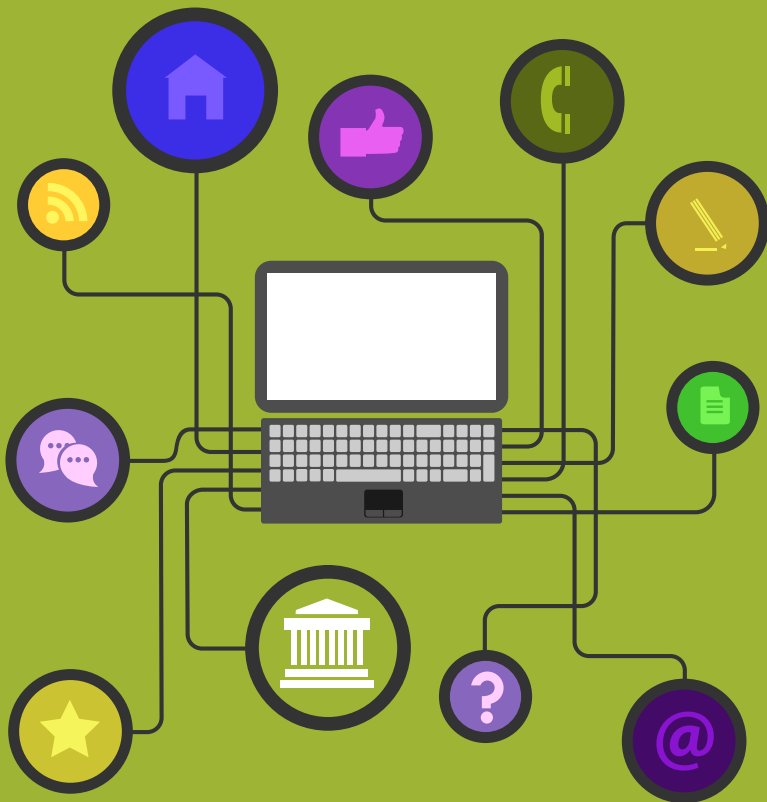
Rich Zmuda, DWR

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URGENCY STATEMENT: California's overnight telework transformation of government services underscored the need for cultivating an agile and adaptable work culture that embraces innovation. Easing COVID-19 restrictions in mid-2021 is injecting renewed uncertainty about the state's workforce policies and threatens to undermine the productivity gains achieved through telework.

PROBLEM STATEMENT: The COVID-19 pandemic detonated worldwide in early 2020 and forced the California state government to hastily adopt remote work operations (telework). Almost literally overnight the pandemic forced government leaders to overhaul on the fly long-standing work policies and procedures from primarily on-site operations to remote work processes. This unplanned transformation resulted in a patchwork quilt of inconsistent and often confusing telework approaches across state government operations that stirred conflicts within the state's workforce and interfered with effective delivery of state services.



MOONSHOT: The shift toward remote work (i.e., work that takes place away from the office) is happening much sooner than anticipated. Government organizations are inadequately prepared for the increasing necessity of tele-work employment. Organizations need solid remote employment best practices in order to adapt to needs of the current environment and the ways work itself is changing.