

STATEWIDE COOP AAC MEETING MINUTES

Date: August 11, 2020

Time: 8:30 AM

Facilitator: Lori Gorman, Dept. of Technology and Information

SEE ATTACHED PPT SLIDES

Event Statistics:

146 Attended representing approximately 71 different Divisions

Polling Question responses:

1. How useful was your COOP plan during this event?

| | |
|-----------------------------------------------------|---------------|
| A. Very Helpful | 25/138 (18%) |
| B. Somewhat helpful | 53/138 (38%) |
| C. Needs Work | 21/138 (15%) |
| D. What COOP plan?- did not use at all | 2/138 (1%) |
| E. We have not yet started/completed a COOP project | 4/138 (3%) |
2. On average, how often were most of your employees working remotely?

| | |
|-------------------------------------------|---------------|
| A. None, all staff reported to the office | 4/138 (3%) |
| B. 1-2 days a week | 8/138 (6%) |
| C. 3 or more days a week | 68/138 (49%) |
| D. Rotating schedule | 19/138 (14%) |
3. Overall, how productive would say your staff has been while working remotely?

| | |
|-------------------|---------------|
| A. Below Average | 3/138 (2%) |
| B. Average | 38/138 (28%) |
| C. Above average | 54/138 (39%) |
| D. Does not apply | 3/138 (2%) |
4. What percentage of your work force were unavailable due to COVID-19?

| | |
|-------------------------------------------|---------------|
| A. Less than 10% | 47/138 (34%) |
| B. 11%-30% | 11/138 (8%) |
| C. 31%-50% | 4/138 (3%) |
| D. No impact to staff availability at all | 32/138 (23%) |

Q&A Responses:

- Q-** How did most organizations deal with staff who have been tested for COVID and had contact with a person with COVID but the tests results were delayed? To clarify, if one staff was out with possible COVID, what steps were taken for other staff that had been in contact with them. Especially since some tests take over two weeks to get a result and by then, even if the staffer tested positive, it may be too late.
- A-** Please refer to the Coronavirus FAQ's <https://dhr.delaware.gov/personnel/faq/DHR-COVID19-FAQ-StateofDelaware.pdf> Agencies should speak with their supervisor and HR team for reporting protocols.
- Q-** Tony: Can you speak more to the details of half of organization working in office half in and half out. Did the groups Alternate?
- A-** (Tony Lee/ DEMA) Yes, the groups alternated. Staff was separated into two groups that would cover all necessary functions and half work in the office one week and then work remotely the next week.
- Q-** Were there any State organizations that officially closed (temporarily) due to this event?
- A-** (Nadia Townsend/ Judicial) Although not a state agency, the Legislature shut down for a while; the Judicial branch has a combination of one week in one week remote. IT group is alternating days (2-3 days in the office, and 2 days remote each week).
- Q-** Staff continue to have issues with childcare. Will there be any additional supports provided for those staff?
- A-** DHR continues to monitor this situation as it relates to childcare/schools. Currently, DHR is reviewing several options. Once decisions are made, DHR will make notification of any changes.
- Q-** Can you tell us how an agency can source plexiglass for cubicles. Front desks?
- A-** (Doyle Tiller/ DMF) Organizations need to follow their normal purchasing procedures. Different agencies have varying procedures for procurement and there is not a single source for acquiring plexiglass.

Q- What are some of the challenges that organizations have felt with transferring to a remote work force?

A- (Nadia Townsend/ Judicial) Our challenge has been in training the Judicial Officers on the new technology.
(Lori Gorman/ DTI) Definitely a challenge for many people. I have struggled to learn the differences between using Skype vs. Zoom vs. WebEx and constantly jumping between the three.

Q- Where can we access the Guidance Plan document?

A- The Returning to the Workplace Guidance for Management has been shared with each Cabinet Secretary. This was a guidance for agencies to consider when establishing their own agency plans for Returning to the Workplace. Each agency will have individualized needs; therefore, the document will be tool for consideration.

Q- Is there a template available for the After-Action Report?

A- (Lori Gorman/DTI) A word template for the After-Action Report is included with these minutes. This template includes a synopsis of the event, objectives for responding to the event, and sample lessons learned from the speakers at today's event. Each organization should update the report with their specific information. It is requested that a copy be provided by the end of September for inclusion in the Statewide COOP report.

Q- What were some of the Challenges that impacted the COG?

A- There were no significant challenges that impacted the over-all continuity of Government. Thanks to the diligent commitment to continued operations for within all organizations and the partnerships with DTI to meet the technological needs, no organizations were unable to continue to provide critical functions.

