

building a



work environment

January 31, 2017

Why should we care?

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**

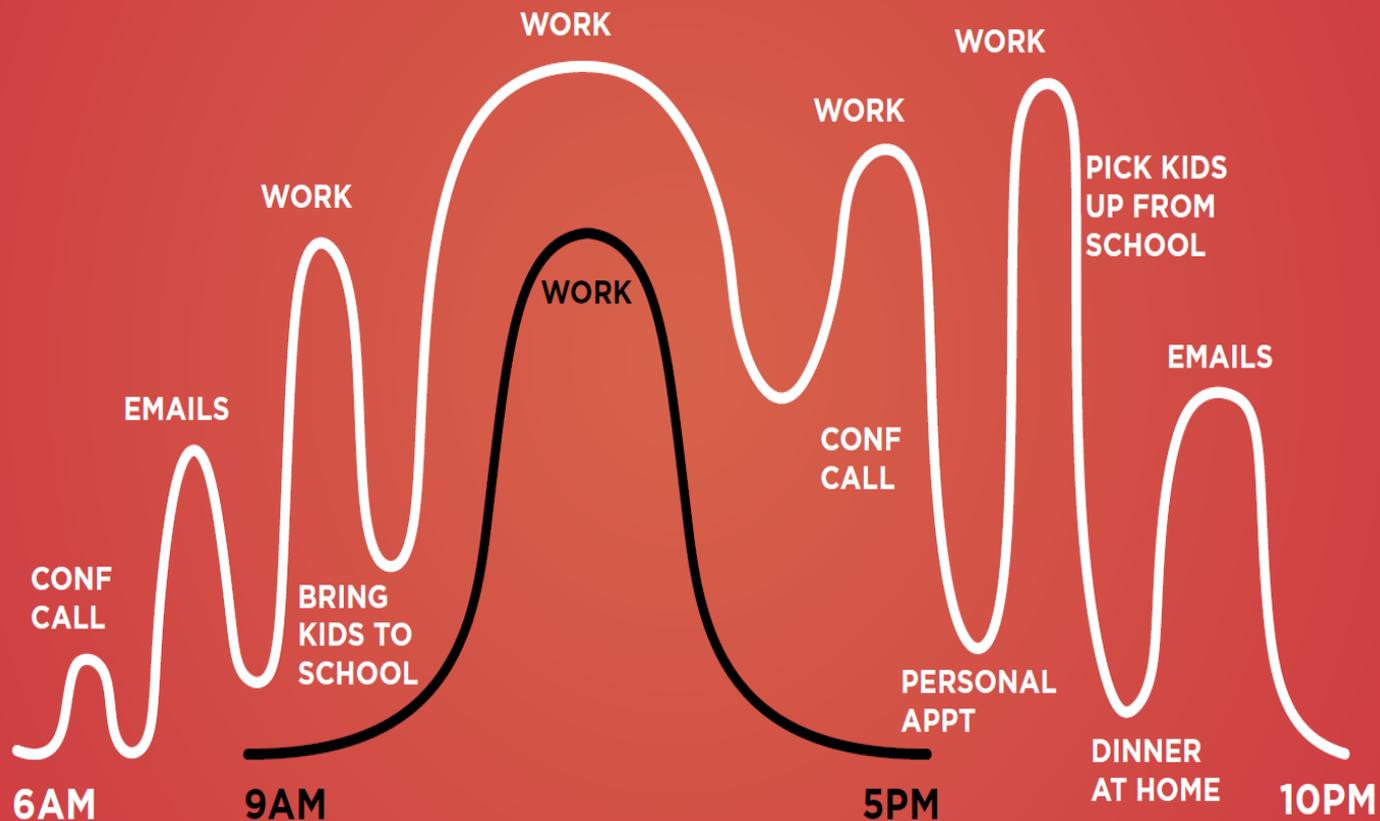
Why now?



