

The Opportunity for Improvement that Comes From the COVID-19 Pandemic

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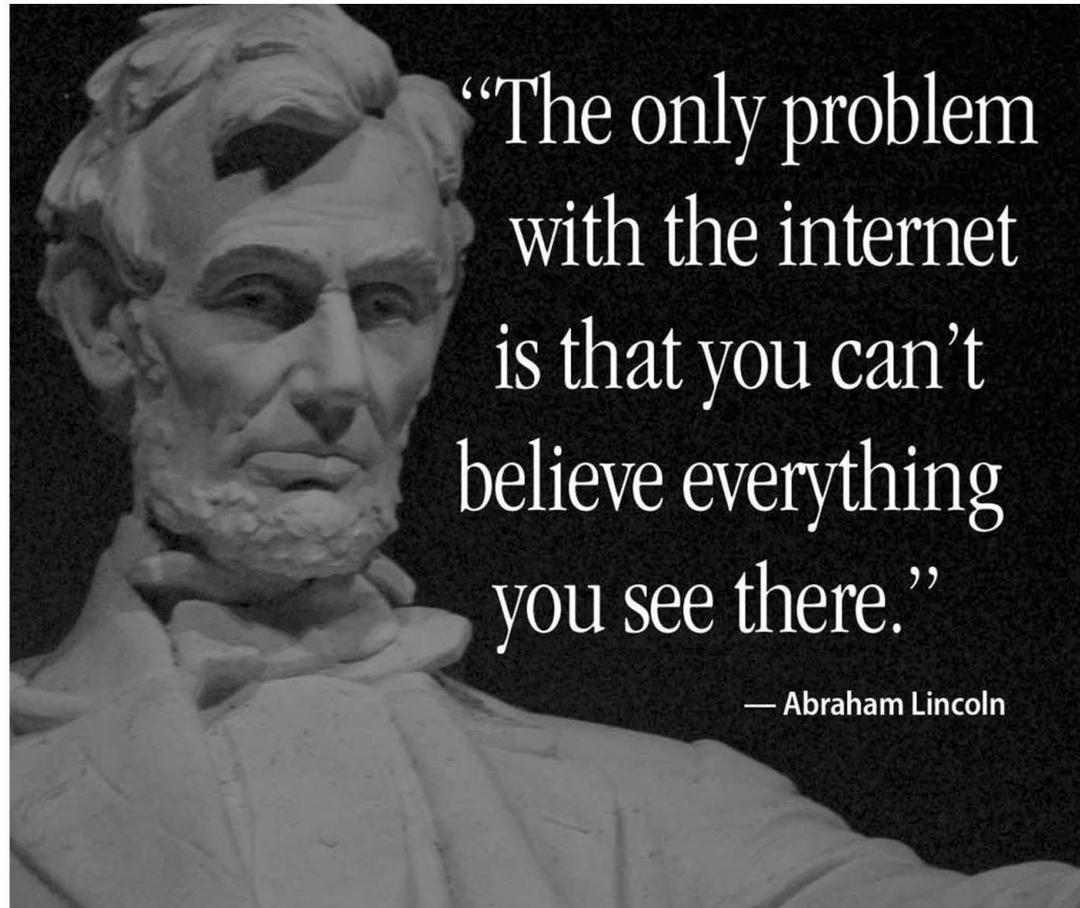
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KoaHills
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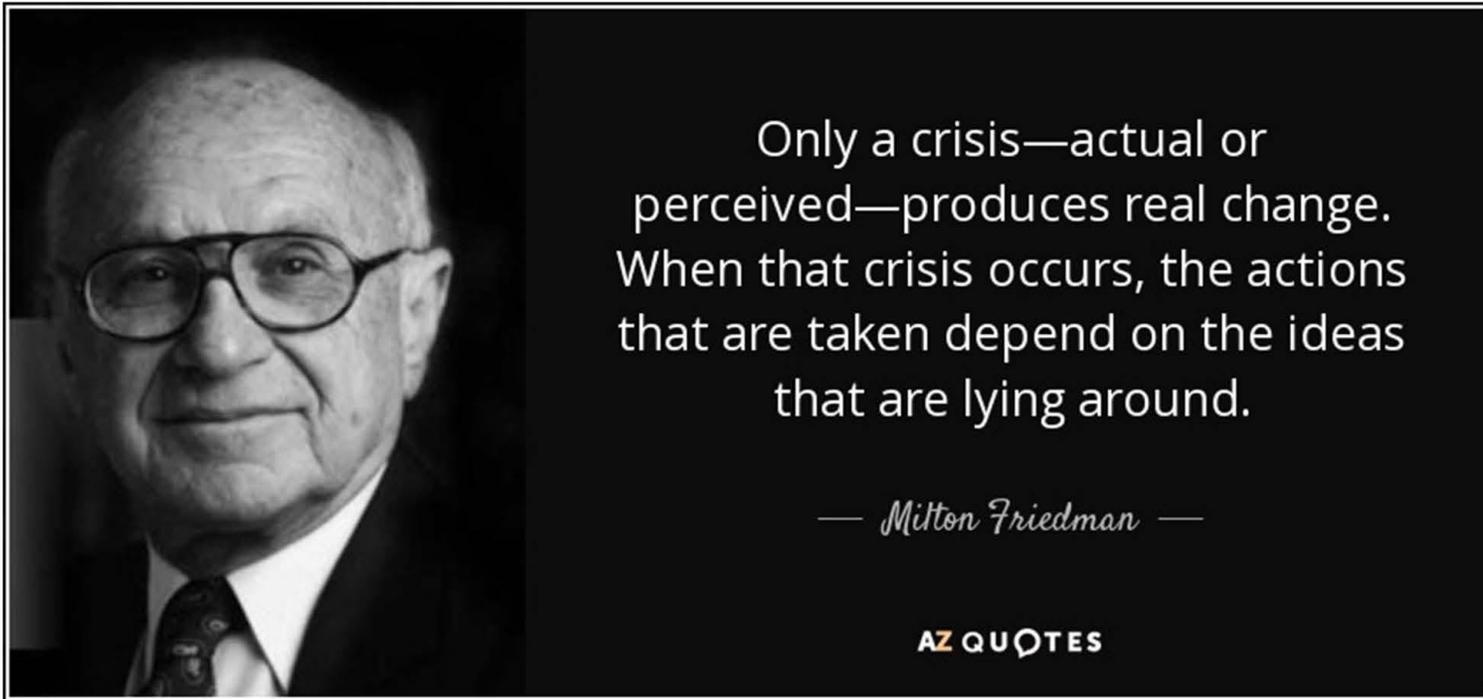
Before We Start



