

building a



work environment

**ICSEW Conference, August 16, 2016**



# Opportunities for change

By building a modern work environment the state can:

- Attract new talent to state government
- Retain talent
- Increase employee productivity and engagement
- Serve the customers of state government more effectively
- Optimize the footprint of government
- Leverage technology solutions
- Strengthen adaptability for changing work
- Reduce our environmental impact
- Support health and wellness

# Executive Order 16-07

“I hereby direct executive cabinet-level agencies and small-cabinet agencies to build a modern work environment and create an organizational culture that empowers employees with choice, enables excellent performance, supports all generations, and is mindful of our impact on the environment”

- **Establish a Workplace Strategy Council**
- **Enable a mobile workforce**
- **Create a modern work environment.**
- **Measure implementation**

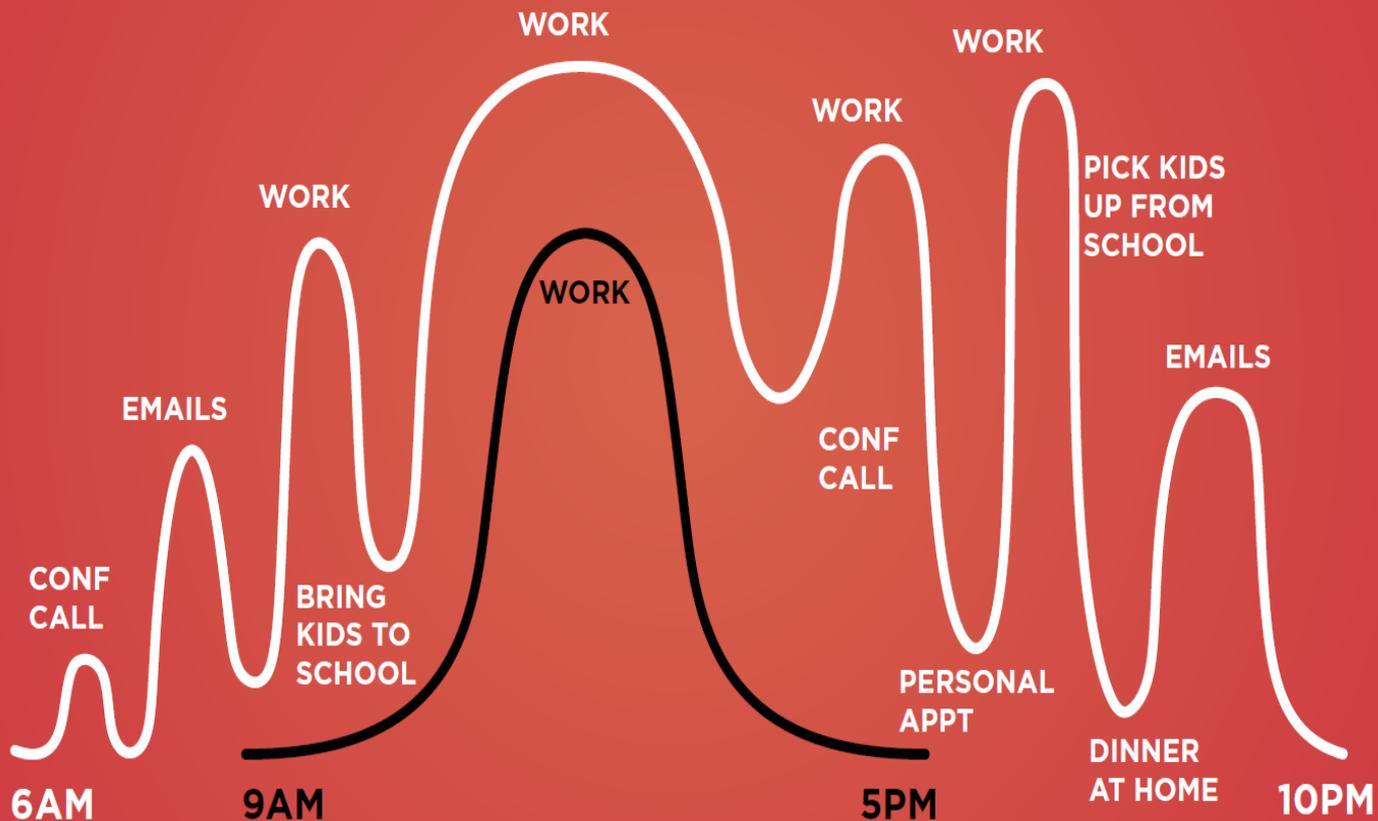
# Work has changed



Source: You-tube:  
Walter Kronkite 1967  
5

# Work/life integration

## Then Now



# Technology drives choice



# Technology creates distractions

**3** MINUTES

How frequently the average office worker is interrupted or distracted

**8** WINDOWS

Average number of windows open at the same time on a worker's computer

**4.9** MILLION

Connected devices in use in 2015

**23** MINUTES

How long it takes to return to a task after being interrupted

**30** TIMES

Average number of times per hour an office worker checks his or her email inbox

**200%**

Increase in average time spent on mobile devices since 2012

**204** MILLION

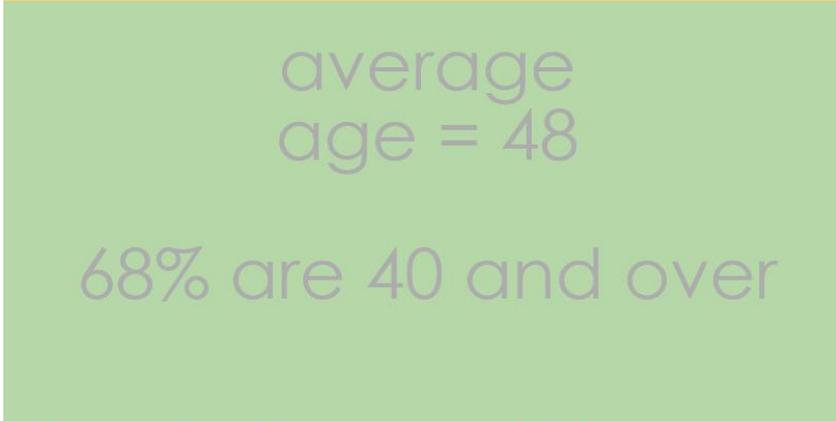
Emails sent per second

**221** TIMES

How often the average smart-phone user in the UK checks his or her phone every day