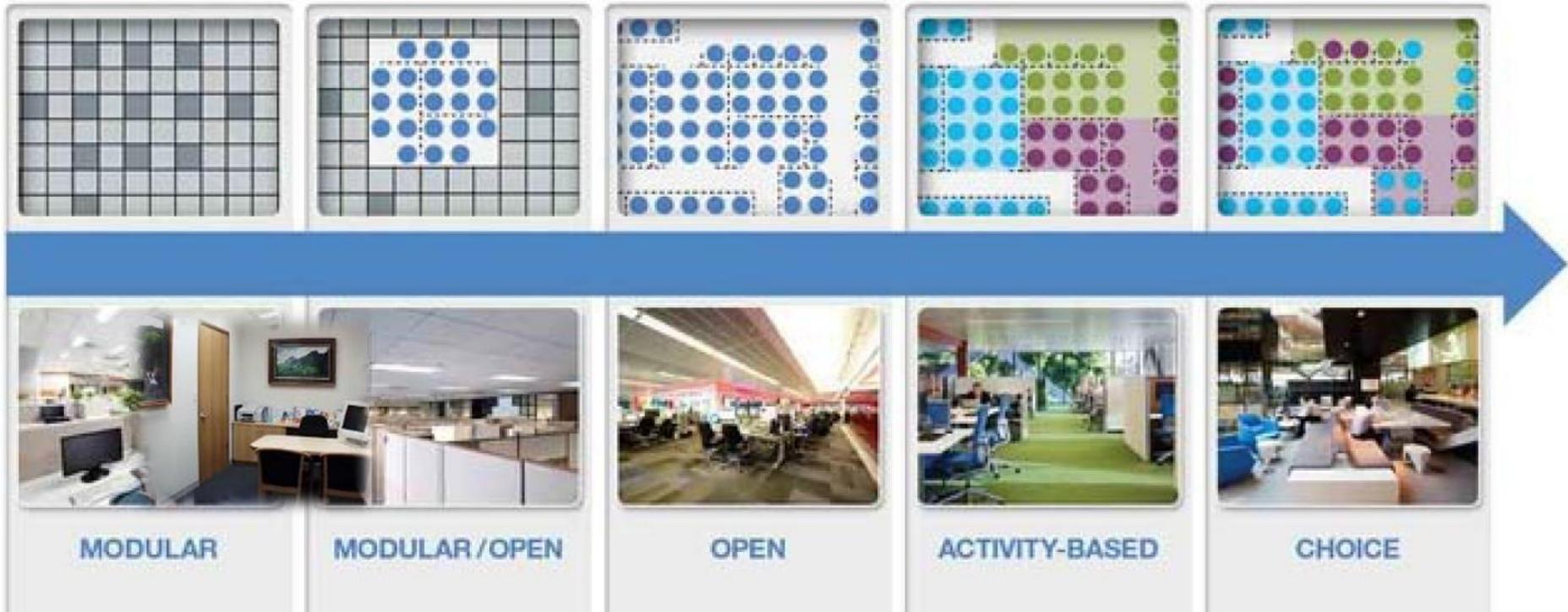
Source: You-tube:
Walter Cronkite 1967

Work/life integration

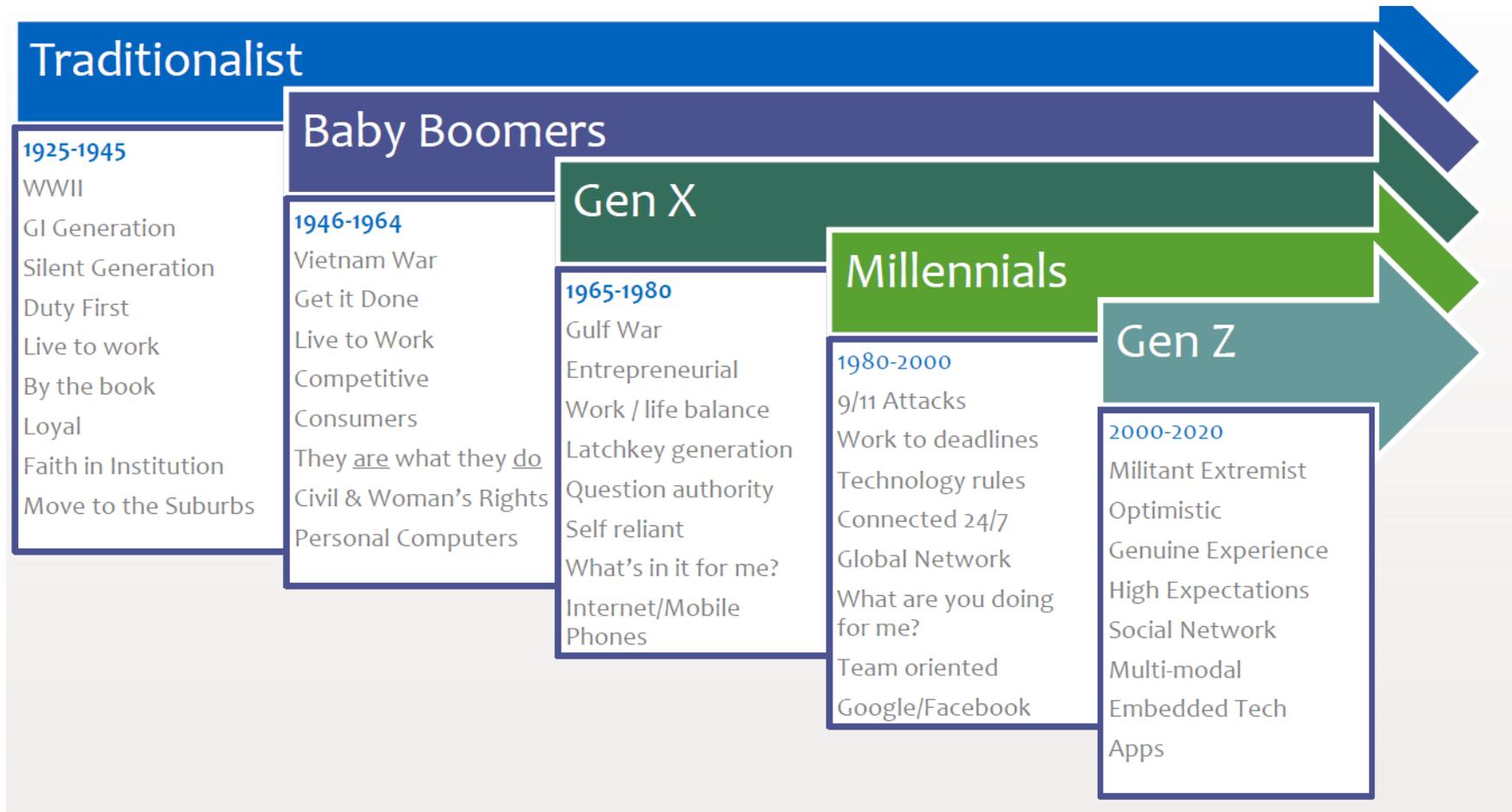
Then Now



Workplace Evolution



Demographic Upheavals



Source: Kay Sargent

Millennials

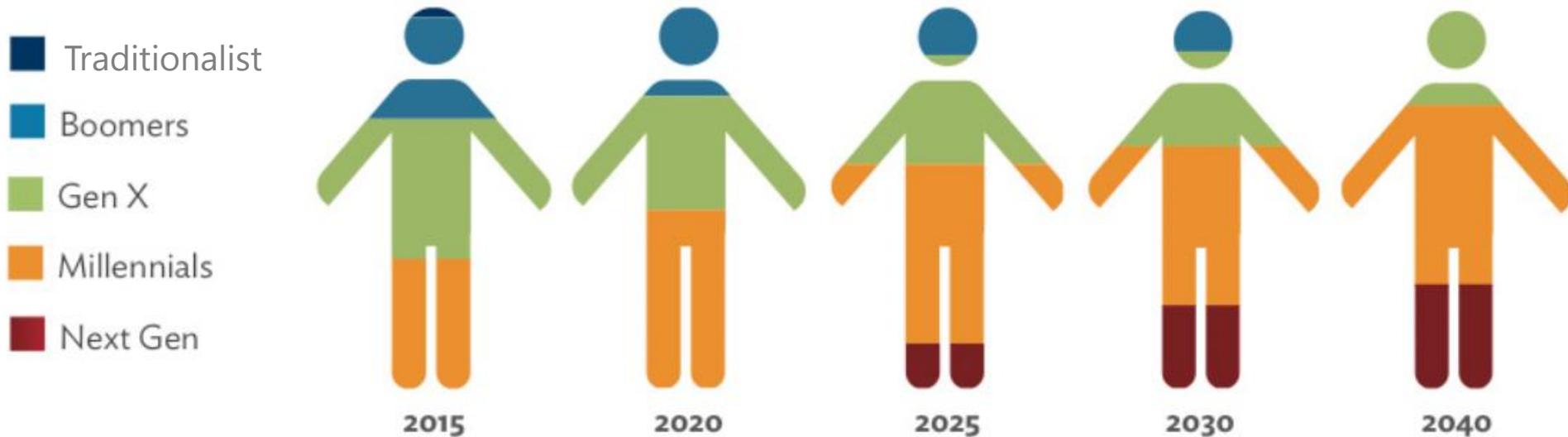
THOSE OF US BORN BETWEEN 1980 AND 2000 ARE NOT NEARLY AS GOD-AWFUL AS THE WRITERS WHO CONSTANTLY PROFILE OUR TECH-ADDLED, BE-HIPSTERED PEOPLE WOULD HAVE YOU BELIEVE.