Auditors' Challenge

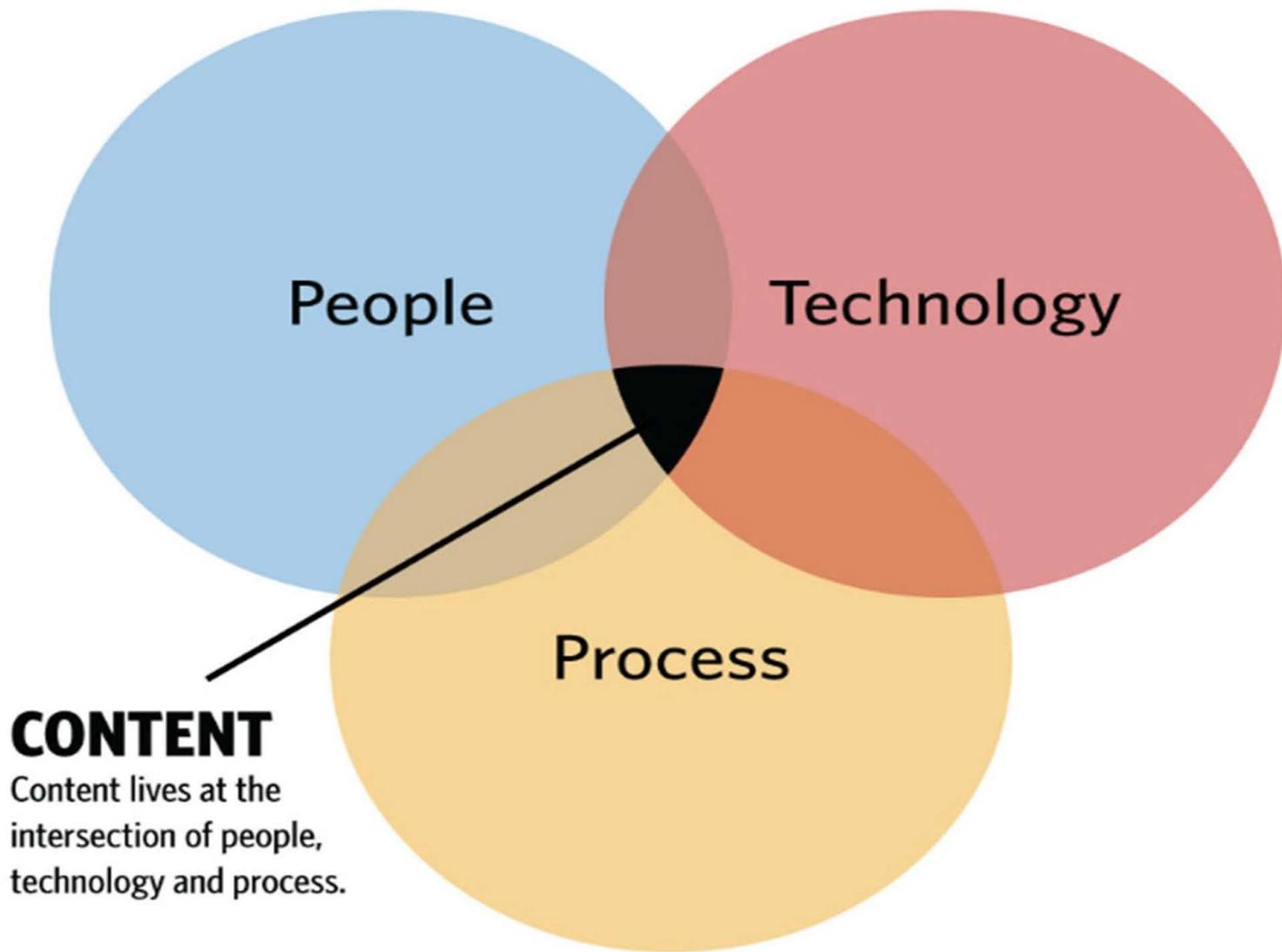


The Time for Change is Now



Agenda

- Provide an overview on how local governments can maintain productivity in a remote work environment, with particular emphasis on the impact to county auditor-controllers.
- People
- Process
- Technology



People



“A progressive company? Don’t make me laugh, Bob! I’ve never worked with so many stubborn neigh-sayers in my entire life!”



The Wall Street Journal 
@WSJ



From [@WSJopinion](#): Everyone wins in the shift to more remote work—maternity-leave advocates, employers, mothers and children most of all, writes [@EricaKomisarCSW](#)



Opinion | Covid-19 Hastens the Work-at-Home Revolution
Parents, children and employers are seeing personal and productive benefits.
[wsj.com](#)

1:15 PM · Aug 4, 2020 · [SocialFlow](#)









Dara Barrett @DaraSquires · Aug 4

The actual supervising of my children so they don't kill anyone I can handle like any 12 year old babysitter. But the feeding and cleaning while also working? It's crazy impossible. My kids have been destroying my house since March and I am worn out.