Q- Do you have a break down of, or can you give your best estimate on, what percentage of the executive branch is currently working from home, hybrid (part of staff in the office, alternating schedules), or fully in person?

A- No official tracking exists. See Poll Question 2 for estimate.

Q- How does DTI recommend keeping computer equipment (keyboards/mouse) in common areas clean? The wipes I've seen are very "wet" which concerns me around electronics. Cleaning supplies are in high demand and hard to find. Does DTI recommend UV lamps/wands?

A- There is no standard recommendation available. However, DHR contacted our copier vendor and they suggested taking a paper towel and lightly spraying disinfectant spray on the paper towel to clean off copiers including paper trays and keypads. OMB has been using Lysol wipes with the excess liquid squeezed out. Although there is scientific support for using UV Lamps/wands, this equipment can be expensive, and it is up to the agency at hand to respond according to their resource availability.

Q- Cherie mentioned that DHR had closed down its refrigerators. As more employees come back to on-site working, what are the recommendations about refrigerators, microwaves, coffee machines, water coolers? Most employees will be bringing their lunch.

A- DHR has informed staff to allow employees to bring lunchboxes as needed.

- **Attached PPT Presentations**
- **Attached AAR Template**


Statewide COOP After-Action Conference

This meeting will begin shortly.
All attendees are in listen only mode.
Please contact the host using the chat feature if you wish to be un-muted.

1

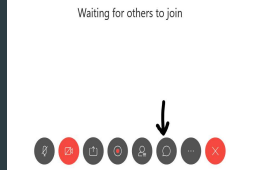
Tips & Tricks WebEvent Features

Waiting for others to join



Use the Participant Icon to Display names of participants

Waiting for others to join

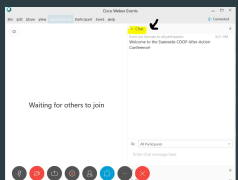


Use the Chat icon to display the chat feature and communicate with the Host.

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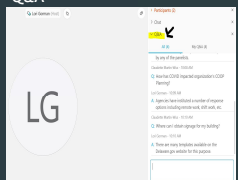
Tips & Tricks

Chat



Use the Chat feature to notify host of presentation or audio-visual issues or over-all conference inquiries.

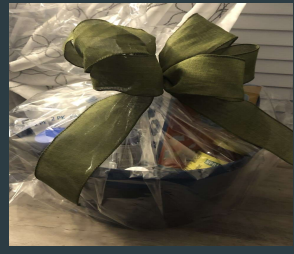
Q&A



Use the Q&A feature to ask questions to the presenters about topic related materials.

3

Stick around to the end for a raffle- COVID-19 Survival Kit



Contents:

- Tissues
- Disposable Masks
- Clorox
- Hand Soap
- Hand Sanitizer
- Vitamin C
- Toilet Paper
- Playing Cards

*All items donated by members of the planning committee, no state funds were expended on this item

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Objectives:

- Discuss various COOP response methods that were used by State organizations during this event.
- Review Lessons Learned by participating organizations to create a shared understanding of the varied experiences throughout the state.
- Create a shared set of incident specific COOP objectives for the state:
 - Maintain critical processes
 - Provide a healthy and safe work environment for staff
 - Meet the changing needs of the public and staff
- Draft an initial After-Action Template to be used by individual organizations.

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Agenda

| Time | Item | Owner |
|-------|--------------------------------------------------------------------------------------------|-----------------|
| 8:30 | Sign-in | Attendees |
| 8:40 | Opening Remarks | DEMA |
| 8:50 | Timeline of COVID 19 | Christine Beste |
| 9:05 | Continuity of Government | Tony Lee |
| 9:35 | Break | 10 minutes |
| 9:45 | Agency Responses: | |
| | • Dept of Human Resources: Cherie Dodge-Bacon, Deputy Principal Assistant | |
| | • Dept of Technology and Information: Justin Day, Chief of Partner Services | |
| | • Dept of Labor: Erich Heintz, Information Systems Manager | |
| 9:45 | • Dept of Education: Patches Hill, Director of Technology Operations | |
| | • Department of Facilities Management: Doyle Tiller, Indoor Air Quality Control Manager | |
| 11:15 | Break | 10 Minutes |
| 11:25 | Developing an After Action Report | |
| | • Review Lessons Learned | |
| | • After-Action Template • Improvement Action Plan | Lori Gorman |
| 11:55 | Closing Remarks- raffle | Harvey Velott |
| 12:00 | Conference Adjourned | |