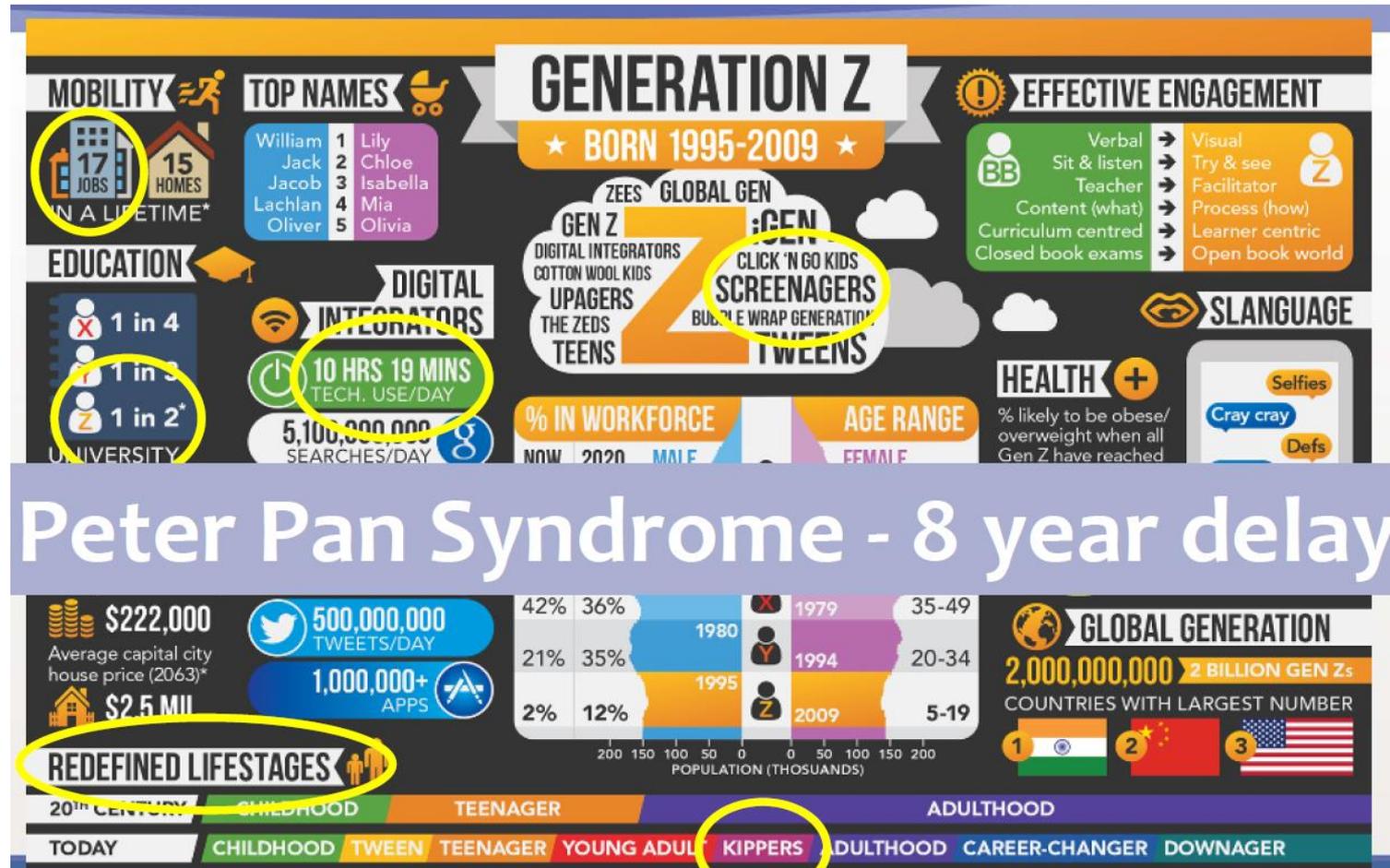
Generations in the workplace

World Population by Generation

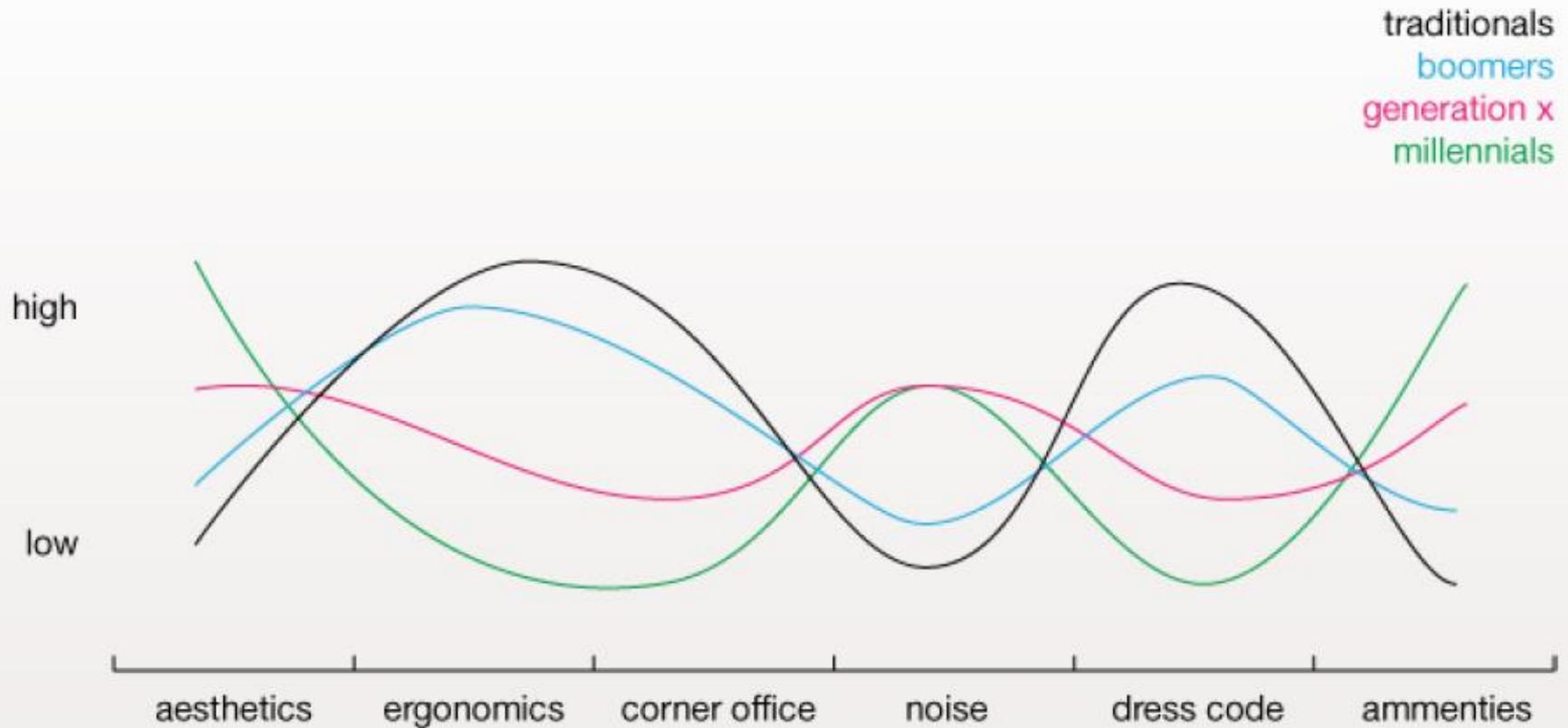
Worldwide and in the U.S., Millennials are the largest generation yet - some 2.3 billion strong. (U.S. Census Bureau)