2



88



Craig Getting @MCgetting · Aug 4

Replying to @WSJ @WSJopinion and @EricaKomisarCSW
on behalf of my friends with kids: this take sucks



23



matt cole @mattyc_77 · Aug 5

The author has quite obviously never attempted distance-teaching a kindergartner while leading a zoom meeting



7



Joshua Decter @joshuadecter · Aug 5

Replying to @WSJ @WSJopinion and @EricaKomisarCSW

After one year of working at home, I predict that a large percentage of the US population will have gone insane.



Remote vs. Onsite

- When the current situation passes we must plan to ensure we are never caught off guard again
- Decide which positions are best suited for remote work
- People
 - Not everyone was designed to work from home
- Performance Management

Benefits

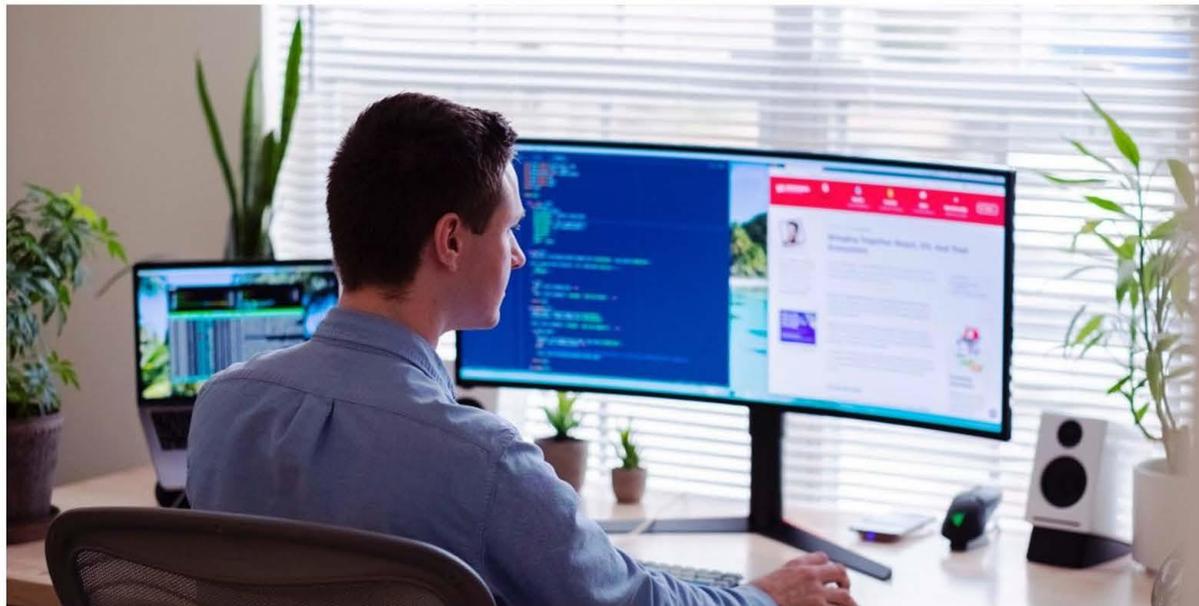
1. They'll waste less time commuting.
2. They'll be more productive.
3. They'll be happier.



