



ERICSA

The logo features the word "ERICSA" in a bold, white, sans-serif font inside a teal, rounded rectangular sign. The sign is mounted on two teal poles. Behind the sign are two orange triangular road signs pointing upwards. The background consists of a light blue sky with white clouds and a green rolling hill with a grey road winding through it.

On the Road Again

**A
VIRTUAL
ROAD
TRIP**

MAY 24 - 26, 2021

Thank you to our sponsor!

FAST
ENTERPRISES



Real Communications in a Remote World

As our offices continue to hold meetings and hearings using remote technology, there are many communication pieces that get lost or misinterpreted. This session is designed to share and discuss digital communication for staff and public engagement as well as how to conduct engaging and informative remote meetings while using different styles and types of effective communication (body language, voice, language, etc.), while recognizing and mitigating (or eliminating) the pitfalls of remote hearings such as microaggressions and bias.





											
Free Version Offered	✓		✓	✓	✓	✓	✓	✓		✓	✓
Web Based	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
iPhone	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Android	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
International Numbers	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Toll-Free numbers	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	*all free calls
Multi-National Toll Free Numbers	✓	✓	✓	✓	✓	✓	✓	✓		✓	*all free calls
Multi-Language Support	✓	✓	✓	✓			✓	✓	✓		✓
Whiteboard Tools	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓
Share Mouse/Keyboard	✓	✓	✓	✓	✓		✓	✓	✓	✓	
In App Private Chat	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓
Third Party Recording Tools	✓	✓	✓		✓		✓		✓		✓
Cloud Storage	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Minimum Security Standards* met	✓	✓	✓	✓					✓		✓

*minimum security standards include: uses encryption, provides security updates, requires strong password, manages vulnerabilities, and has a privacy policy



Videoconferencing Technology

Hardware Basics



Tech Check



Connectivity and Bandwidth

Check Internet connectivity and speed. Weather may play a factor.



Background Image

Make sure background is appropriate, start in "Turn Video Off" mode.



Screen Sharing

Share application, not screen.



Test Run

Log into meeting early and test sound, camera, mic. Check "waiting room."



Backup Plans

Designate alternate host, phone number if video is lost.



Tips for Running Virtual Meetings



Setting the Meeting

- Have a detailed agenda
- Limit number of participants
- For a high level of interaction, make the meeting short



At the Meeting

- Virtual hallway
- Involve everyone
- Maintain focus
- Use screenshare



Tips for Running Virtual Meetings



Communication

- Speak slowly and concisely
- Allow time to process information
- Preface main points with introductory clauses
- Use people's names



Set the Stage for Communication

- Don't guess
- Summarize and check for understanding and agreement
- Muting
- Narrate non-verbal activity



Follow Up



Avoid mixing
light sources

Use headphones
& external
microphone

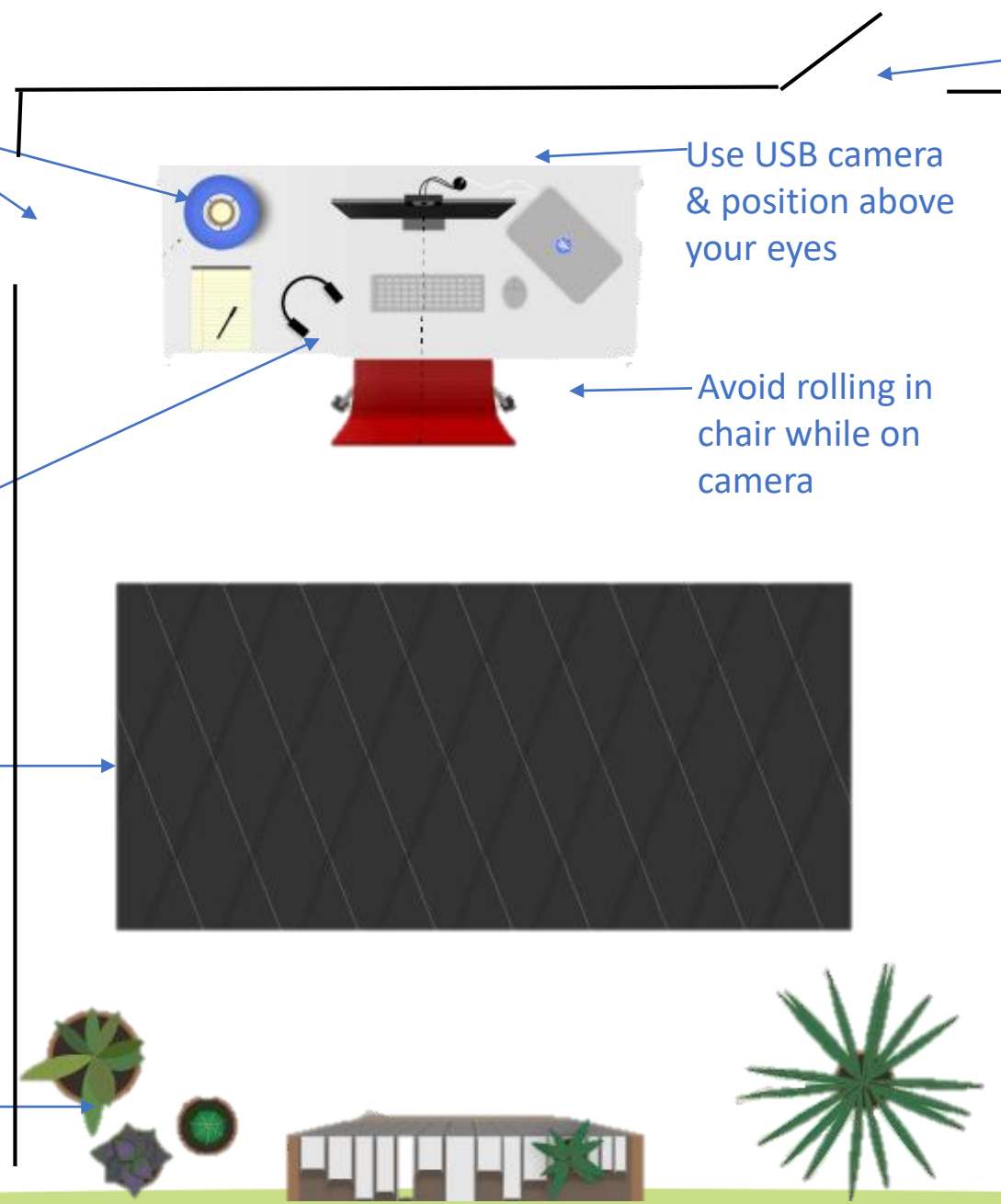
Rugs help reduce room echo

Avoid excess background clutter.
Plants, artwork, bookcase make
for a nice background.