The next next generation

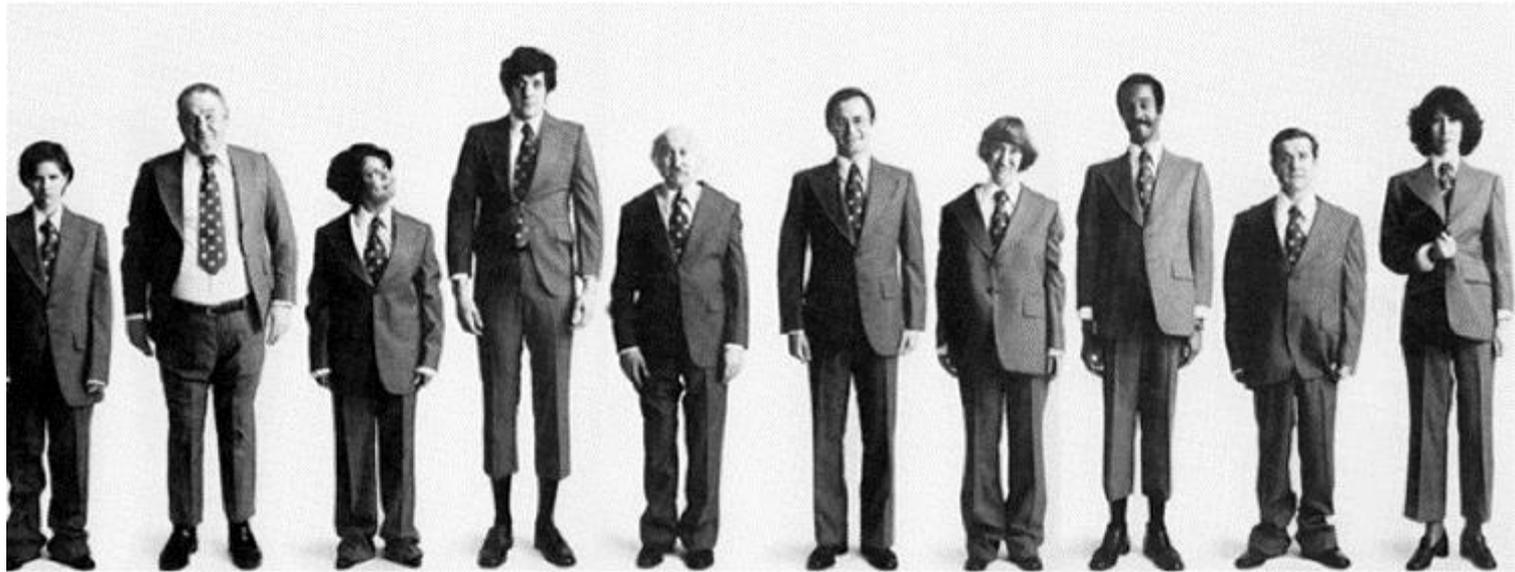


Changing expectations of the work environment



Source: Kay Sargent

One size misfits all



Why the Stigma?



Source: You-tube
Conan O'Brien IBM

Engagement

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.

Millennials and work

78%

see workplace quality as important when choosing an employer and 69% will trade other benefits for better workspace.



TOP TRADE-OFFS FOR A BETTER OFFICE ENVIRONMENT



23%

MOVE TO A SMALLER,
LESS WELL-KNOWN
COMPANY



21%

TRAVEL FARTHER
TO WORK

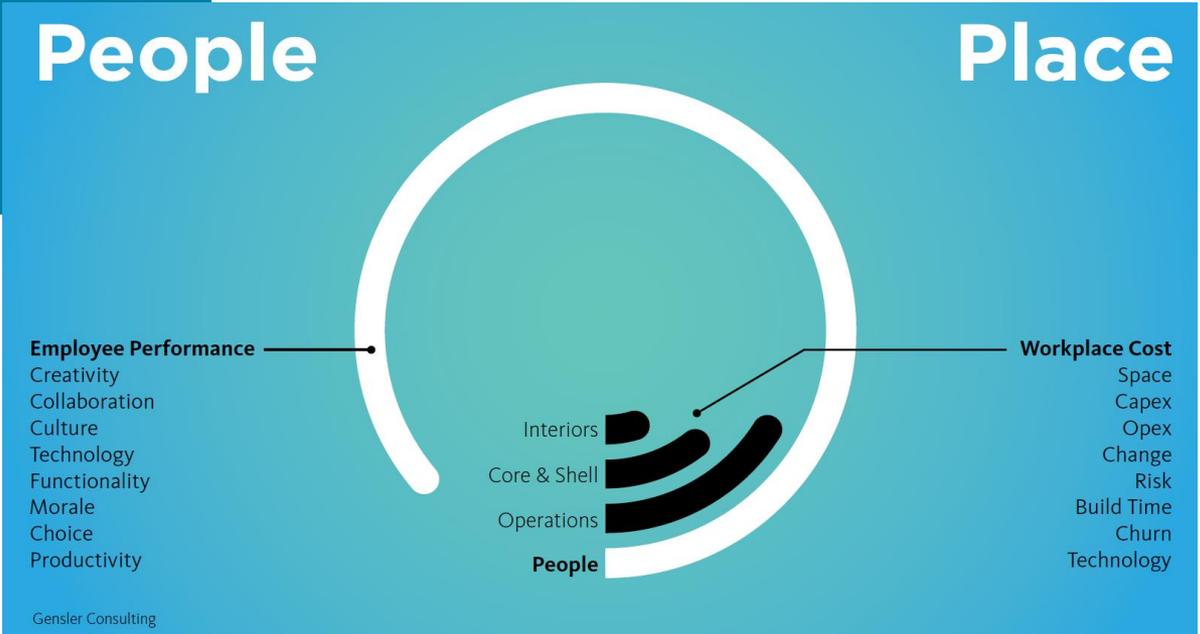
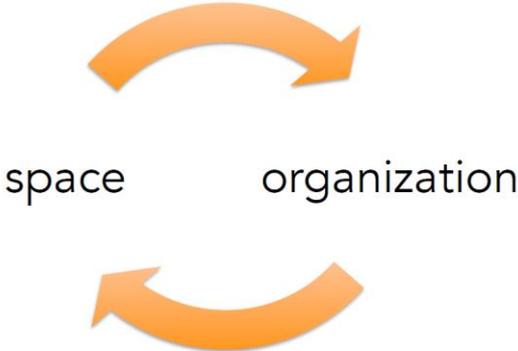
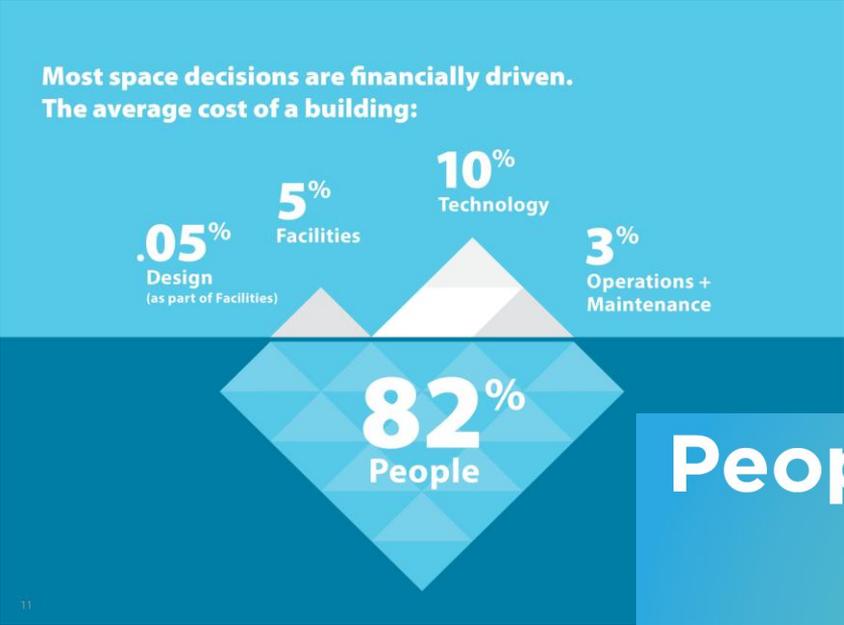