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Opening Remarks

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- ## Continuity of Government
- Continuity of Government (COG)
 - Three Branches of government provisions to maintain operations
 - DEMA coordination with Cabinet – address COOP/COG concerns.
 - Governor communications with community & state workers through media and social media
 - Reconstitution and COG/COOP

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10 Minute Break

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- ## COOP from Different Agencies
- [Department of Human Resources](#)
 - [Department of Technology and Information](#)
- Poll #1
- [Department of Labor](#)
 - [Department of Education](#)
- Poll #2
- [Facilities Management](#)

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10 Minute Break

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State of Delaware

Department of Human Resources

Overview of DHR's Continuity of Operations Plan Related to COVID-19

1

Department of Human Resources
DELAWARE

MISSION: To attract, develop, and retain an engaged and diverse workforce while fostering a healthy, respectful, safe and productive work environment for those whom we serve.

VISION: A global best practice in the delivery of human resources services.

About DHR

The Department of Human Resources is comprised of 271 employees in 16 HR-centralized Executive Branch agencies.

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2

DHR's Continuity of Operations Plan Instituted

On March 13, 2020, Governor John Carney issued a State of Emergency declaration to prepare for the spread of the COVID-19 pandemic.

In February 2020, as the state prepared for the potential spread of COVID-19, DHR began implementing its agency COOP plan. As the situation remains uncertain, DHR continues to modify operations as needed.

- COVID-19 Impacts on the Workplace
- Policy, Procedures and Guidance
- Statewide Benefits Office
- Public-Facing Operations

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Operational Response

- **COVID-19 Impacts on the Workplace**
 - Collaborated with the Office of the Governor and Executive Branch agencies policies/procedures
 - Shared information with the Legislative and Judicial branches and Elected Offices
- **Policy, Procedure and Guidance**
 - COVID-19 HR Frequently Asked Questions
 - COVID-19 Leave Policies
 - Telecommuting Policy
 - Child Care Verification Forms and Travel Authorization Letters for Essential State Employees
 - Job Interview Guidelines Under COVID-19
 - Returning to the Workplace Guidance/Plan

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Operational Response

- **Statewide Benefits Office**
 - Providers Expand Program Offerings
 - Expanded EAP services
 - Increased Communication to all employees and pensioners
- **Public-Facing Operations**
 - Applicant Testing Facility
 - Virtual public meetings
 - SEBC including Financial Sub-Committee, Health Policy and Planning Sub-Committee
 - Step 3 Grievance Hearings and Pre-Arbitration Meetings
 - Statewide Labor Management Committee
 - Union Negotiations
 - Hall of Fame of Delaware Women Committee
 - She's On Her Way Sub-Committee
 - Delaware Women's Coalition
 - SECC Steering Committee

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Internal/External Communications

DHR's communication efforts focused on providing COVID-19 related policies and guidance, understanding the needs and concerns of DHR staff, sharing resources available to state employees, and attracting talent.

- Virtual Platforms
- Conference Calls
- Help Desk/Hotlines
- SBO Communications
- Email
- Surveys
- Intranet/Internet

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Internal/External Communications

- **Virtual Platforms**
 - Utilized WebEx and Skype
- **Conference Calls**
 - Staff Meetings
 - Leadership Meetings – 2x per day
 - HR Leads Meetings – daily
- **Help Desk/Hotlines**
 - SBO Benefit Questions
 - Employee Relations Hotline
 - Talent Acquisition Applicant Services
- **SBO Communications**
 - Open Enrollment
 - Your Benefits and COVID-19 (dhr.delaware.gov/benefits/covid-19/)
 - Healing and Wellness Resources (dhr.delaware.gov/benefits/behavioral.health)

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Internal/External Communications

- **Email**
 - Employee Relations Dedicated COVID-19 FAQ Mailbox
 - Cabinet Secretary Communication with Staff
- **Surveys**
 - Telecommuting
 - Returning to Work
 - Post Open Enrollment
- **Intranet/Internet**
 - Ben Rep Website (internal communication)
 - DHR Financial Wellness (dhr.delaware.gov/financial-wellness)
 - DHR COVID-19 HR Resources Landing Page (dhr.delaware.gov/covid19)

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Critical DHR Processes Impacted

DHR worked to minimize operational impacts; however, some areas of our agency's work needed to be adjusted to ensure the continuity of our operations.