Don't have any
doors in frame

Use USB camera
& position above
your eyes

Avoid rolling in
chair while on
camera



Tips for Attending Virtual Meetings



Check Your Onscreen Persona



Work the Camera



Warming Up the Audience



Wardrobe



Posture



You're Always on Stage



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BEST PRACTICES for **VIDEO CONFERENCING SECURITY**



*Adapted from Paloalto Networks

1

Password Protect Your Meetings
Ensure passwords are enabled for all meetings.

2

Verify Attendees
Validate attendees at the start of the meeting and review participant list during the call.

3

Use Video to Show Who You Are
Use virtual backgrounds for added security.

4

Verify Video Conferencing Links
Validate video conferencing links to protect against malicious scams.

5

Report Suspicious Activity
Report suspicious activity to your IT team, and to the program's Customer Service team.



Zoom Fatigue



Signs of Zoom Fatigue



You leave a call feeling more tired than energized.



You don't get the same "social high" that you feel when being around people in-person.



Constant interruptions give you feelings of lack of communication.



Technical or internet problems leave you feeling angry.



You often feel confused /awkward during the meeting.



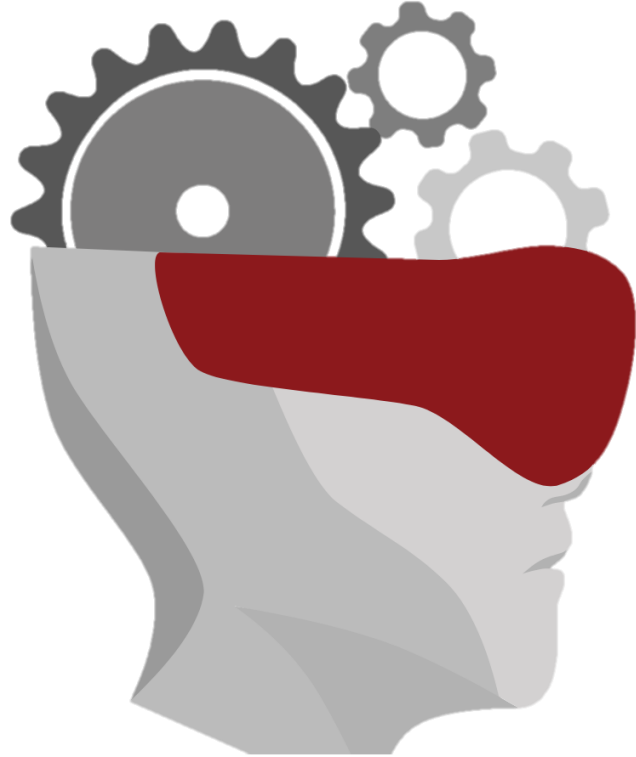
You constantly think about work.



You wonder, "Why do video calls in the first place?"



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<https://Comm.Stanford.edu/ZEF>

Close-Up Eye Contact is Exhausting

Everyone is looking at everyone,
all of the time.

Watching Yourself Is Exhausting

Like constantly being followed
around with a mirror.

Video Conferencing is Cognitively Exhausting

Working harder to send and
receive signals.

Sitting Immobile Is Exhausting

Lower cognitive performance.



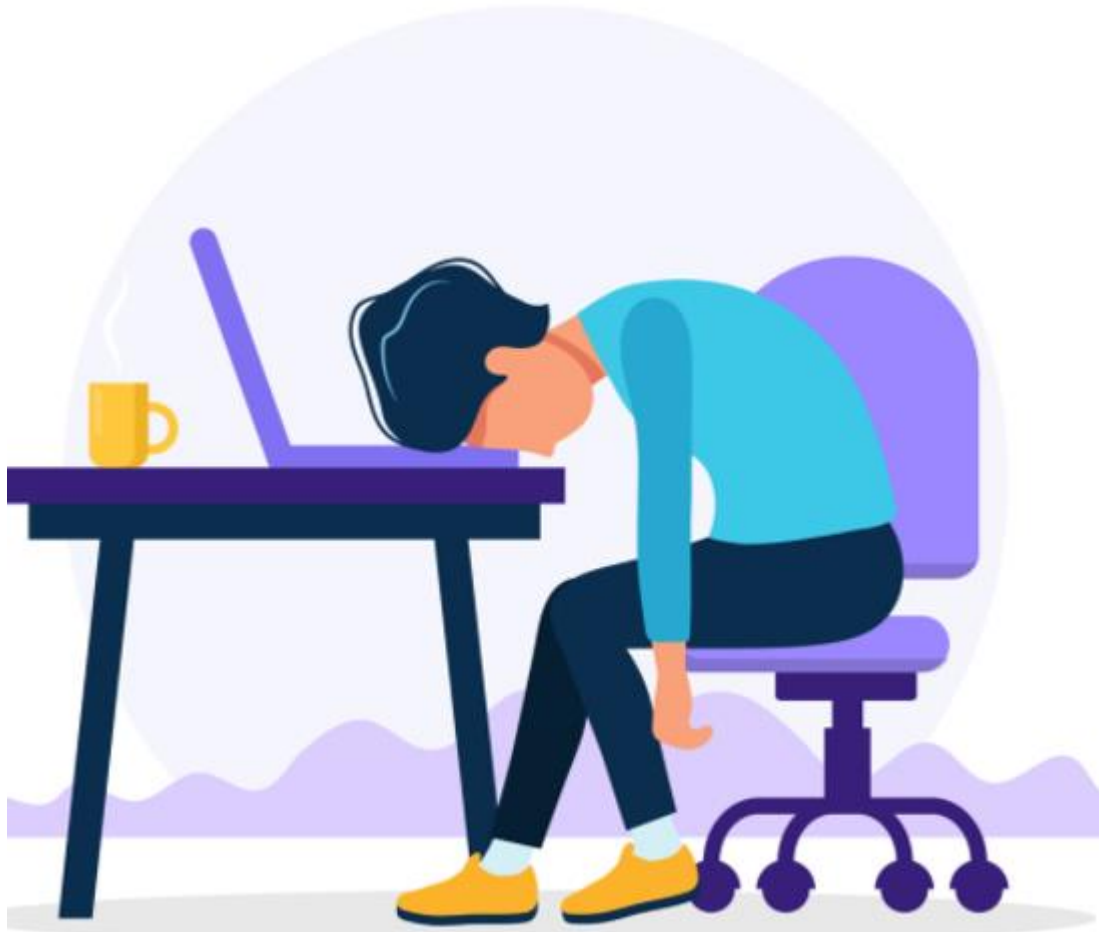
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Zoom Face