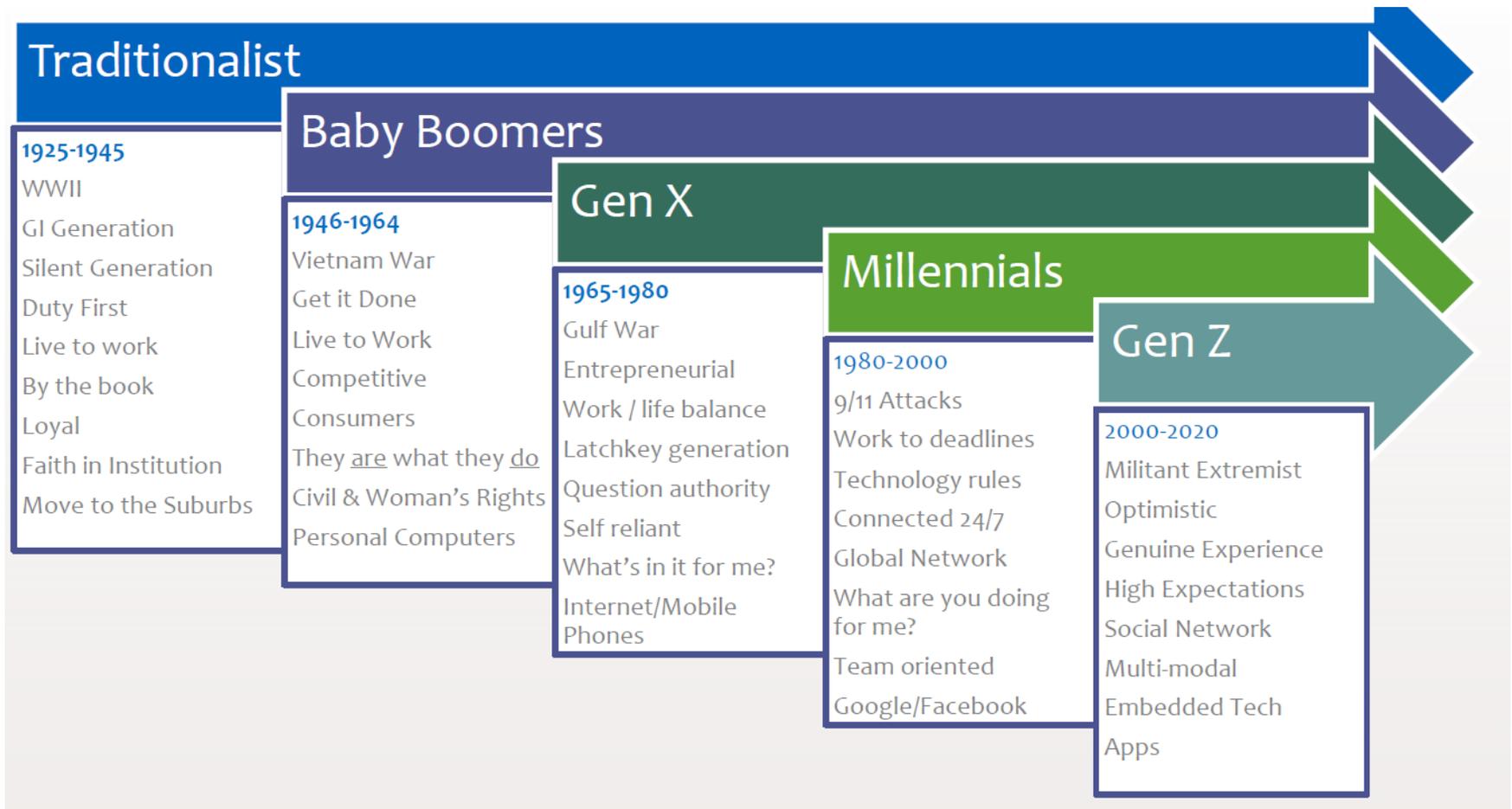
**49%**

Workers who can't choose where to work depending on the task



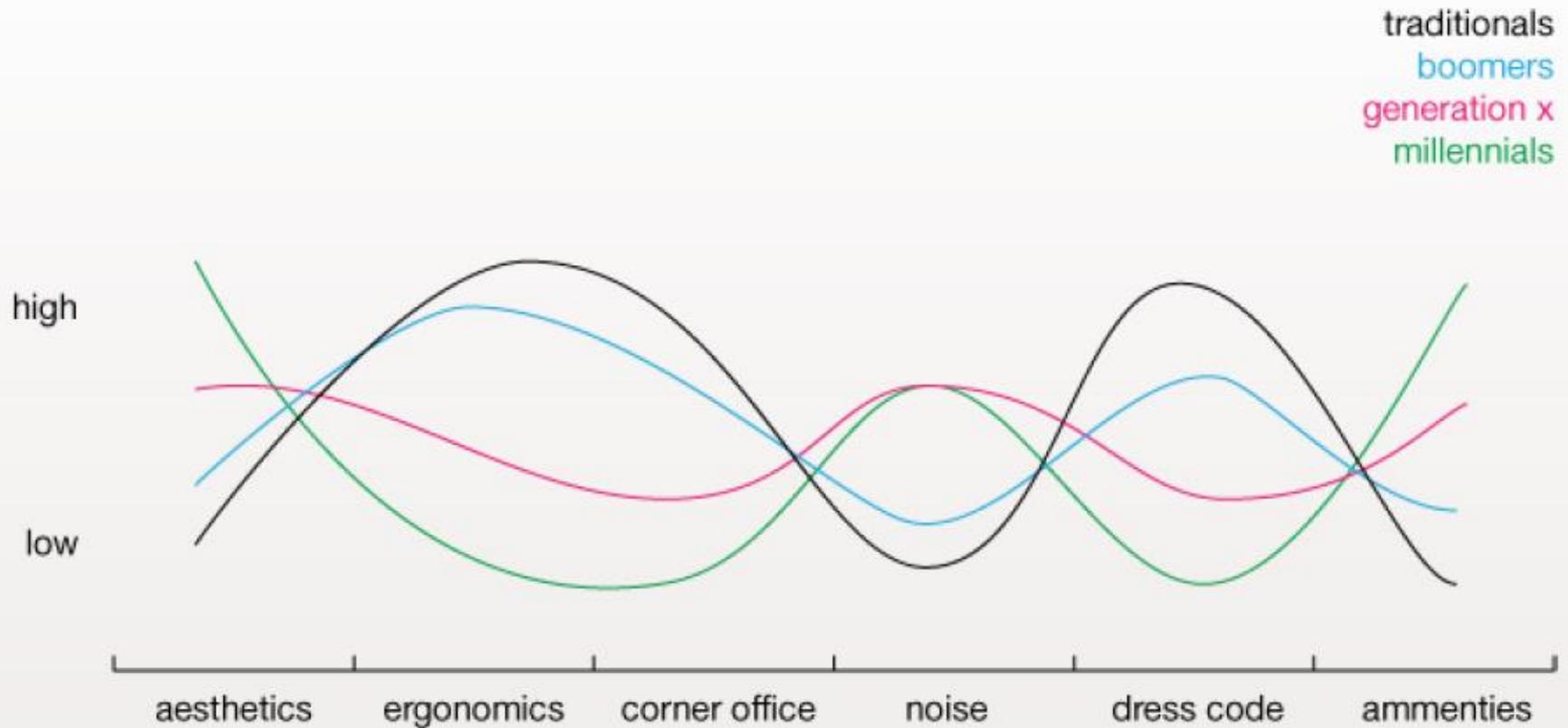
Washington State Workforce Demographics: FY 2016  
General Government (excludes higher ed)

# Demographic Upheavals



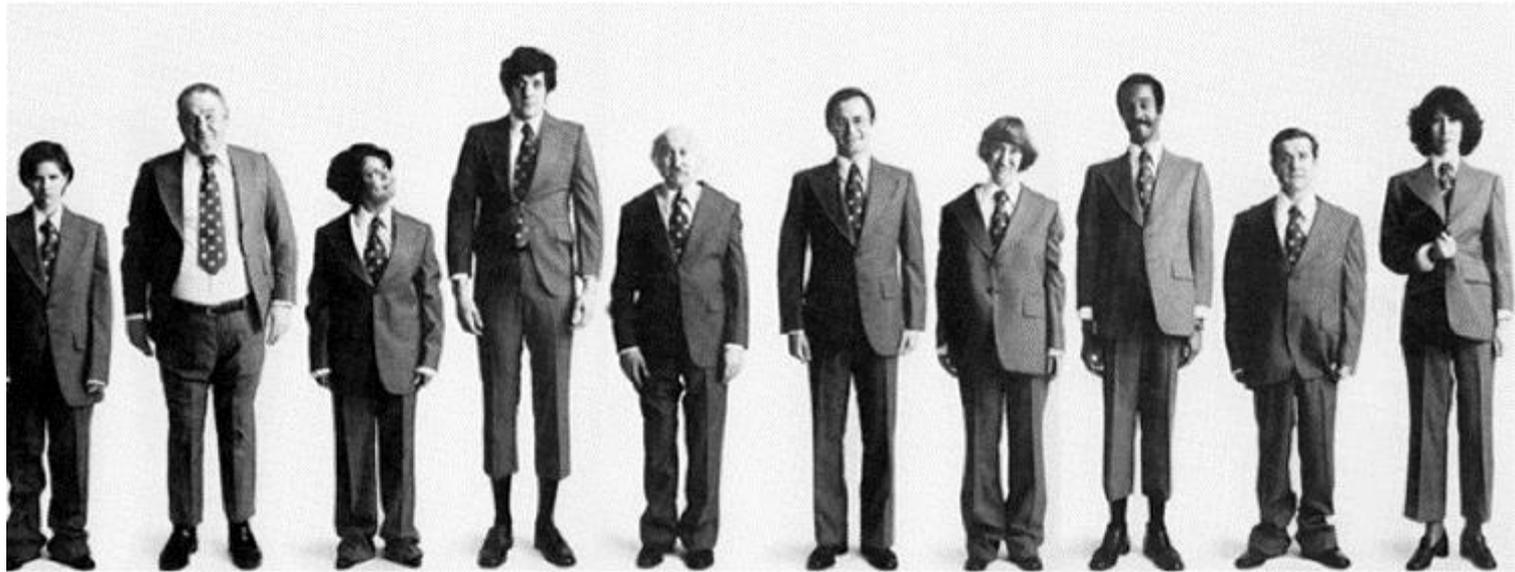
Source: Kay Sargent

# Changing expectations of the work environment



Source: Kay Sargent

# One size misfits all



# Change the perception

*“Dreary slow paced working environments where everyone hates their life. Resistance to change.”*

*“Rigid hierarchy, lack of autonomy, lack of flexibility and creativity within organizations.”*

“For me, this work environment was unnerving and made me rethink my desire to work for the state. Cube farms are gross.”