20%

MOVE TO A LESS
ATTRACTIVE
LOCATION FOR WORK

Source: CBRE 2016

Cultural Investment



Gensler Consulting

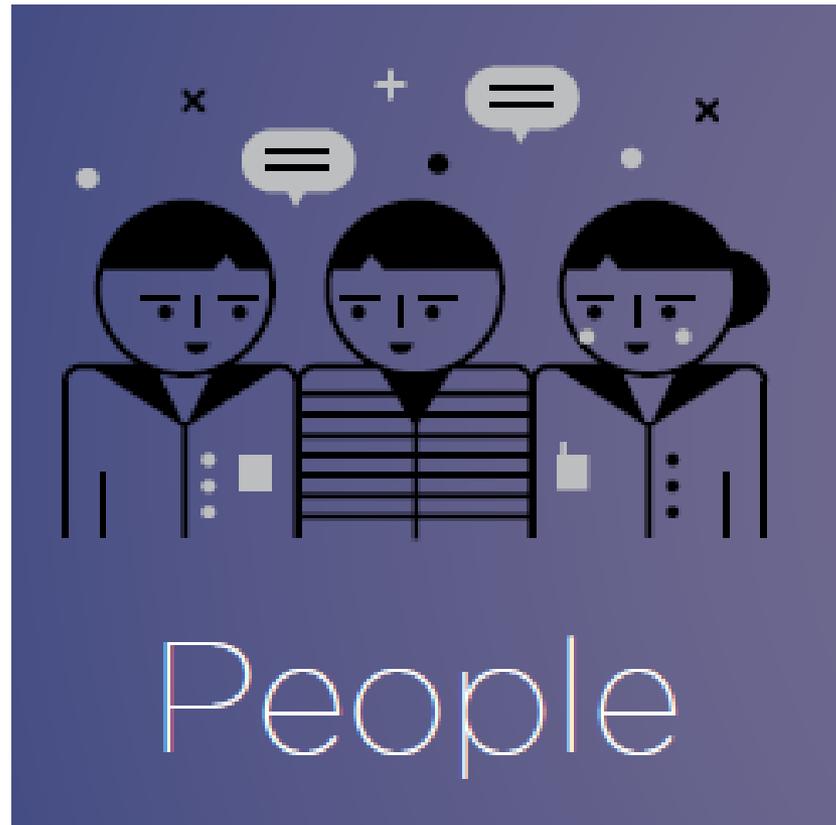
How do we do this?

ENGAGE

DISCOVER

EXPLORE

ENABLE



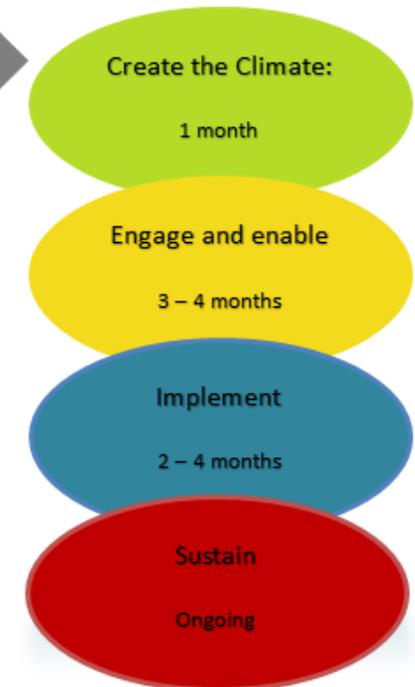
Change is a process



WORKPLACE STRATEGY PROJECT ROAD MAP – Six to nine months



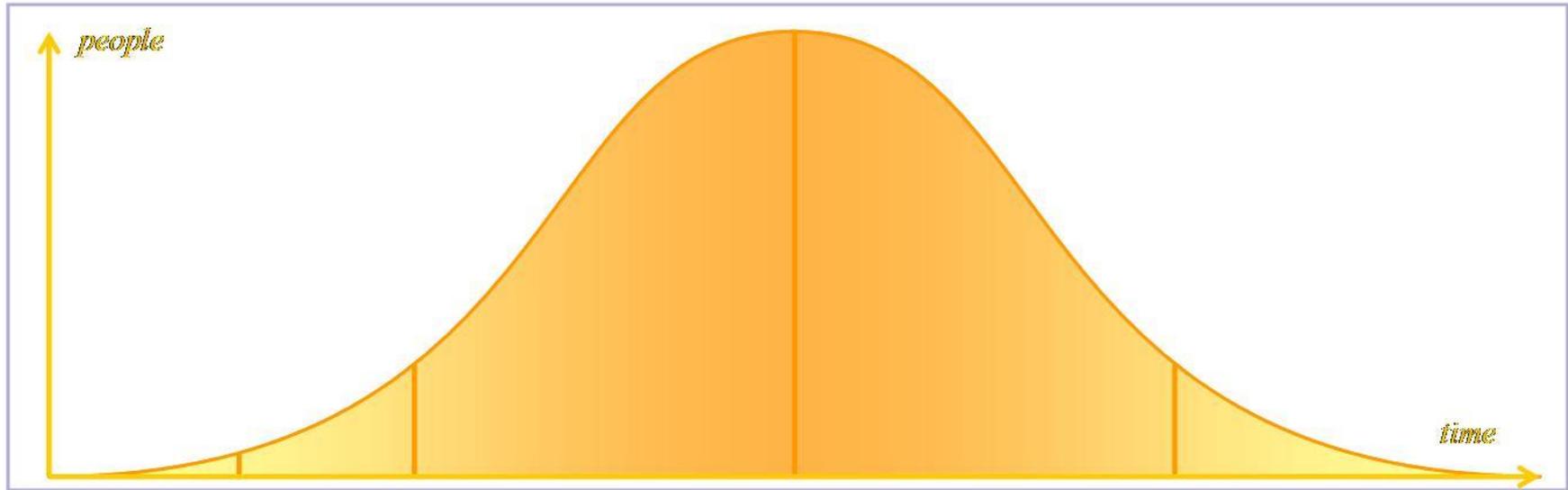
TIMELINE



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.

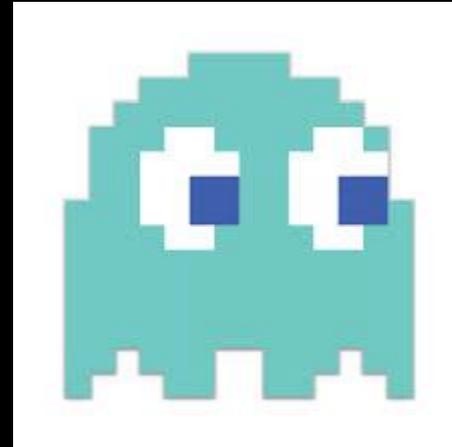
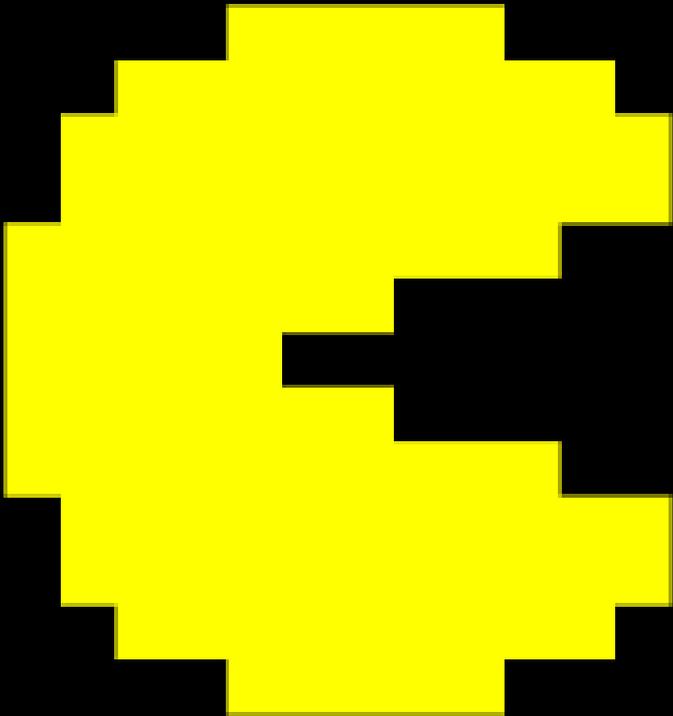
Late Majority
(34%) adopt in reaction to peer pressure, emerging norms, or economic necessity. Most of the uncertainty around an idea must be resolved before they adopt.