Source: Entrepreneur

Benefits

4. It's easier than ever.



Source: Entrepreneur

Benefits

5. You won't have to pay for office space.
6. You won't have to pay for office supplies.



Source: *Entrepreneur*

Benefits

7. You won't have to pay for office snacks.

8. No more wasting time on useless meetings.



Source: *Entrepreneur*

Benefits

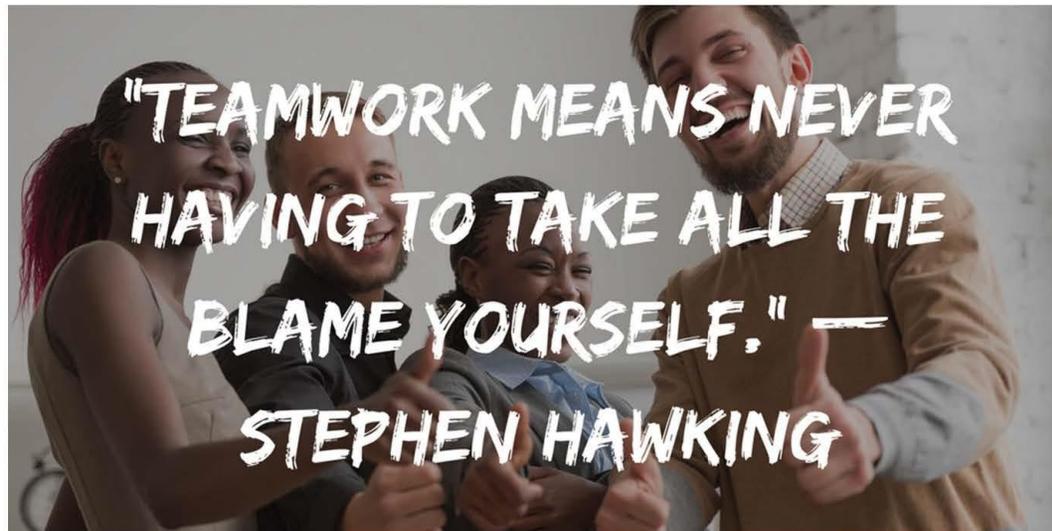
9. You can hire the best, no matter where they are.
10. Your employees will be less likely to quit.



Source: *Entrepreneur*

Benefits

11. You might get some good PR from it.
12. There are tons of product-management services for remote teams.



Source: *Entrepreneur*

Benefits

13. You don't have to go all or nothing.
14. Employees will work longer on a day-to-day basis.
15. Having employees work from home means you get to work from home.



Source: *Entrepreneur*

Decide Who Can Work From Home

Employees who want to work remotely:

- Need to be organized, disciplined, and self-motivated.
- Their position needs to be suitable for remote work.
- Should have job duties that don't require a physical presence at the office.

Source: Lisa Michaels

Define Expectations

- Be sure to set clear expectations for all remote workers.
- Set expectations for the quality and output of every employee's work.



Source: Lisa Michaels

Choose Means of Communication

- Effective communication is one of the biggest challenges in managing virtual employees. (FOMO)



Source: Lisa Michaels

Ensure Data and Device Security

- One concern with a telecommuting workforce is digital security.
 - Employees using their own devices may inadvertently introduce viruses to the company network.
 - Even if you supply the device, they might still be tempted to download files or apps from home that have hidden malware.

Source: Lisa Michaels

Clarify What Expenses You're Going to Cover

- While remote employees save on gasoline and other costs associated with the daily commute, they have higher expenses at home.
- High speed internet, phone, electricity and other utilities, and office supplies may offset the money they save in mileage.



Source: Lisa Michaels

Encourage dedicated workspaces

- Encourage creation of spaces separate from communal space
- Dedicated workspaces allows workers to maintain focus and stay on task

Source: uschamber.com

Provide emotional and steady support

- Set tone with calm and upbeat presence
- Be more available than usual for check-ins
- Provide virtual office hours
- Be available via instant messaging
- Encourage self-care
 - Exercise
 - Quality sleep
 - Life as normal

Source: uschamber.com

Dress for success

- Psychologically, it helps to be dressed for the day
- Focus on work at hand
- Feel more comfortable for impromptu video calls

Source: uschamber.com

Non-work Interactions and Team Building



Assess the costs and benefits

- Couple analyses with estimated costs of on-site vs. remote labor
- Consider reduced real-estate expenses