**“Attracting and retaining employees who are more productive and engaged through flexible workplace policies is not just good for business or for our economy – it’s good for our families and our future.”**  
**President Barack Obama**

# Why the Stigma?

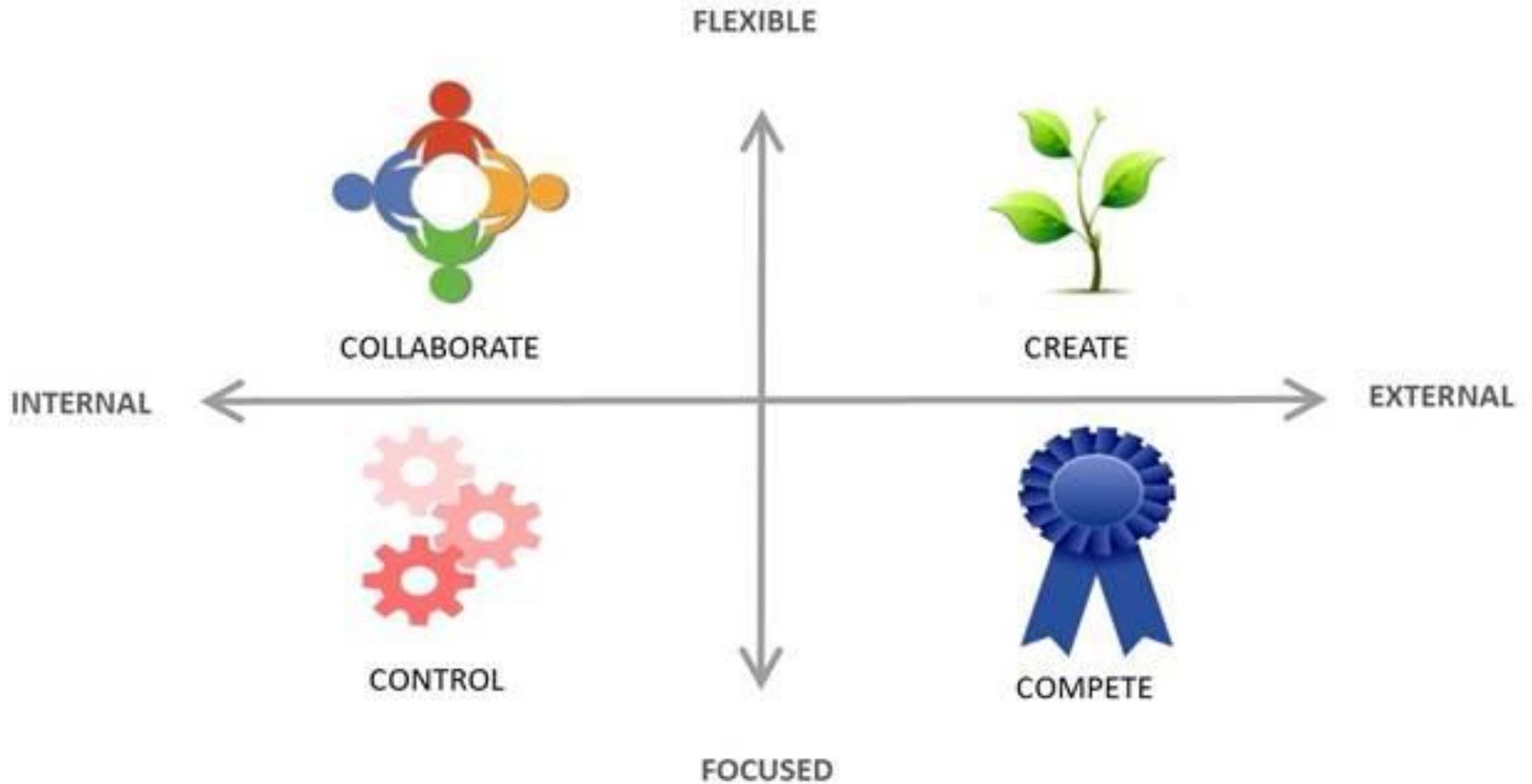


Source: You-tube  
Conan O'Brien IBM

# Work is what you do, not where you do it

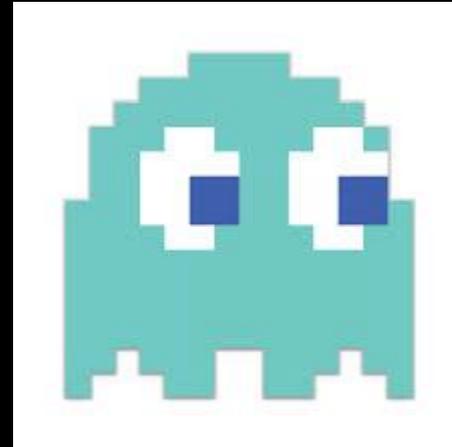
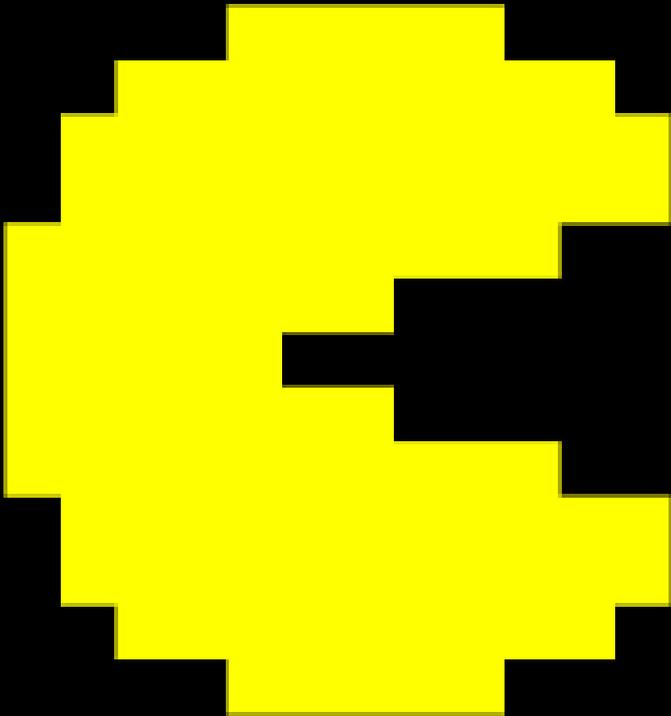