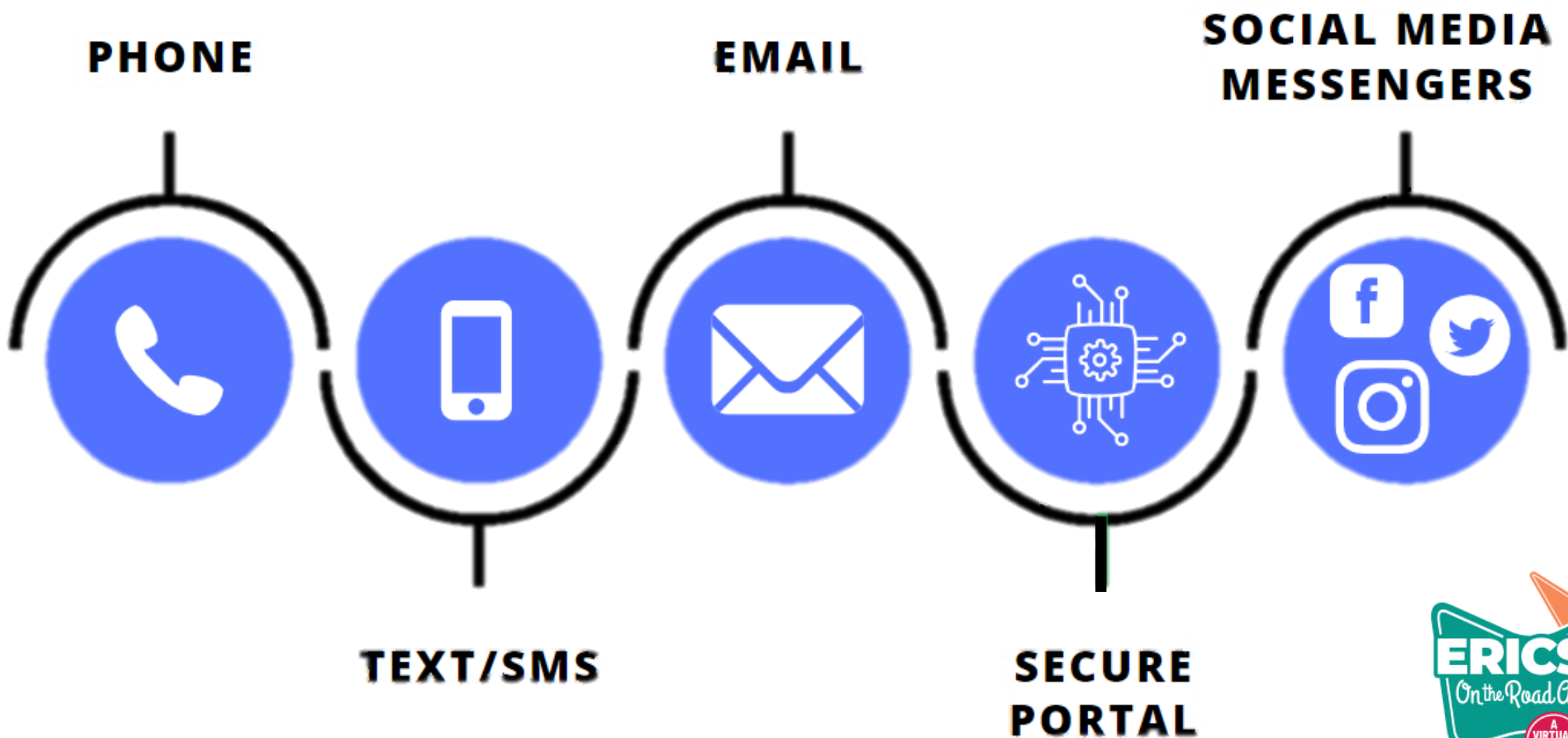
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Combating Zoom Fatigue & Zoom Face



-  Resize video
-  Hide self-view
-  Be mobile
-  “Audio only” breaks
-  Control your schedule
-  Sleep hygiene
-  Self-Care
-  “No Glow Zone”
-  20-20-20 Rule
-  No Multi-tasking