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

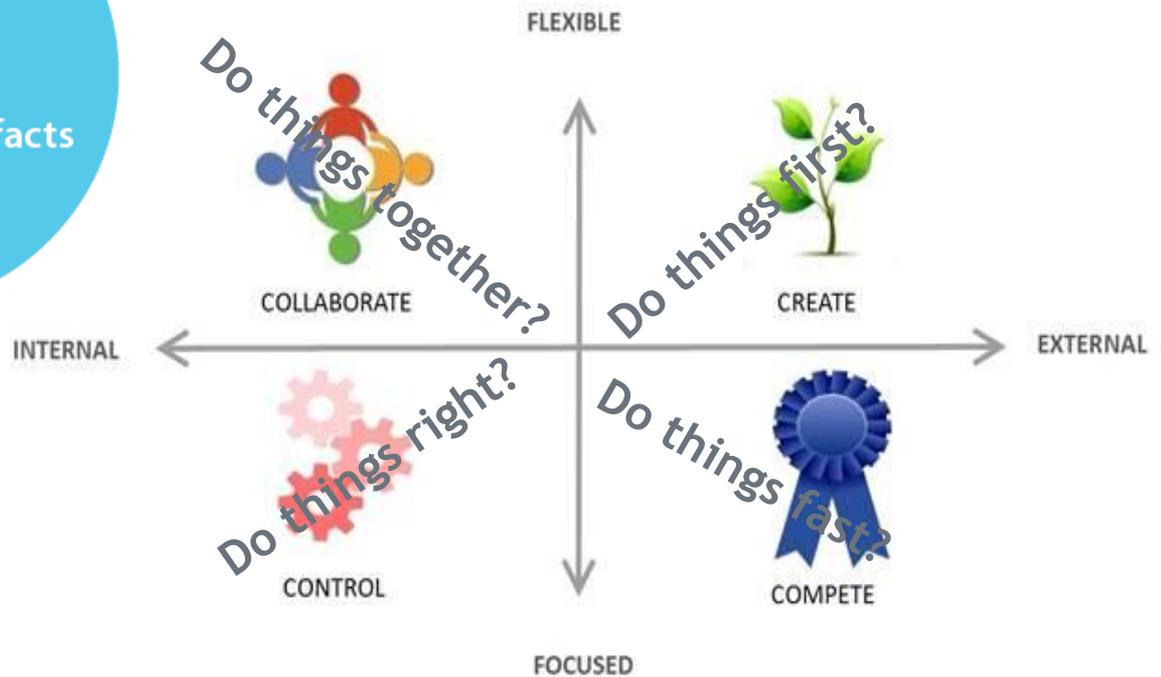
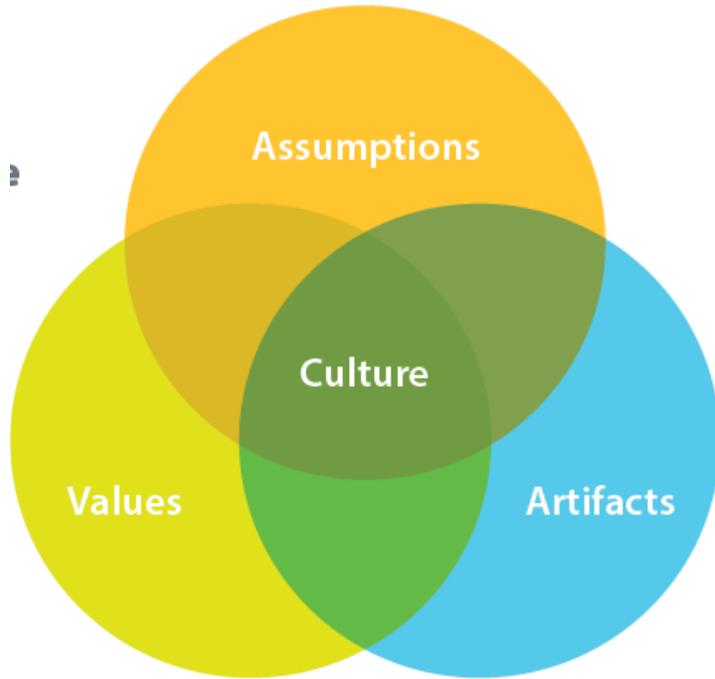
Bryce Ryan & Neal Gross (1943)

“Culture eats strategy”

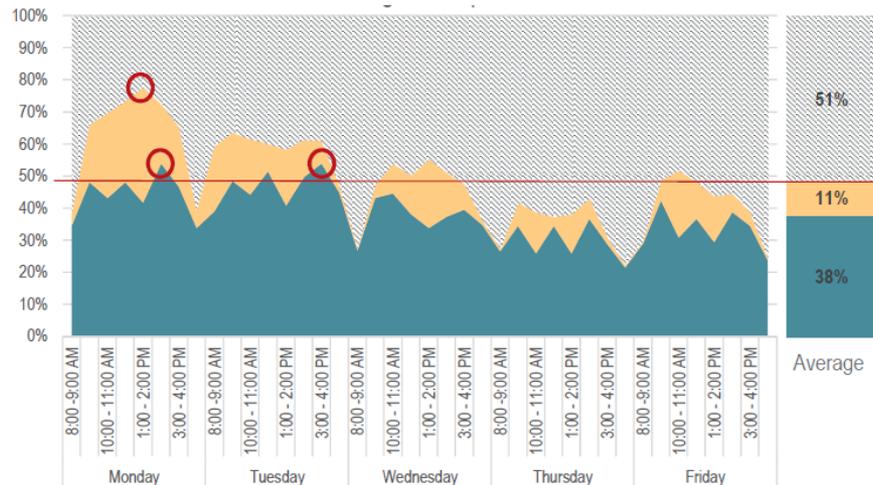
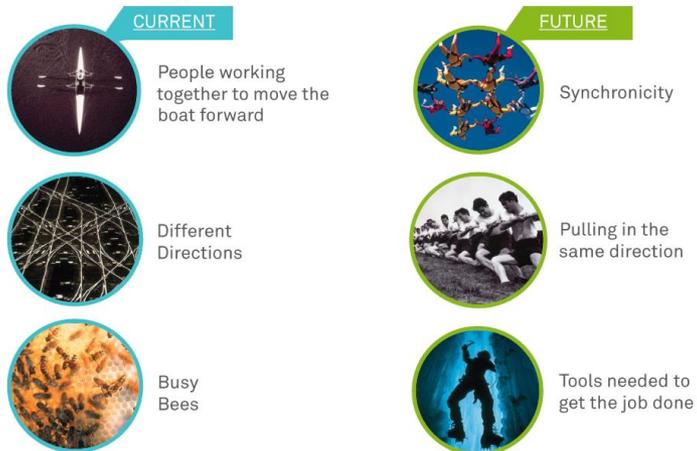
Peter Drucker