# Shift the culture



# “Culture eats strategy”

Peter Drucker



# Change your space, change your culture

**Figure 4:** The Simply Irresistible Organization

## What We Have Learned: An Integrated Approach Is Needed



| Meaningful Work  | Great Management  | Fantastic Environment             | Growth Opportunity           | Trust in Leadership          |
|------------------|---|-----------------------------------|------------------------------|------------------------------|
| Autonomy         | Agile Goal-Setting (i.e., objectives & key results-OKR) | Flexible, Humane Work Environment | Facilitated Talent Mobility  | Mission & Purpose            |
| Selection to Fit | Coaching & Feedback                                     | Recognition-Rich Culture          | Career Growth in Many Paths  | Investment in People; Trust  |
| Small Teams      | Leadership Development                                  | Open, Flexible Work Spaces        | Self & Formal Development    | Transparency & Communication |
| Time for Slack   | Modernized Performance Mgmt.                            | Inclusive, Diverse Culture        | High-Impact Learning Culture | Inspiration                  |

Source: Bersin by Deloitte, 2014.

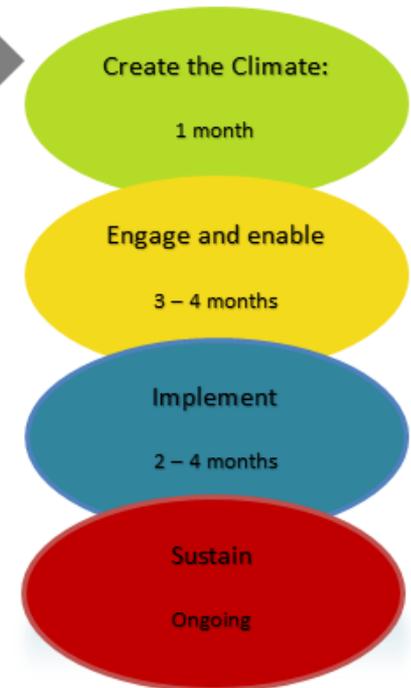
# Change is a process



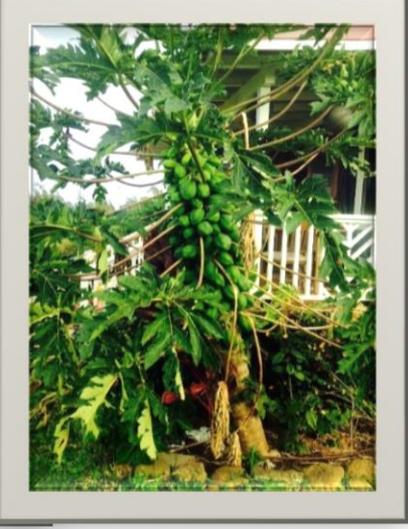
WORKPLACE STRATEGY PROJECT ROAD MAP – Six to nine months



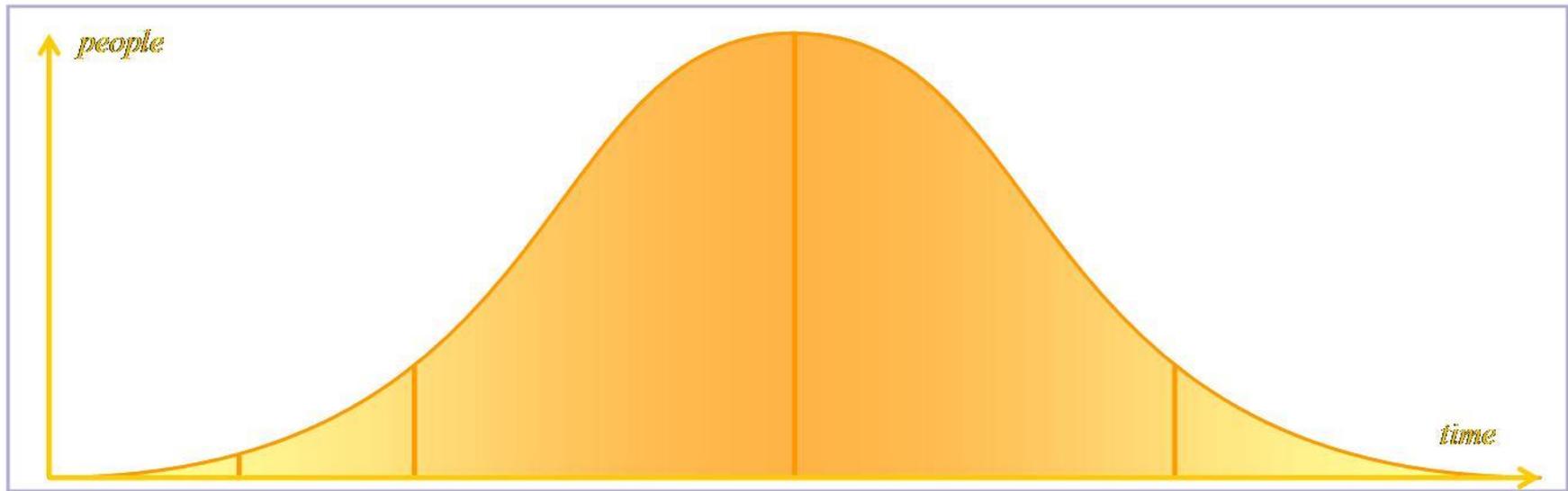
## TIMELINE



# Change is hard



# Know your audience



**Innovators**  
(2.5%) are risk takers who have the resources and desire to try new things, even if they fail

**Early Adopters**  
(13.5%) are selective about which technologies they start using. They are considered the “one to check in with” for new information and reduce others’ uncertainty about a new technology by adopting it

**Early Majority**  
(34%) take their time before adopting a new idea. They are willing to embrace a new technology as long as they understand how it fits with their lives.