- Open Enrollment
- Talent Management
- Talent Acquisition
- Expense Tracking
- Training
- SECC
- Events

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Critical DHR Processes Impacted

- **Open Enrollment**
 - Help Desk – worked remotely using Jabber software to answer calls
 - Health Fairs cancelled
- **Talent Management**
 - Analyzed impact of federal legislation such as the Families First Coronavirus Response Act (FFCRA) and Coronavirus Aid, Relief, and Economic Security (CARES) Act, State of Emergency orders and modifications and guidance from the Centers for Disease Control and Prevention (CDC) and Delaware Public Health (DPH)
 - State and Federal Paid Emergency Leave
 - Classification and Compensation team expedited reclassifications of 90 positions for DHSS related to COVID-19
- **Talent Acquisition**
 - Guidance for interviewing during COVID-19
 - Increased utilization of online platforms for advertising health care positions
 - Expedited posting for critical positions
 - Consolidated applicant testing facilities to one location

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Critical DHR Processes Impacted

- **Expense Tracking**
 - Group Health Insurance Plan (GHIP)
 - Overall COVID-19 Costs
- **Training**
 - Transition from In-person to Virtual
 - Additional Training Courses Added to the Delaware Learning Center
- **State Employees' Charitable Campaign (SECC)**
 - Promoting Virtual Fundraising Events
 - Creating Videos for Participating Nonprofits to Replace In-person Presentations
- **Events**
 - Women's Hall of Fame Event
 - Annual Governor's Award Ceremony traditionally celebrated during National Public Service Recognition Week

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Challenges

DHR experienced many challenges early in the pandemic; however, through collaboration with other state agencies many of these challenges were overcome. The challenges that remain are opportunities for DHR to enhance its future preparedness.

- Technology
- Communications
- Operations

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Challenges

- **Technology**
 - **Laptops**
 - Borrowed some from DTI but not enough for all staff
 - Personal computer equipment still being used by some DHR employees
 - 77.8% of DHR staff did not have state-issued laptops; however, of those, 75% were willing to use their personal computer to telecommute*
 - Staff accustomed to using two monitors found it challenging to work on a laptop or with a single monitor.
 - **Cell Phones**
 - Personal cell/home phones still being used by DHR employees
 - 10% of DHR staff have state-issued cell phones; however, 78% of those were willing to use their personal cell/home phone to telecommute*
 - **VPN Access**
 - IT support for personal devices
 - 7.6% of DHR staff do not have broadband access in their area*
 - **Virtual Platforms**
 - Learning to use WebEx and Skype quickly created some challenges including audio/video when utilizing VPN
 - **Printers**
 - Employees either did not have printers at home and/or supplies need to print necessary items.

* DHR survey conducted March 17, 2020

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Challenges

- **Communications**
 - DHR updated policies, procedures and guidance; however, due to the timing of the release of information from the federal/state governments, often supporting documents were completed after the federal/state information was released.
- **Operations**
 - Onboarding of new hires
 - Personnel files are in paper format; electronic files are necessary to improve remote accessibility and efficiencies
 - Mass Mailing Support

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Reconstitution Plan

Each Division within DHR established division-specific Return to the Workplace plans based on DHR's Returning to the Workplace Guidance for Management.

- People
- Places
- Safety

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Reconstitution Plan

- **People**
 - Each division created a Returning to the Workplace Plan
 - Employees were provided plan and survey
 - 22.8% of DHR staff indicated they would be very comfortable returning to the workplace, while 14.8% would be very uncomfortable*
 - Social Distancing
 - Updating how training will continue to be provided virtually
 - Utilize telecommuting when operationally possible
- **Places**
 - Insured proper signage is posted throughout buildings.
 - DHR worked with Facilities Management and outside vendors regarding plexiglass installation on cubicles, closing off common areas such as break rooms, limiting occupancy in conference rooms.
- **Safety**
 - Additional cleaning in office locations
 - 57.4% of DHR staff indicated they would be comfortable returning to the workplace if additional cleaning is provided. *
 - Supplied two washable masks to each DHR staff member
 - Provided additional cleaning supplies and has worked with State contract vendors.

* DHR survey conducted March 17, 2020

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Efficiencies Created/Identified

While DHR experienced some challenges, the agency also discovered efficiencies. Through the use of technology, many process improvements have been created or identified.