Non- Video Customer Communication







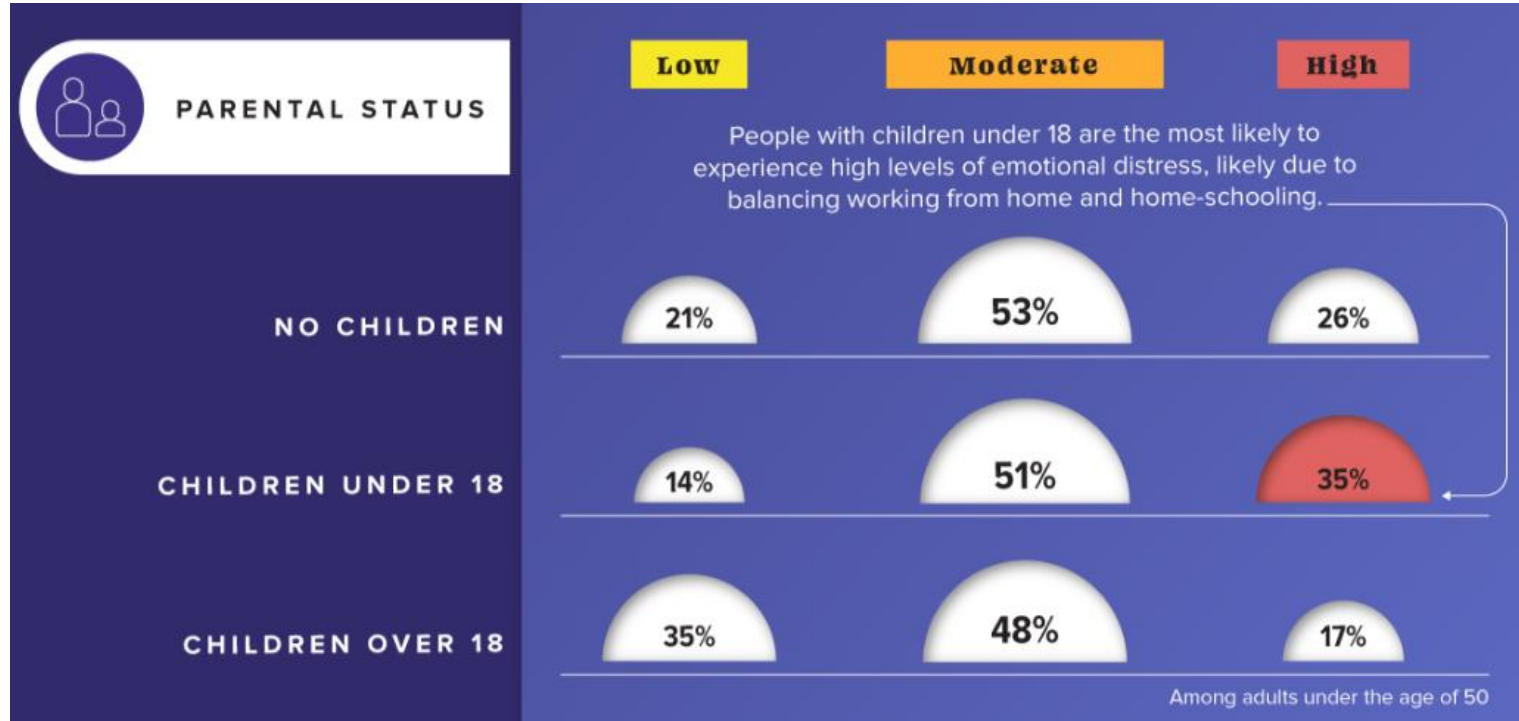
Collecting and Acting on the Data

Internal & External Communications



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Targeting - The Data in 2020



The U.S. National Pandemic Emotional Impact Report

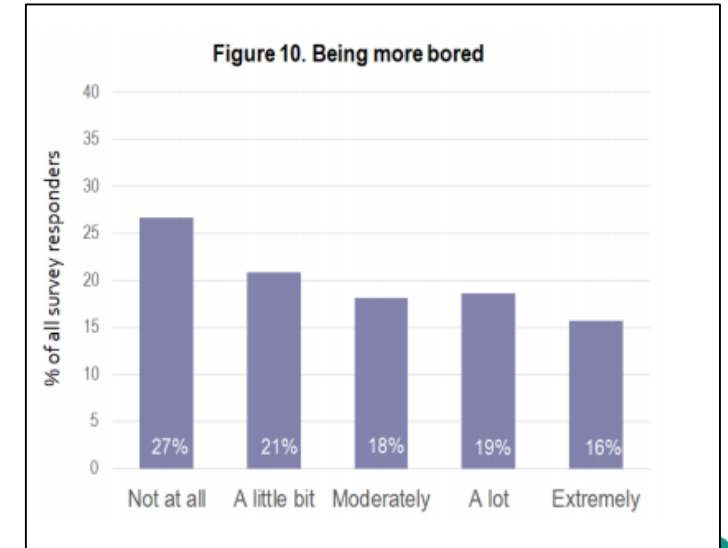
OLAFUR S. PALSSON, PSY.D.

University of North Carolina at Chapel Hill

SARAH BALLOU, PH.D.

SARAH GRAY, PSY.D.

Harvard Medical School



Katie Jones, *Measuring the Emotional Impact of COVID-19 on the U.S. Population*, Visual Capitalist (Oct. 2, 2020)



“The pandemic-related emotional changes most frequently experienced to at least a moderate extent by survey respondents were the following:

- More worry about the health and safety of family members or friends (66% of respondents)
- Feeling more frustrated about not being able to do what they usually enjoy doing (58%)
- More worry about their own personal health or safety (57%)
- More worry about possible breakdown of society (56%)
- More worry about own finances (53%)
- Being more bored (53%)
- Being more anxious or ill at ease (51%)”

Palsson et al., *The U.S. National Pandemic Emotional Impact Report* (2020)



Twice-Daily Staff Checkin: VPN and Productivity - PARTICIPATION NEEDED ➤



Thu, Mar 19, 2020, 12:32 PM



to DSS ▼

Good Afternoon Team,

You will be receiving this very brief check-in survey twice a day so that we can monitor our technical capabilities while most of our staff are working at home. Please take the time to complete it as soon as possible when you receive it. This helps our technical team resolve issues and assess need.

<https://www.surveymonkey.com/r/VPN2020>

Thank you for your input as we work hard to ensure we have the tools we need to provide services to our customers.



Acting on the Data

Tier	Dimension
Agency	Senior Leadership
Team	Manager
Personal	Peer



COFFEE & CONVERSATION

Craig Burshem - Deputy Commissioner, State Programs
Barbara Lacina - DCSE Director



YOU'RE INVITED!

Eastern Region

Friday, April 17th

2:30 PM



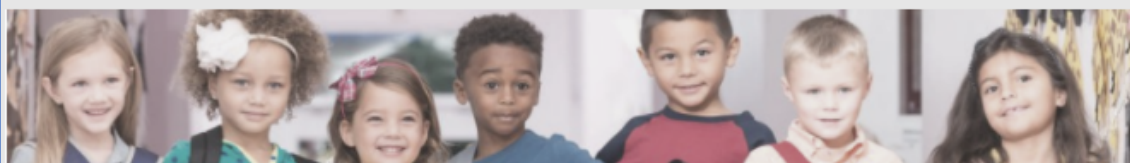


DCSE Family,

As we begin this week, we see June 10 on the calendar, which is the date many of us had marked as the end of the Governor's stay at home order. The natural inclination was to focus on that date, especially when we initially thought that life would quickly return to normal.