**Late Majority**  
(34%) adopt in reaction to peer pressure, emerging norms, or economic necessity. Most of the uncertainty around an idea must be resolved before they adopt.

**Laggards**  
(16%) are traditional and make decisions based on past experience. They are often economically unable to take risks on new ideas.

*Bryce Ryan & Neal Gross (1943)*

# Don't give up!



Source: You-tube  
Herding cats

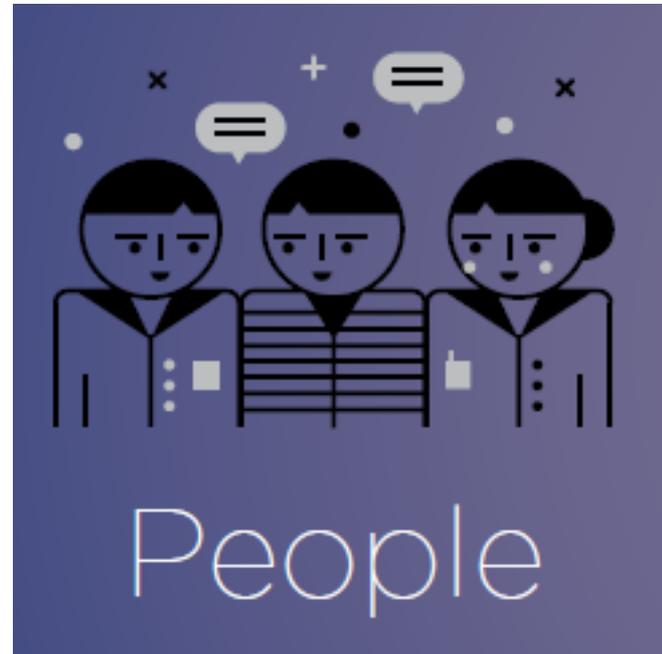
# How do we do this?