Source: Harvard Business Review

Restructure jobs to work as remote positions long-term

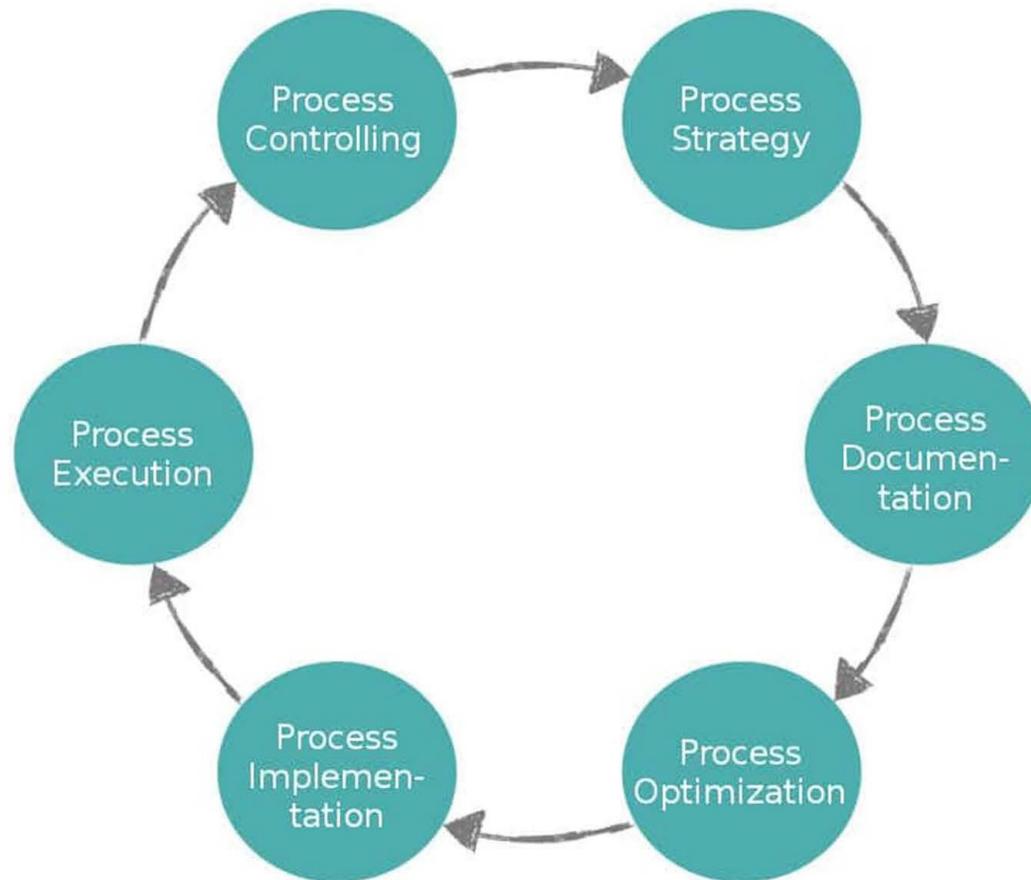


Source: Harvard Business Review

Process



Process





Source: W. Edwards Deming

Process Change

- Do you have the tools
- Do you have the managers
- Do you have the leaderships
- Do you have the will
 - Things will be rough - can you stick it out?

Change Management

**A LITTLE CHANGE
MANAGEMENT, PLEASE...**



**...OR DO I NEED
TO BUILD MORE URGENCY?**

imgflip.com

Primary Reasons for Applying Change Management



Increase probability of
project success

Primary Reasons for Applying Change Management



Increase probability of project success



Capture people-dependent ROI

Primary Reasons for Applying Change Management



Increase probability of project success



Manage employee resistance to change



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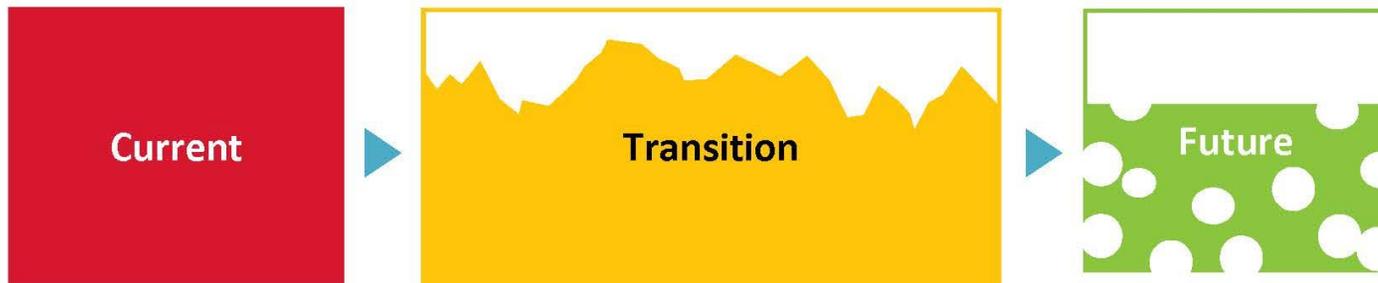
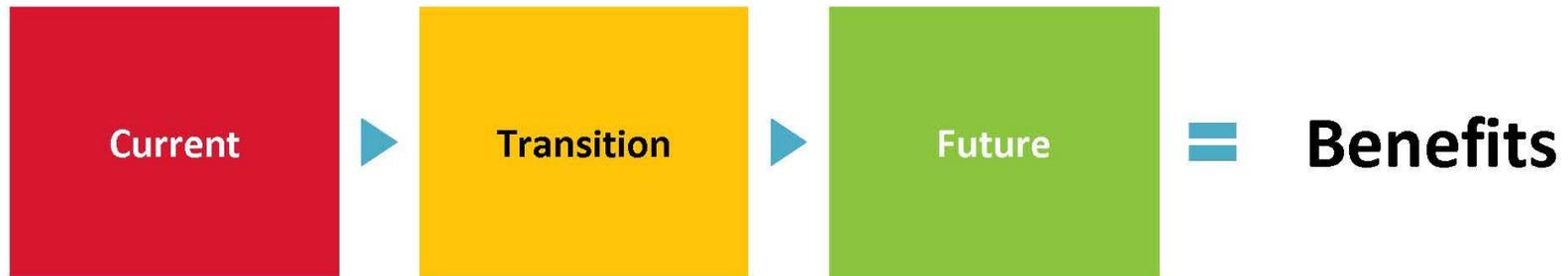