Instead, we are now planning for a new normal. As the Commissioner stated in his note of May 18, your safety is the Department's highest priority. We will all continue to work from our current locations for the foreseeable future, while we develop the specific approaches that will be implemented for our new normal way of doing business and serving customers.





DCSE LEADERSHIP TEAM

Dear DCSE Family,

August is normally the time we celebrate families and child support by attending county fairs, participating in community events, sharing our information and meeting families. August is also our chance to thank you. While we cannot get together and thank you in person, we want to take a moment and thank you for all that you do for Virginia's families. **You are there for them. We are here for you.** As your leadership team, we are committed to supporting you during this challenging time.

To support you, we've asked your managers and supervisors to be **flexible with schedules and assignments**, and to assess business needs continuously to ensure your safety. We've directed the New Normal Workgroup to incorporate staff safety as a cornerstone for all of their recommendations. We are committed to minimizing the number of staff who must be physically in the office, identifying tasks that can be completed from home and maximizing technology to reduce the number of tasks that need to be completed in the office.



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Have you ever had a day (or several) with back-to-back meetings and wished you had some uninterrupted time to think or dig deeper into a project? The State Programs Leadership Team is committed to creating a culture of productivity, engagement, and high performance for all staff. This commitment requires leaders to consider that fewer meetings allow staff to better manage their time and workload.

Shortly, State Programs supervisors, managers, and directors will receive an invitation that blocks their Google calendar from 1:00-5:00 pm beginning **Wednesday, October 7 and every Wednesday forward**. The invitation will read **State Programs Project, Performance, and Planning Time**. This time will be an opportunity to work with *limited* interruption to concentrate on big assignments, research/analysis, and professional development. Of course, you still have the flexibility to address critical issues that need immediate attention during these hours, but we should devote this time to matters that need our focused attention as much as possible.



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Acting on the Data

THE SUPPORT REPORT October



35% of people with children under age 18 are experiencing high levels of emotional distress during the pandemic.

Katie Jones, Visual Capitalist, Measuring the Emotional Impact of COVID-19 on the US Population (Oct. 2, 2020) (citing the National Pandemic Emotional Impact Report).

Health & Happiness Tips

We see it in our customers and we see it in ourselves. You continue to perform at a high level and serve, but by now you may be experiencing stress, burnout and emotional exhaustion.

It is OK to be stressed! What matters is how you act on it.



Acting on the Data



DCSE Health & Happiness



Health & Happiness Tips

What About Boredom?

Survey respondents have reported increased boredom since the pandemic began. We at *The Support Report* like to think of this as an opportunity. After all, the philosopher Arthur Schopenhauer once said, "Boredom is just the reverse side of fascination." And, in a famous TED talk, Clay Shirky remarked that "The world has over a trillion hours a year of free time."

Have you started something new? Perhaps you have solved jigsaw puzzles or taken up oil painting? [Share a recent project and pictures](#), and we will publish you in an upcoming edition of *The Support Report*.



According to the National Pandemic Impact Report, 74% of respondents reported feeling more bored since the pandemic began, and 16% of respondents are extremely bored.

Would you like to write a short article for Health & Happiness? You can [submit your article](#) here.



Acting on the Data



First and foremost, I think this a wonderful idea. My personal gratitude is to still be employed during this pandemic. During one of my weekly visits to the office, I stepped out to lunch and visited a popular restaurant on Main Street. When I walked in, it was empty. Another customer walked in after and she asked the business owner how things were going. His reply really hit home for me. He stated that business was not good because a great percentage of customers are downtown Richmond and since people are working from home, it really affected his business. To hear him say that he and his family had to figure out what they were going to do really hit me. At that point, I reaffirm how grateful I am to be employed and to have my health.

I am grateful for my teammates (my family from DCSE), life, health and hope!!!!

I am grateful I work for a flexible, compassionate agency, that allows me to balance family and work during our current stressful pandemic situation. I have stated daily my gratitude to telework while my children are mandatory virtual learning. Many parents had to leave their young children unsupervised at home to complete virtual classes while they were at work. Gratitude does not begin to illustrate how lucky I feel. Thank you from my children and I.

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Wendy Shiflett
Case Manager- Family Engagement Program



Surveying Staff

Developing internal data



POLLING QUESTION
(How often do you survey staff for engagement?)