ENGAGE

DISCOVER

EXPLORE

ENABLE



# Design around the work

*Configure workspace based on how people work.*



Contracting Officers  
Auditors, Attorneys

**Desk Bound**



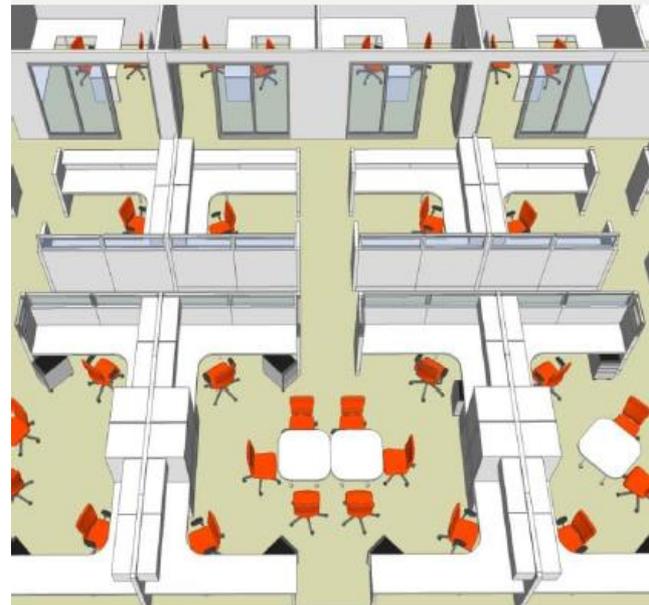
Program Managers  
Leadership

**Internally Mobile**



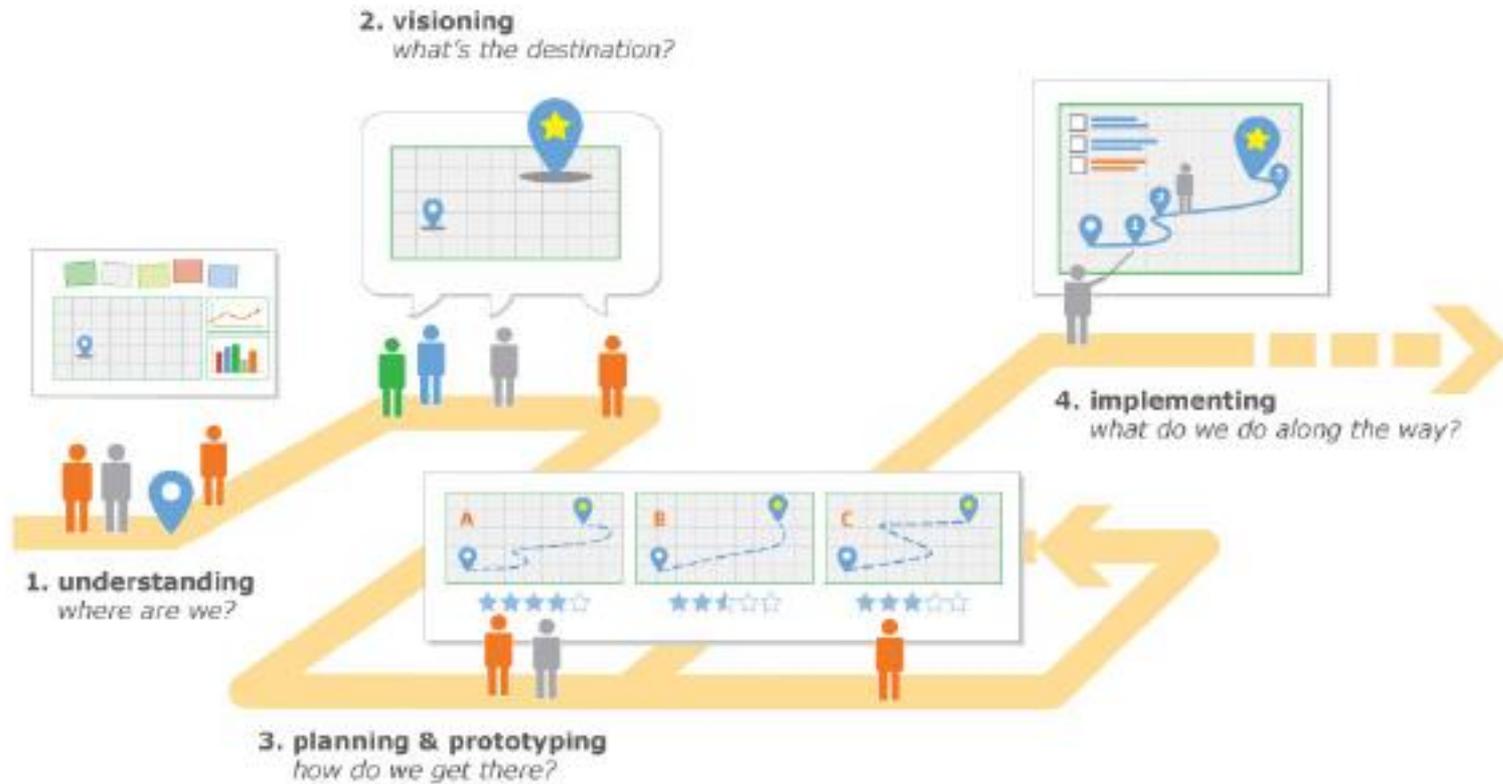
Case  
Managers  
Enforcement  
Officers

**Externally Mobile**



# Participatory design

## four stages of participatory design



brightspot :

# Ask the hard questions

## Questions to Ask:

- How do you define your culture now?
- What type of culture do you want to create in your organization and workplace?
- What are the tools your employees need to do the work most effectively?
- What does your future workforce look like and how do they expect to accomplish the required work?
- What is an ideal work environment for your employees?