Capture people-dependent ROI



Build change competency into the organization

Why is Change Management Important?



Connecting Change Management to Business Results (The 4Ps)

Project Name



What is the project?

Purpose



Why we are changing?

Particulars

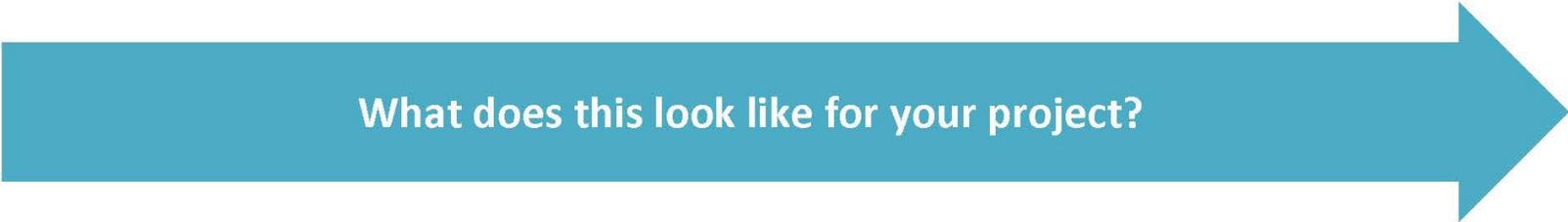


What we are changing?

People



Who will be changing?



What does this look like for your project?

Example: Building organizational change management competency

Project Name	Purpose	Particulars	People
ECM – Enterprise Change Management	<ul style="list-style-type: none">• Encourage consistent application of change management principles and processes• Build ‘effectively managing change’ as a strategic capability• Become more flexible and durable as an organization	<ul style="list-style-type: none">• Identify and adopt a common methodology• Build individual skills in managing change• Create a CM department or office that is well-positioned in the org• Incorporate CM into each new project• Retro-fit existing projects with CM	<ul style="list-style-type: none">• Project teams – need to apply change management process on their projects• Project support groups – HR, OD, communication, training, etc.• Change management specialists – need to adopt common approach• Executives and senior leaders – fulfilling role of ‘sponsor’ on each change• Middle managers and supervisors – fulfilling role of ‘coach’ for their reports

The Five Building Blocks for Successful Change



Awareness



Desire



Knowledge



Ability



Reinforcement®

Evaluate - Should the process be changed??

- Is the process driven by a local, state or federally mandated regulatory requirement?
- Is this a result of policy that is unlikely to change?
- Is this process driven by or influenced by lacking functionality in the current software system?
- Actual need or ...the way it's always been done?

Best Practices

- Best practice processes and procedures are utilized by our Public Sector Customers to meet their goals.
- Provide Consistent Results
- They reduce risk
- Streamline/Improve Operations
- Add value

Employee Self Service Benefit Selection Example

Old Process

- Manual/Paper-based submission of benefit selections during Open Enrollment Benefits
- Distribution of EFT Direct Deposit Notifications via email for bi-weekly payroll deposits
- Email requests to update personal information, email requests for County HR Forms

New Process

- Change Employee Info online and receive Direct Deposit Notifications/W2.
- Use Online Open Enrollment for benefit selection in the fall.

Employee Self Service Benefit Selection Example

Approach for Implementation of New Process

- Documented current process and created “to be” requirements
- Acquired buy in through regular communication to key stakeholders
- Developed roll out plan
- Execute OE/EO implementation plan

Challenges Encountered

- Obtaining Requirements/Resource Commitment/Scheduling
- Training 2000+ Employees
- Worked directly with 3rd party partners