- Process Improvements and Efficiencies
- Recommendations for Process Improvements and Efficiencies

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Efficiencies Created/Identified

- **Process Improvements and Efficiencies**
 - Found efficiencies through process mapping and less printing.
 - The Office of Women's Advancement & Advocacy established/promoted virtual event celebrating Women's History Month
 - Electronic Signatures
 - Created efficiencies in Class/Comp: Successfully continued the Central Classification and Compensation (C/C/C) processes partly due to electronic signatures.
 - Facilitated policy execution
- **Recommendations for Process Improvements and Efficiencies**
 - Utilize Office365 Teams to improve collaboration
 - Create an electronic ticketing system to compile FAQs for employee reference
 - Consider securing a vendor to assist with distribution of mass mailings and package deliveries or obtain a P.O. mailbox
 - Accessibility to laptops for all who need to work remotely.
 - Many HR documents are still in paper files, productivity could increase if files were electronic. Currently, staff must come into the office to access files.

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DHR's Continuity of Operations Plan Continues

New situations present unique challenges; however, this unprecedented situation caused a disruption in the way in which DHR typically operates. As the uncertainty of the situation continues, DHR employees continue to be resilient and dedicated to those we serve.

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Contact Information

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Department of Human Resources

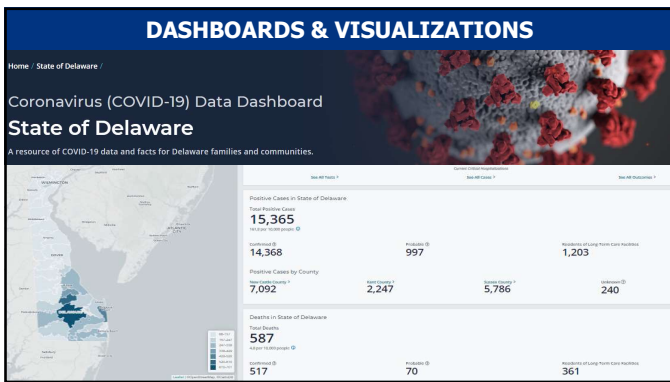
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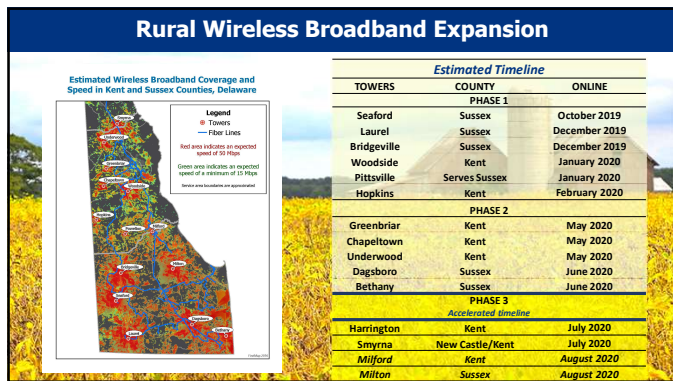
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Statewide COOP After-Action Conference

D. Patches Hill
Director, Technology Operations




1



What we did....

- Focused on Remote Access
 - VPN – Access to do the work
 - Phones/Voicemail – Access to continue to serve the public
 - Virtual Meetings – Engagement with our teams and those we support
 - Internet – Access for extended periods to provide services
- Internal COOP Meetings
- Increased Internal Leadership Meetings – Growth in focus
- Policy Reviews


2



Plans we made....

- VDI
 - App Dev, Infrastructure, other specific use cases, etc.
- Cloud - Office 365
 - Move away from our local shares and on network requirements for access
- ClassLink SSO
 - Employee but also Educator, Administrator, Student, etc.
- SoftPhone
 - Available not just via State VPN
- Schoology
 - Ability to deliver PD and Instruction remotely with integrations
- Mobile Workforce
 - Laptops vs Desktops – more mobility

3



After action items....

- Continuous IT modernizations
- Fire drills vs tabletops
- Policy updates
 - Move away from traditional approach
- Review of architecture – wholistic view of solutions

4



**Post CoViD9
Event Review**
August 11th, 2020



Office of Management and Budget
Division of Facilities Management

1

The Circumstances We Faced

1. An abrupt need to evolve into a telecommuting environment where possible
2. A need to be present on the job to serve customers
3. Less than fully tech-equipped staff
4. Multiple touchpoints with the public that could not be continued
5. A staff that included some with major chronic health problems and some with child/elder care responsibilities,

2

How We Responded

1. Telecommuting Suitability of Job Roles
2. Disrupting the presence of people at work
3. Insured preparation of work stations
4. Limit, adapt or change processes involving public interaction
5. Seek peer practices and coalesce where possible

3

Lessons Learned

1. Readiness
2. PPE Inventory
3. Hand Sanitizer
4. Enterprise communication
5. Human Resources Policies

4

“By failing to prepare, you are preparing to fail.”

BENJAMIN FRANKLIN

5

Questions ?

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