- What are your barriers to establishing the type of workplace and culture you envision and what strategies could you use to remove them?

## Key Strategies:

- Be mindful about change: focus on what the organization, the managers and the employees get from the change and deal with the loss people feel
- Experiment with the willing

# What this is for some based on their culture



# What this is not...



# So...what are we doing then?

## **Workplace Strategy Council**

- OFM – Chair
- DES
- DOH
- ESD
- LNI
- WSDOT
- ATG

## **Core Team**

- Human resources
- Facilities management
- Information technology
- Policy development
- Financial management

## **Role**

- Oversee implementation of EO 16-07
- Provide guidance, tools, policies, and training
- Establish Results WA metrics
- Report progress to the Governor's office

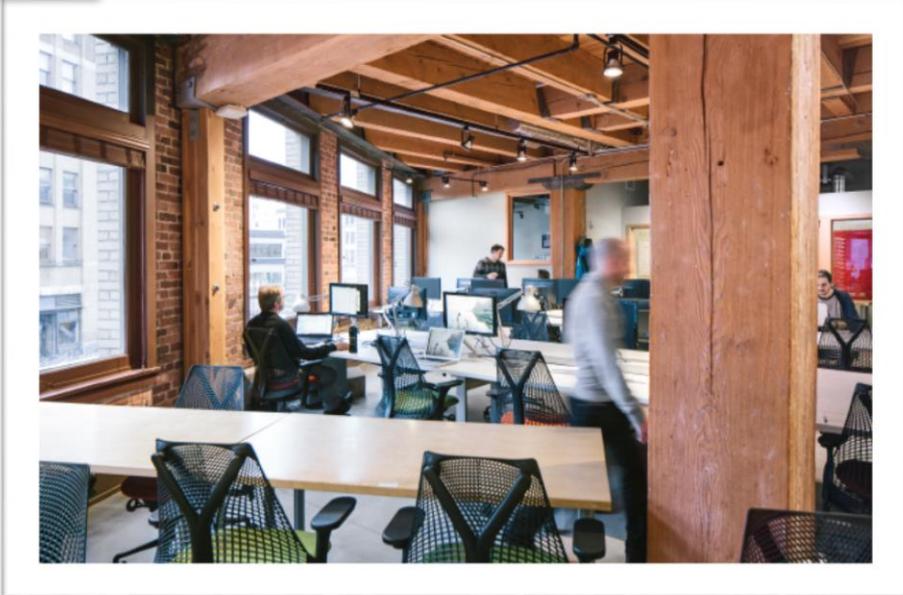
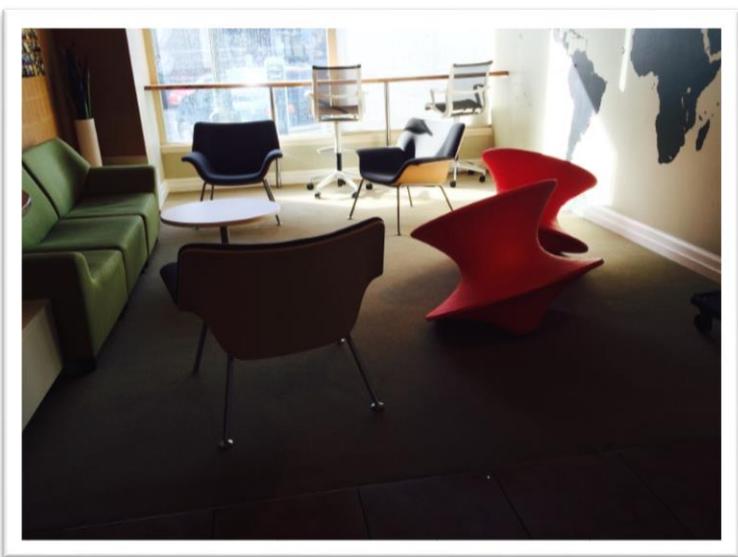
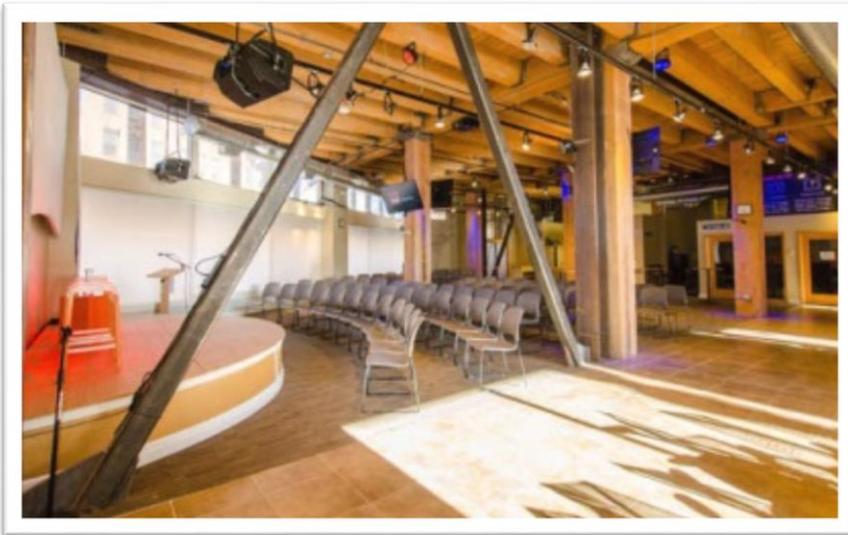
# Agencies leading by example