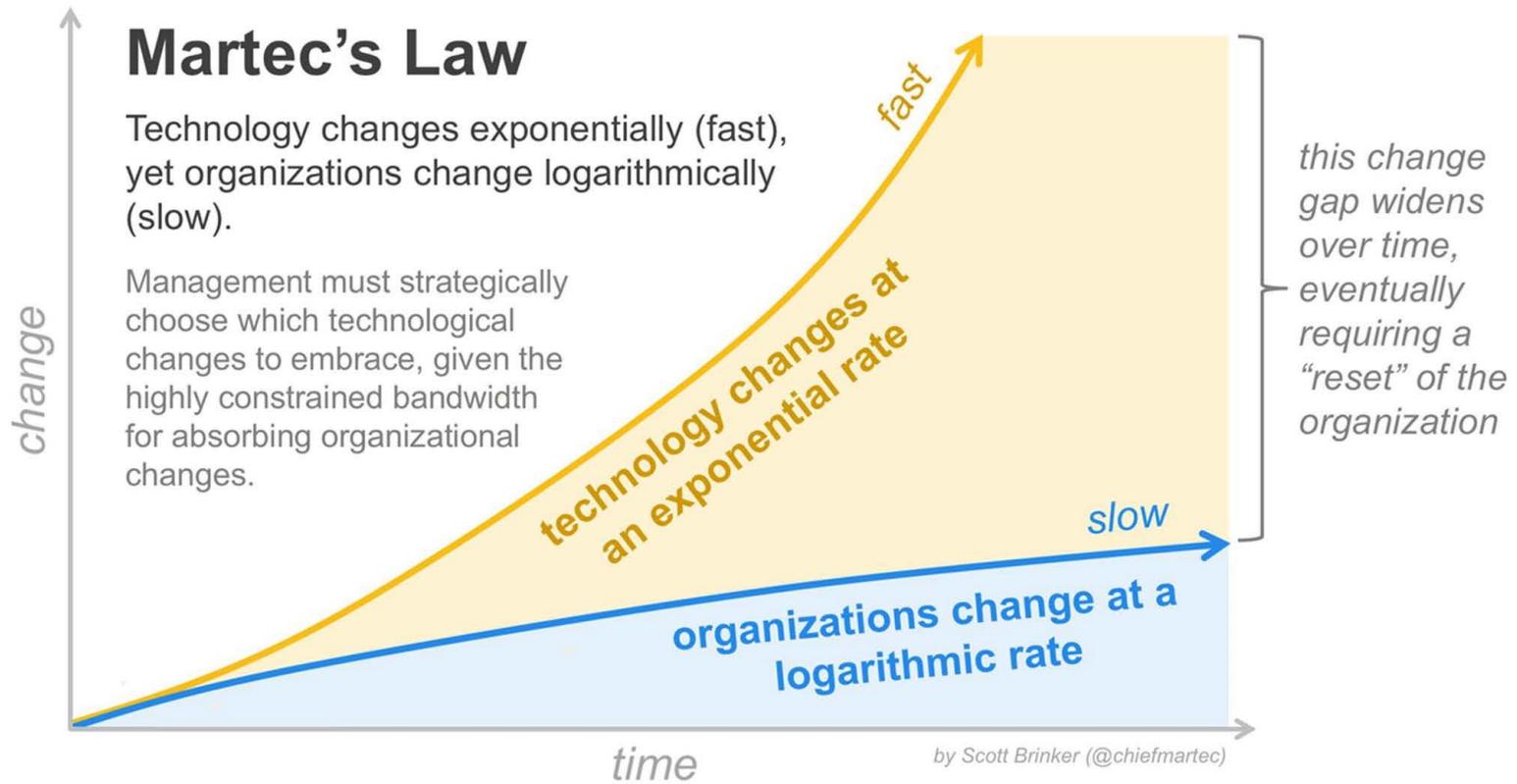
Process

- Performance Management -
 - Create Key Performance Indicators (KPIs) for every position (where working remotely makes sense) - make management decisions based upon these measurements
 - Examples here:
 - AP Clerk
 - Purchasing agent
 - Business License
 - Accountant
 - Asset Manager
 - AR Clerk
 - Payroll clerk
 - HR staff (some)
 - KPI Tracking reports and dashboards

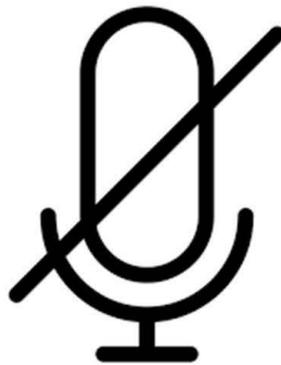
Technology



Technology



The most common phrase of
2020: “You’re muted.”



Changing Expectations

Changing Expectations

1990 - Computer literacy preferable

Changing Expectations

1990 - Computer literacy preferable

2000 - Computer literacy required

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2019 - Work from home literacy not considered

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Changing Expectations

1990 - Computer literacy preferable

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2019 - Work from home literacy not considered

2020 - Work from home literacy preferable

2030 - Work from home literacy required

Productivity Tools

- Virtual desktop
- Online collaboration tools
- Online file sharing
- Video web conferencing



PROTESTING AGAINST NEW TECHNOLOGY - THE EARLY DAYS



ECM

ECM is delivered in four ways:

- On-premises software (installed on an organization's network)
- Software as a service (SaaS)
- A hybrid of both on-premises and SaaS components
- Infrastructure as a Service (IaaS)

Backbone Technologies

Savvy businesses manage digital devices entrusted to employees using these six key enabling technologies:

- VPN
- VoIP
- Data Backup/Recovery
- Network Security
- Malware Protection
- Collaborative Tech Tools

These six enabling technologies are the backbone of a good remote workforce system. Make sure your IT team has expertise in all of them as well as in broadband technology.