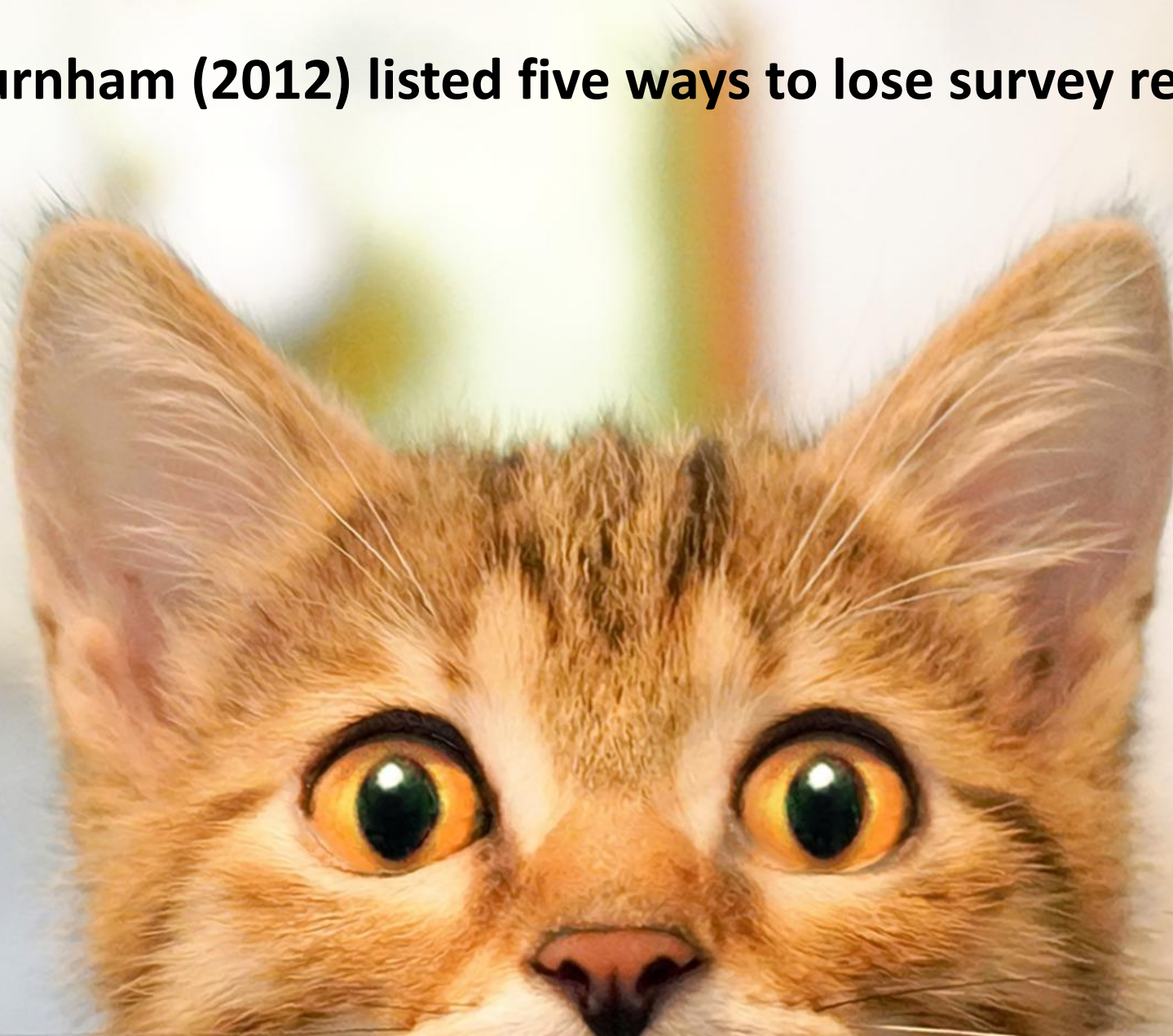
POLLING QUESTION

(What do you think causes low participation for surveys?)



Getting Responses

Adrian Furnham (2012) listed five ways to lose survey respondents.



“Begin with the End in Mind”



Review Existing Data

Once you know your areas of interest, gather a focus group.

Advantages of focus groups:

- Ensures you are asking the right questions
- Explores bias in potential survey questions
- Ensures relevance



Open-Ended Questions

Open-ended questions can take significant time to parse.



Consider a **pilot survey** with open-ended questions to determine which answers are most common, then offer those as close-ended questions to your general audience.



Closed-Ended Questions

Humans have limited RAM.

Miller (1956) described that humans can process “seven plus or minus two” pieces of information in their short-term memory.

Keep survey options at the lower end. Pew Research suggests four to five options.



Acquiescence Bias

Be careful about “agree-disagree” questions, as there is a tendency for people to err on the side of agreement.

Be very careful about “rigging” your model by offering more “positive” responses than negative.

Consider a 1-5 (Likert) scale.



Use “How” Questions

- How Much
- How Often
- How Likely

Graphic from Sarah Fisher, “11 Tips for Building Effective Surveys,” Qualtrics.com (Mar. 29, 2021)

Don't Ask This...

Does the traffic on Highway 49 frustrate you?

Yes

No

Ask This

How pleased or displeased are you with the traffic on Highway 49?

Extremely displeased

Moderately displeased

Slightly displeased

Neither pleased nor displeased

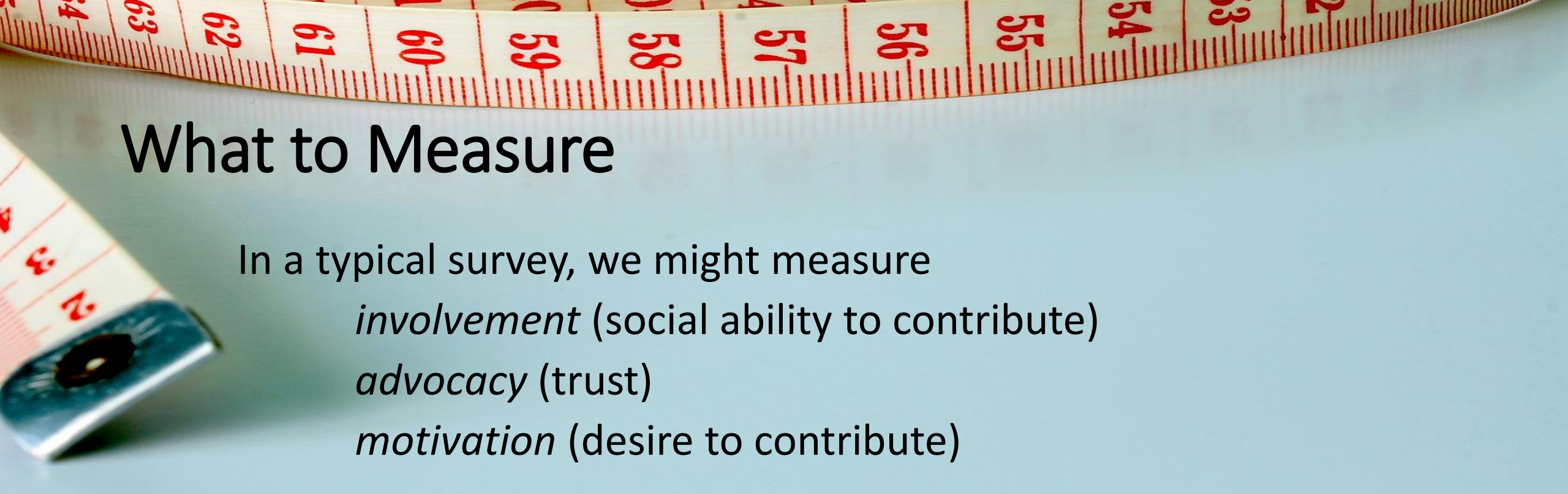
Slightly pleased

Moderately pleased

Extremely pleased



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What to Measure

In a typical survey, we might measure
involvement (social ability to contribute)
advocacy (trust)
motivation (desire to contribute)

For our COVID-19 survey, we measured
barriers to communication
barriers to telework
barriers to worklife balance



Publish Results

DCSE published results in *The Support Report* newsletter for staff:

Category	Question	Favorable	Neutral	Unfavorable
Productivity	How do you feel about your productivity working from home?	58%	33%	9%
Supervisor Support and Engagement	I'm happy with how frequently I connect with my direct supervisor	92%		8%
Team Engagement	I feel that I can easily reach my colleagues	94%		6%
Work Expectations	I know my goals for the week and what is expected of me every day	96%		6%
Division Communications	Our organization communicates effectively	84%		16%
Work and Wellness Balance	I'm happy with my ability to work from home	94%		6%
Office Safety	Does your office have hand sanitizer, masks, and cleaning supplies readily available for use?	91%		9%
Telework Technology	Has your internet connection hindered your ability to work at home?	75%	14%	11%



DCSE Results

(August 2020)

How do you feel about your productivity working from home?