- WaTech
- HCA
- OFM
- WSDOT
- Commission on Salaries
- ESD
- DSHS
- DEL
- DOH
- WDFW
- DES



# Using space as a recruitment tool

## Seattle Coworking Space Pilot



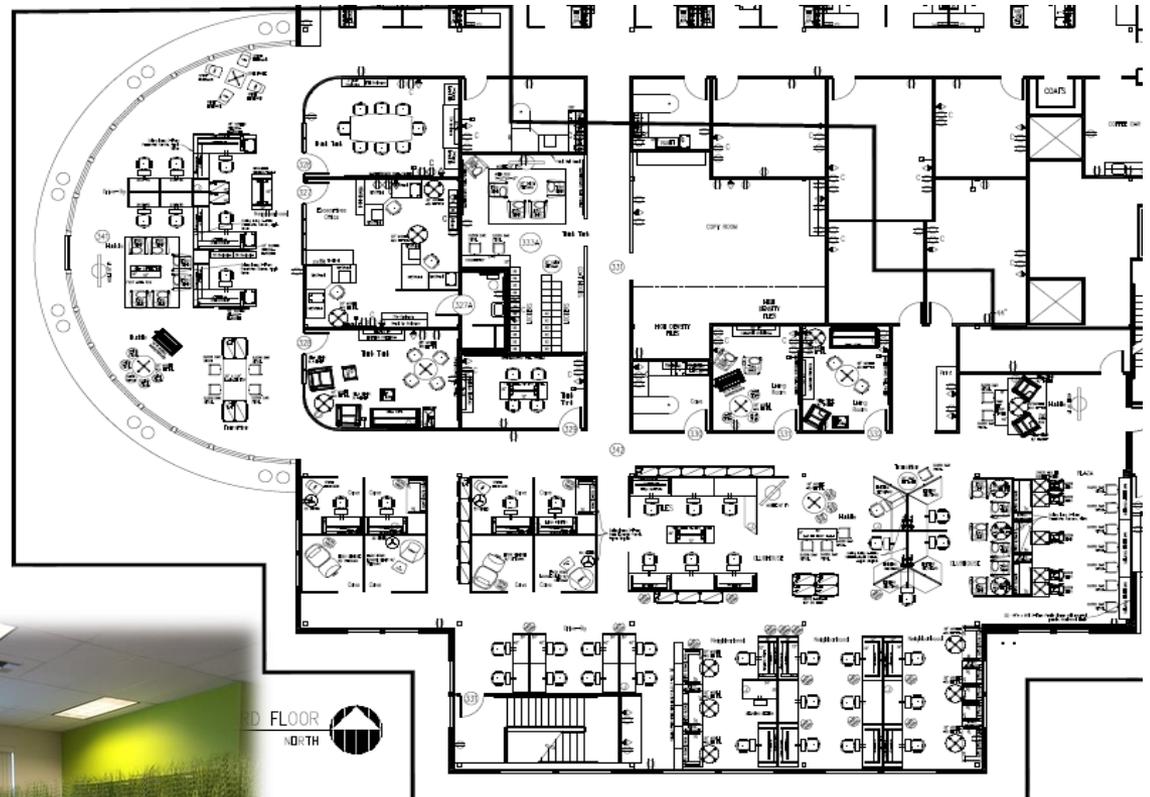
# Mobility is a state of mind

OFM – Facilities Oversight & Capitol Campus Mobile Center



# Supporting work with a variety of spaces

Department of Health – Center of Public Affairs



building a

**MODERN**

work environment

## QUESTIONS?

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