Define the organizational culture



Discover and explore



AECOM

USDA NATIONAL ENGAGEMENT
NATIONAL WORKPLACE DIAGNOSTIC REPORT

Figure 1. Work Modes and Work Behaviors

KEEP	TOSS	CREATE
<ul style="list-style-type: none"> • Telework standards • Electronic Files • Dual Monitor • 2 monitors • Telework capability • Mobile Computer • File cabinets • Desk Area • Efficient storage • File cabinet (large) • Coffee room area • Keep conference room with computer + VTC • Conference room make efficient • Breakroom • Privacy • Location, proximity to train station • Storage Room • Breakroom • Selected closed spaces 	<ul style="list-style-type: none"> • Existing mail room with copier • Photocopy machine, printer • Printing Area! • Reception Area • Communication system, communication wi-fi • Old files from hallways • Old stuff in storage • Chairs in the conference room • Furniture 	<ul style="list-style-type: none"> • Efficient, modern space • Re-design the office space • More appealing reception • Consolidation of printer area equipment • Re-design mail room area • Printer, copy, reproduction room • Training room with the latest technology • Better Technology • More comfortable copier / mail room – too small • Better Security • Efficient Systems, Wireless technology • More server space or use "cloud" to store e-files • Larger, more comfortable break room • Working group area • Team work room • Larger desk space • Personal Scanner • Phone call room and visitor room • Open spaces for teleworking • Better Security • Private Meeting Room

		Work mode	
		Independent	Interactive
Work Behavior			
	Thinking/Focus	✓	
	Reading	✓	
	Writing	✓	
	Paper handling	✓	
	Storing/Filing	✓	
	Computing	✓	
	Collaborating		✓
	Meeting		✓
	Communicating	✓	✓
	Planning	✓	✓
	Learning	✓	✓

Design around the work

Configure workspace based on how people work.



Contracting Officers
Auditors, Attorneys

Desk Bound



Program Managers
Leadership

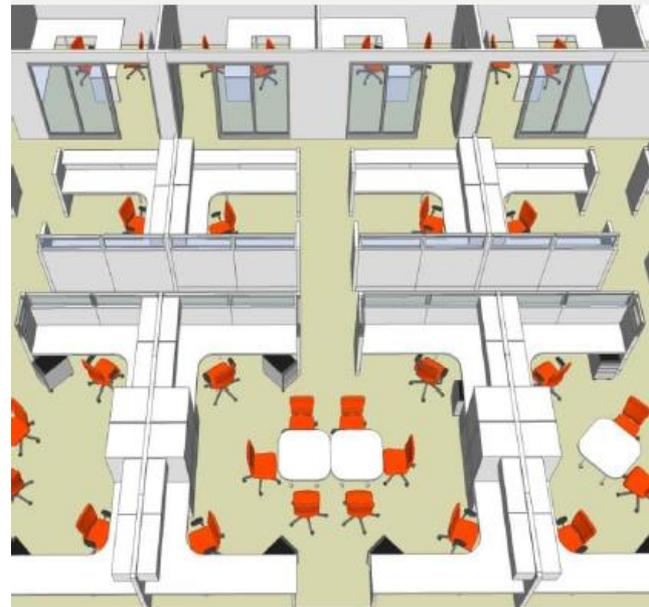
Internally Mobile



Case
Managers

Enforcement
Officers

Externally Mobile



Branding is crucial

“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.”

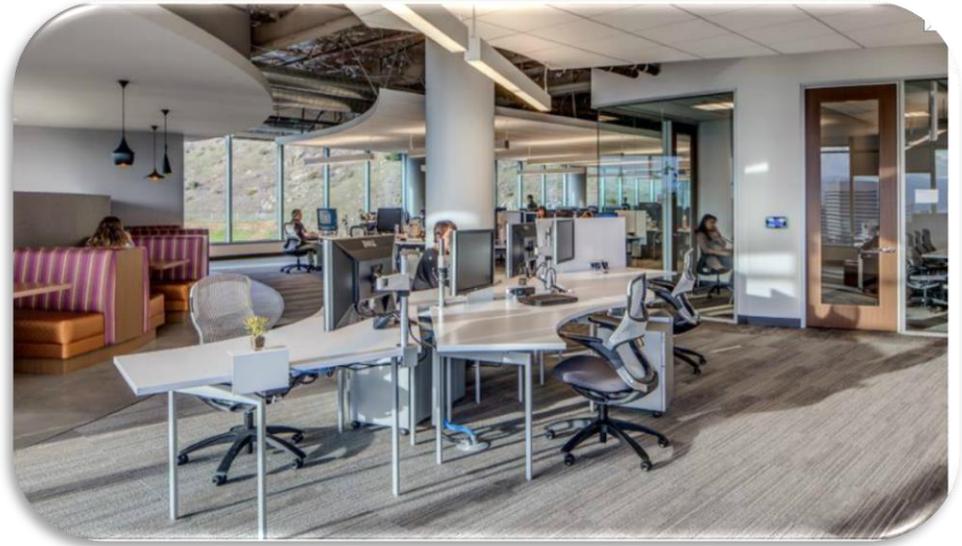
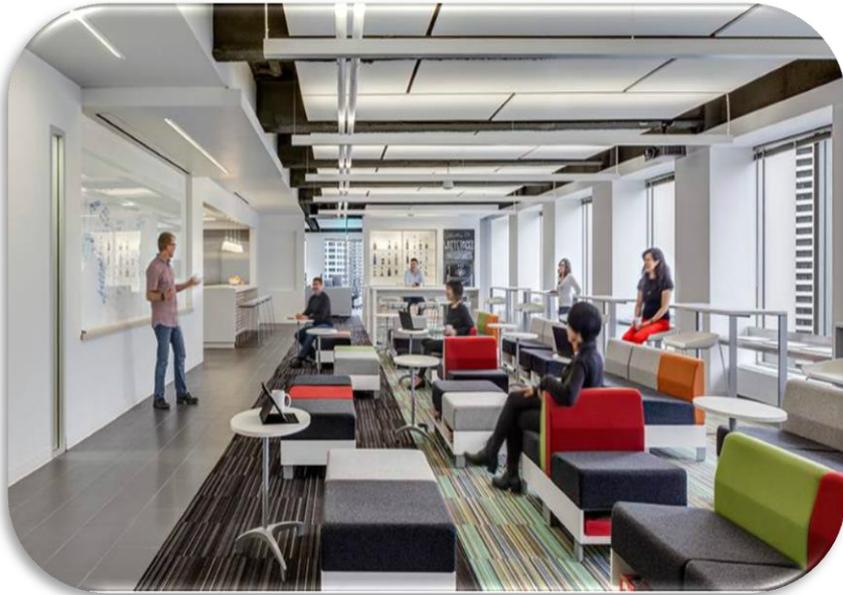
“For me, this work environment was unnerving and made me rethink my desire to work for the state. Cube farms are gross.”