393 responses

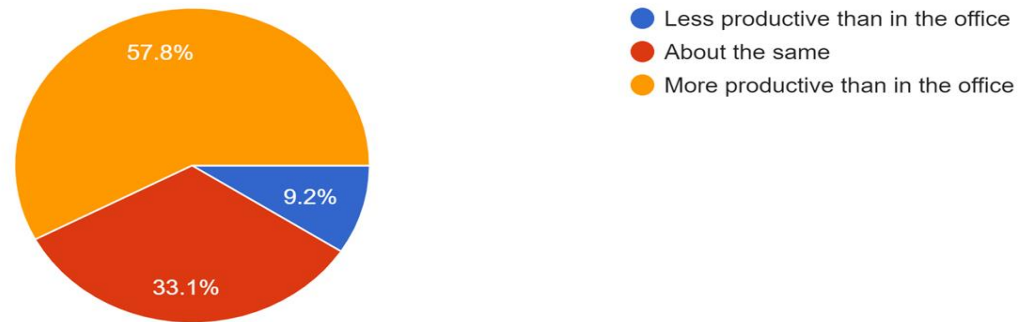
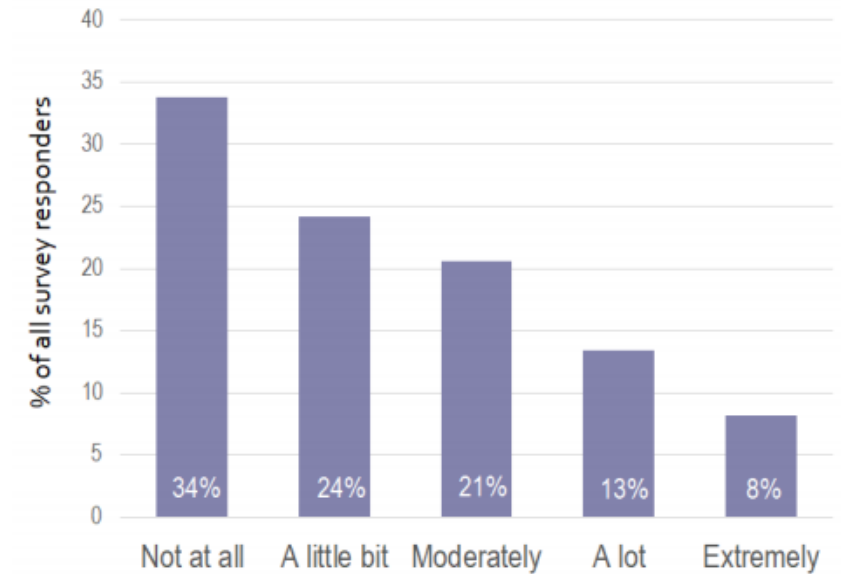


Figure 8. Being less productive

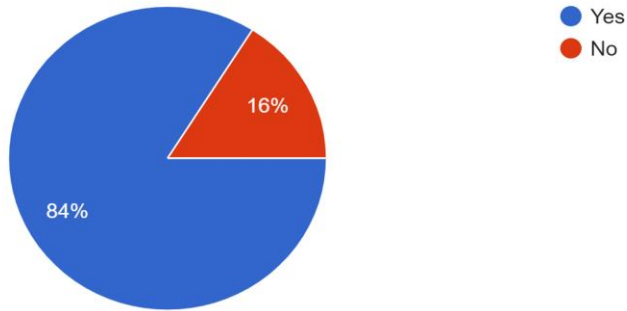


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DCSE Results

(August 2020)

Our organization communicates efficiently.
393 responses



I feel that I can easily reach my colleagues.
393 responses

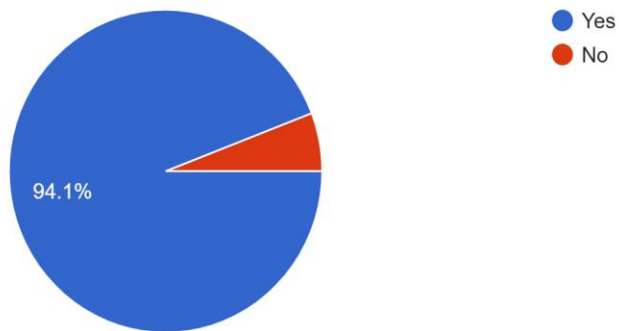
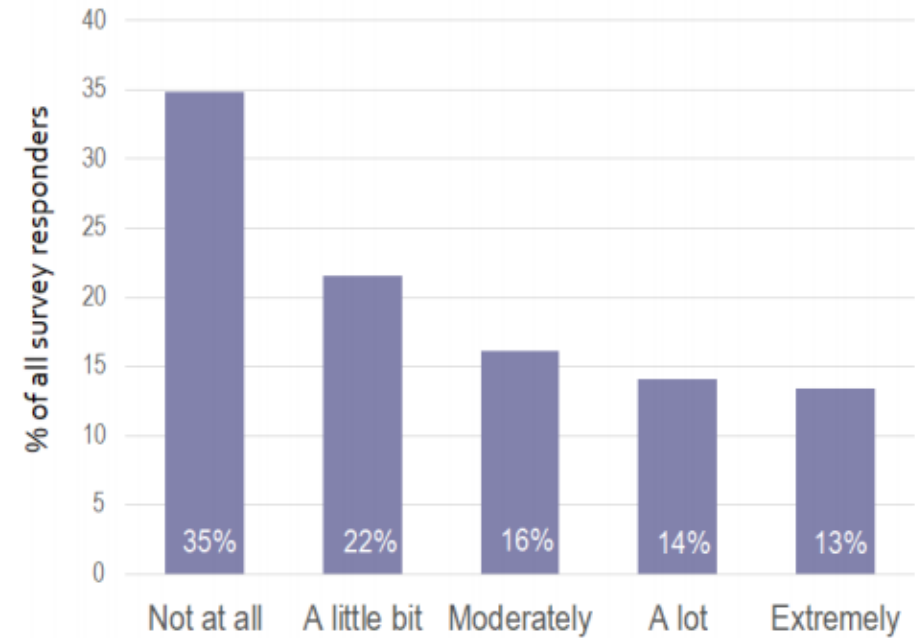


Figure 12. Feeling more lonely or isolated



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Is Publication Enough?