Support Technologies

While these technologies aren't as critical as those above, they're still important to remote workforces:

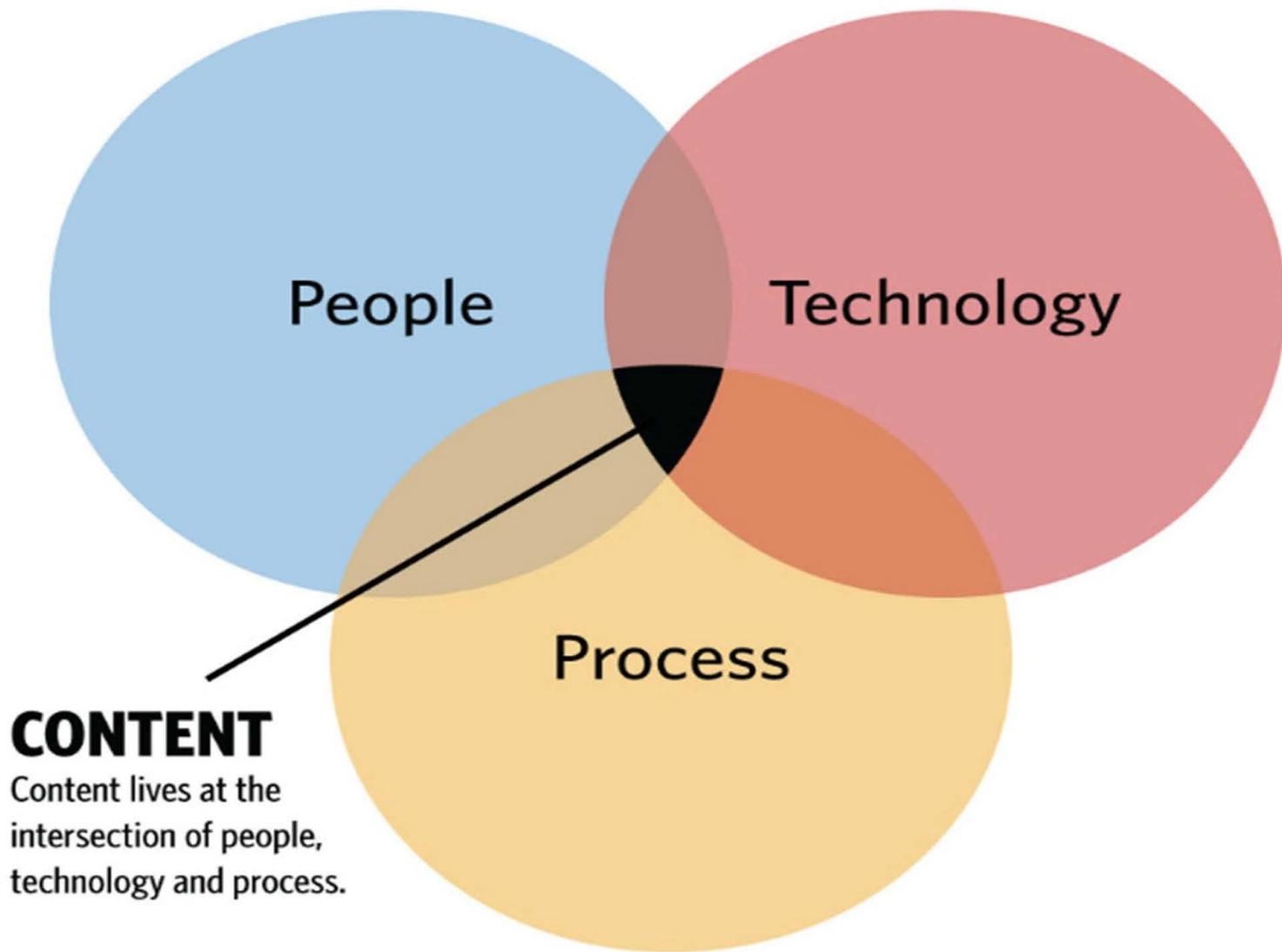
- Cloud Technology
- Home Office
- Management
- Time Tracking



To view the video titled [Children Interrupt BBC News Interview](https://www.youtube.com/watch?v=Mh4f9AYRCZY) please visit:
<https://www.youtube.com/watch?v=Mh4f9AYRCZY>

Obstacles

1. Neglecting long-range planning
2. Relying on technology to solve problems
3. Seeking examples to follow rather than developing solutions
4. Excuses, such as "our problems are different"
5. The mistaken belief that management skills can be taught in classes
6. Reliance on quality control departments rather than management, supervisors, managers of purchasing, and production workers
7. Placing blame on workforces who are responsible for only 15% of mistakes while the system designed by management is responsible for 85% of the unintended consequences
8. Relying on quality inspection (audits) rather than improving product (process) quality



CONTENT

Content lives at the intersection of people, technology and process.

Questions & Answers



Thank you!

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