“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

What this is for some based on their culture





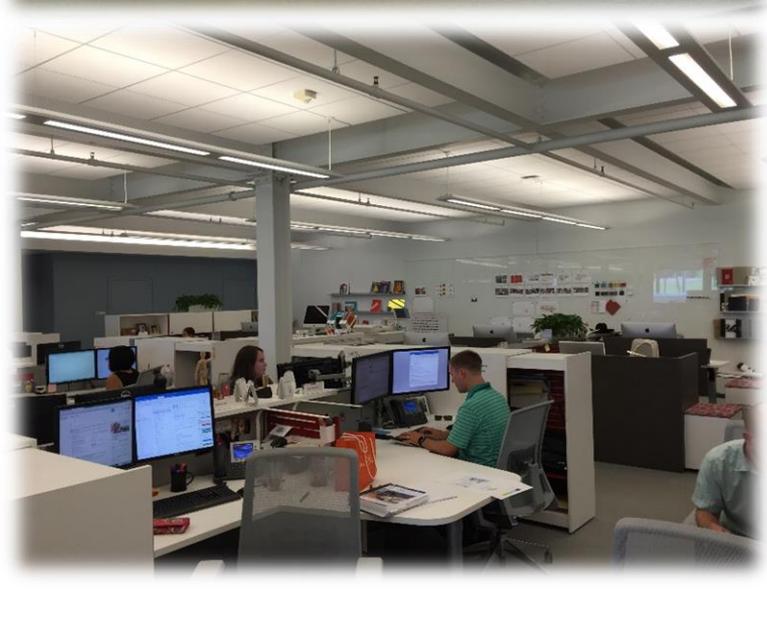
CBRE Los Angeles Office



Russell Investments



Haworth



What this is not...



Work is what you do, not where you do it



Agencies leading by example

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



Mobility is a state of mind

OFM – Facilities Oversight & Capitol Campus Mobile Center

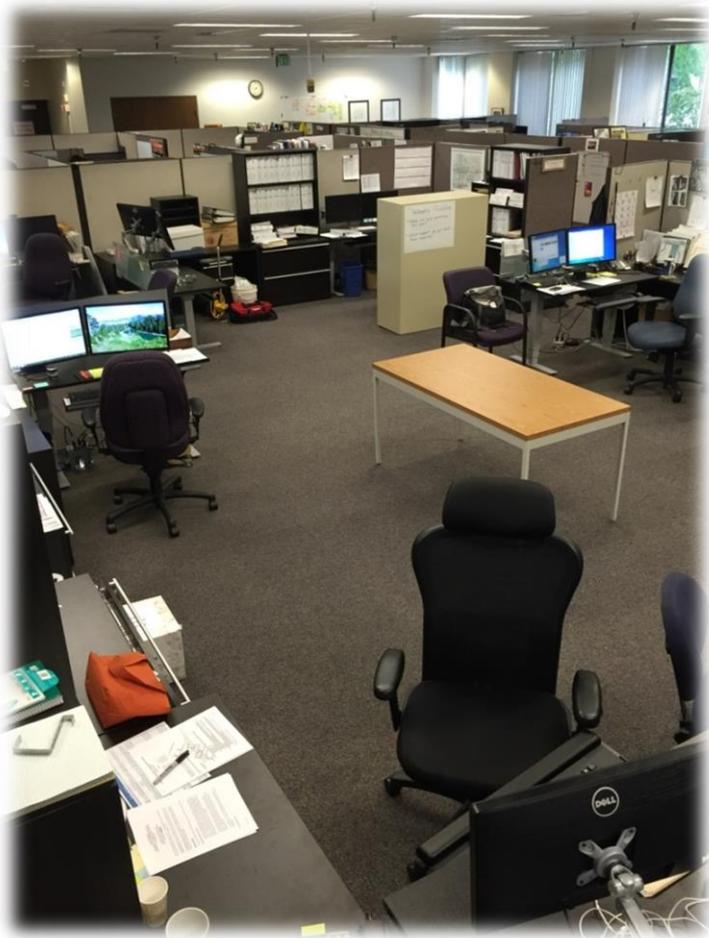


Results:

- Empowered with choice - two zones to seven
- Enabled mobility

Giving people options to get work done

DSHS Operations Support Services



Results:

- Increased collaboration
- Increased workplace satisfaction
- Increased engagement

A workplace environment that empowers, energizes, and builds collaboration

WaTech E-Gov



Results:

- Employees are empowered with choice
- Employee ownership
- Increased collaboration
- Two to six zones

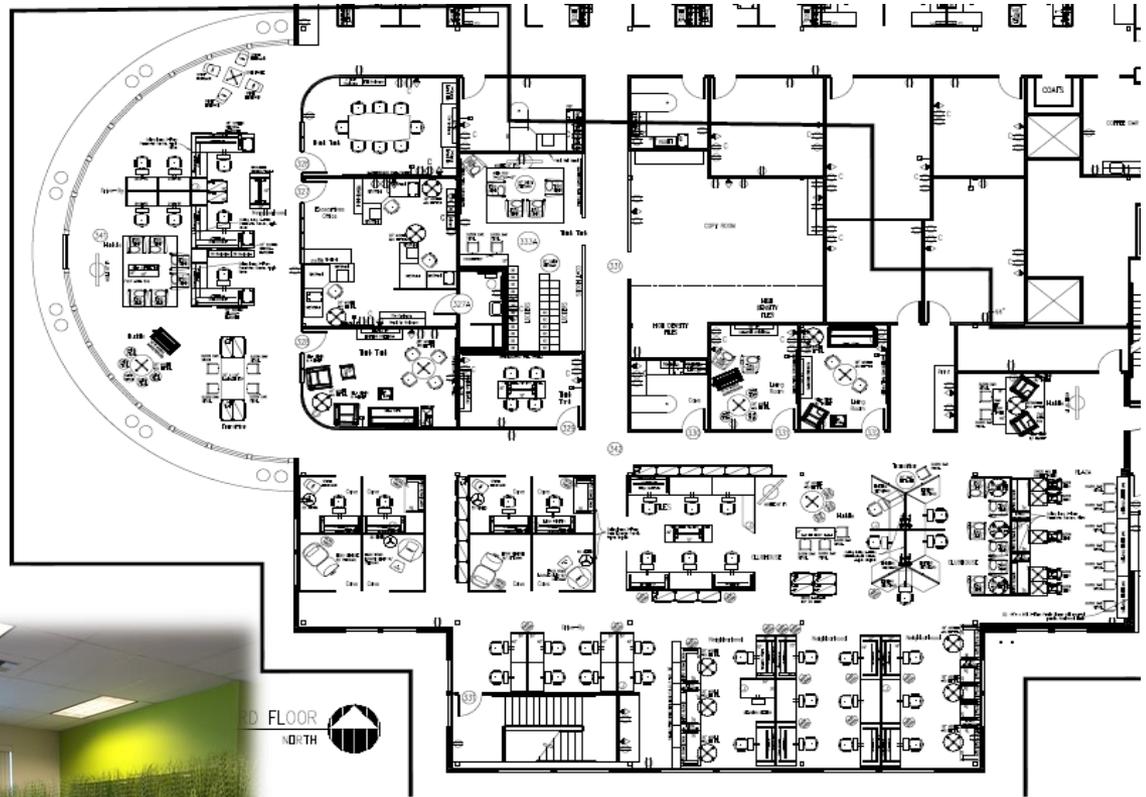
Using space as a recruitment tool

Seattle Coworking Space Pilot



Supporting work with a variety of spaces

Department of Health – Center of Public Affairs



Results:

- 39 cubes to 112 workspaces
- Increased mobility
- Empowered with choice – 9 zones

building a

MODERN

work environment

QUESTIONS?

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