"There is clear evidence that the relationship between the individual employee and the manager is crucially important for engagement."

NHS, Guide to Engagement for HR (2014)

What works?

- Authentic leadership
- Empowering leadership
- Ethical leadership



Final Thought - IRBs

If you have an Institutional Review Board, consider asking them for help on your survey.

The VDSS IRB is staffed with survey experts who can ensure questions meet human research guidelines, including DEI considerations.







Nonverbal Communication, Implicit Bias, and Microaggressions

A Masked Expression



e x p r e s s i o n s



Communication Consequences



Too much freedom



Poor information retention



Lack of social cues



Misunderstandings



Difficult to build trust

Substitutes



Word Pictures



Shared Experiences



Body Language
(gestures, accenting, mirroring)



Pitches and Pauses

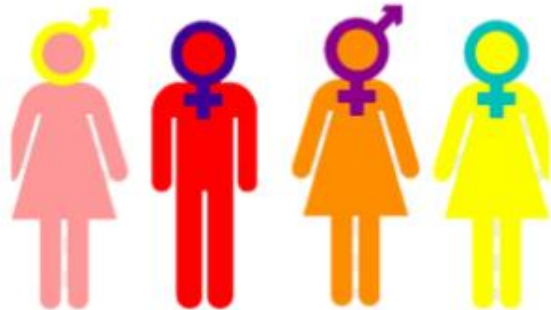


Expressing Emotions



Implicit Bias

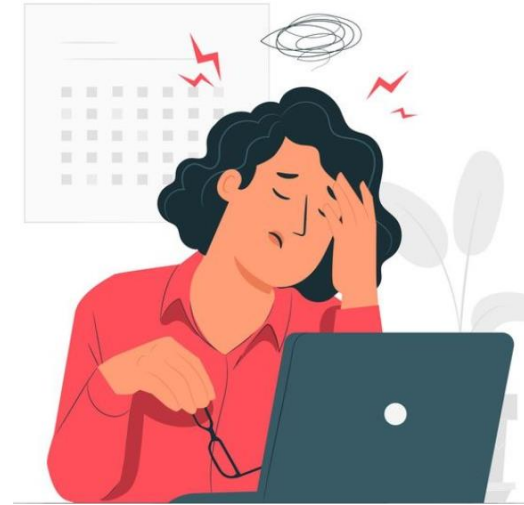
Attitudes, stereotypes, and beliefs
that can affect how we treat each other



Factors That Increase Reliance on Implicit Bias



Time Pressure



Stress

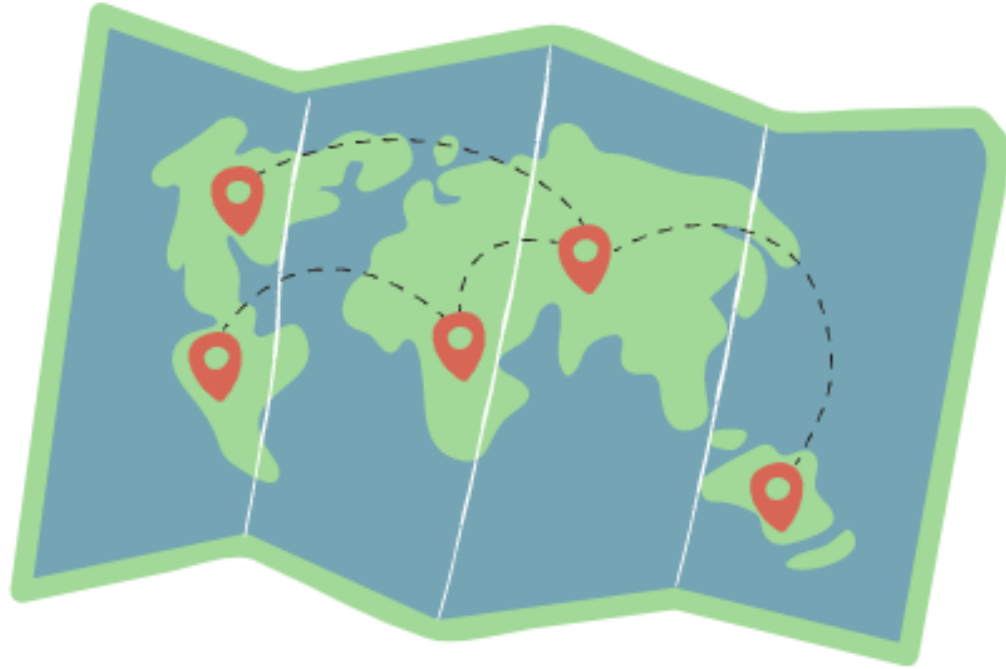


Distraction



Boredom

How to Minimize Effects of Implicit Bias



Be Motivated to Stay Fair

Take Some Time

Minimize Distractions

Notice the “Category”

Think About Your Thinking

Consciously Confront Stereotypes

Wait Until the Facts Are In

Microaggression



Verbal and non-verbal exchanges, whether intentional or unintentional, that communicate hostile, derogatory, or negative prejudicial slights and insults.



Video and Audio Conferencing Microaggressions

- Your Background
- Requiring Video
- Commenting on Things in Another's Background

How to Stop Microaggressions

- Inclusive Language
- Sensitivity to Differences
- Symbolism
- Check your Thoughts
- Check your Comments



