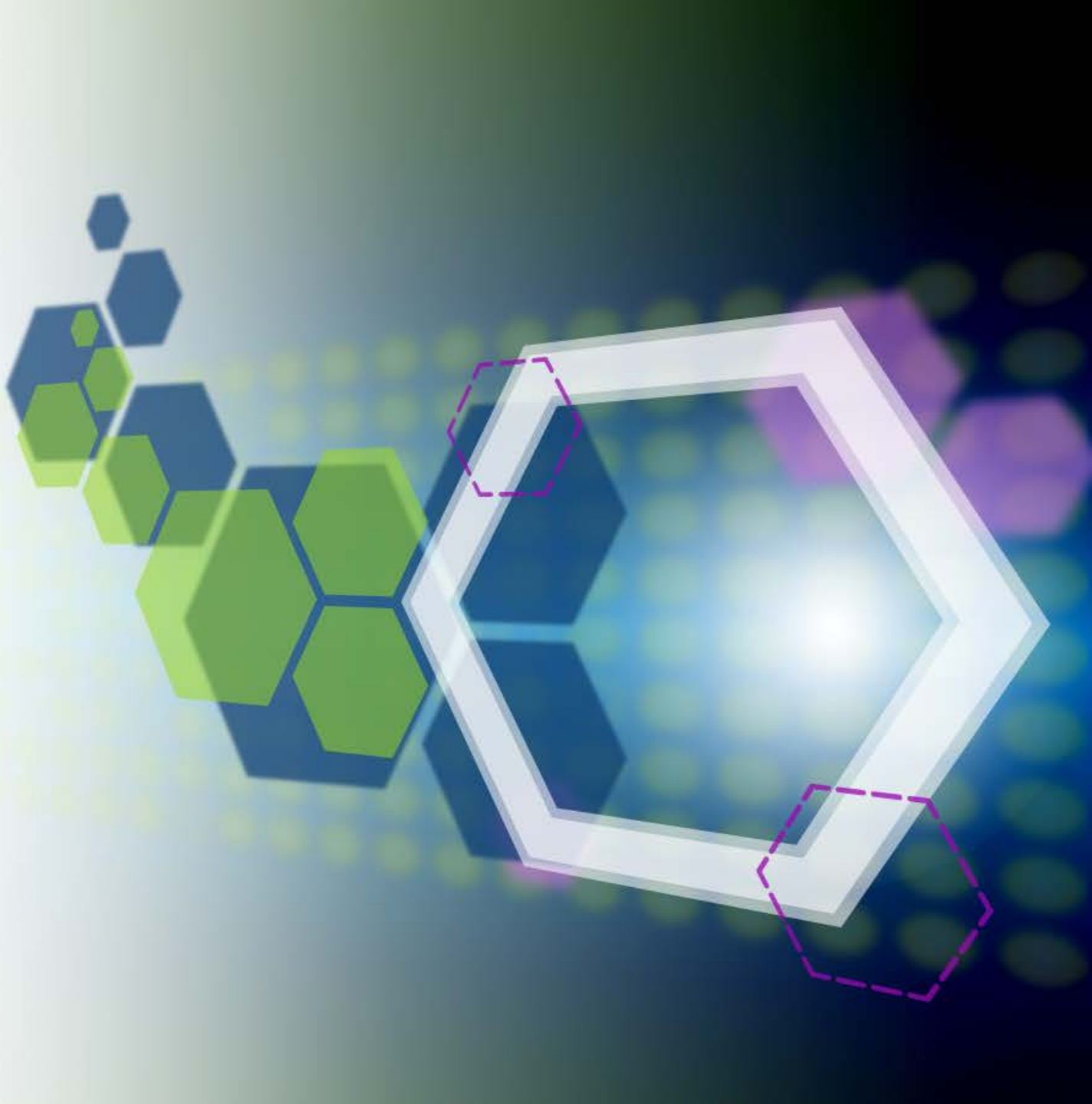
Employer of Choice



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Topics

- Intro – Michael Cockrill, State CIO
- Self-management – Michael DeAngelo, State Deputy CIO
- Internship Program – Jim Sampson, WaTech Internship Program
- Modernizing the workspace – Amy McMahan, OFM Facilities Oversight
- IT Reclassification – Angie Hogenson, OFM State HR
- Value-based hiring – Max Pham, e-gov

Michael Cockrill

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Michael DeAngelo

Self-management

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Why?

- You get a job in government you have a job for life

- Government has the best benefits

- Here, you can have an impact on the world around you

We totally own this one

Business Problem

How can WA be a relevant employer that attracts the next generation of top talent?

What the workforce expects today

- *Flexibility in how they work (88%)*
- *Personal and professional growth (#1 turnover reason)*
- *A sense of purpose (64%)*
- *Autonomy (79%)*

**Forbes, 2020 Workplace, HBR, & others*

EOC Strategy for IT

1. A structure that makes sense
2. A space that inspires
3. Hiring process that gets the right talent
4. An empowering environment
5. A talent pipeline that creates supply
6. Professional development that grows people

Adaptable organizations that empower

A World Without Managers: Learn What the Future of Work Looks Like

OCTOBER 10, 2013 - 6 MINUTE READ - POSTED BY WENDY

Imagine an organization w
has a specific job descripti

First, Let's
Managers

Forbes / Leadership

APR 27, 2012 @ 06:06 AM 24,022 VIEWS

A Glimpse At A Workplace Of The F

Steve Denning
CONTRIBUTOR

I write about radical management, leadership, innovation & narrative

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FULL BIO >

Opinions expressed by Forbes Contributors are their own.

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What It's Like To Work Wi
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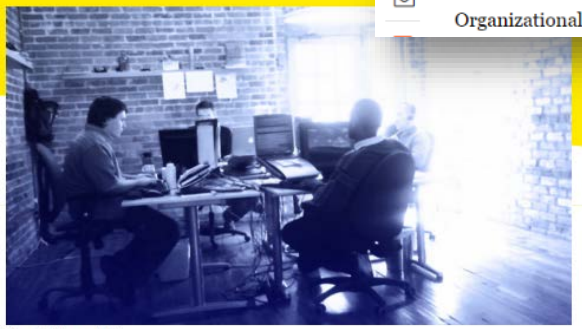
Buffer's cofounder shares what three months of busines
like.



[Photo: Flickr user fo.ol]

LEO WIDRICH | 01.16.15 | 5:15 AM

We've switched to a fully self-managed, self-organized team. There're no managers or bosses and everyone on the team is encouraged to work freely on projects they are most compelled to work on, that they feel they have expertise and skill and that they feel our company, Buffer, needs at this point.

The Future of Management Is Teal

Organizations are moving forward along an evolutionary spectrum, toward self-management, wholeness, and a deeper sense of purpose.

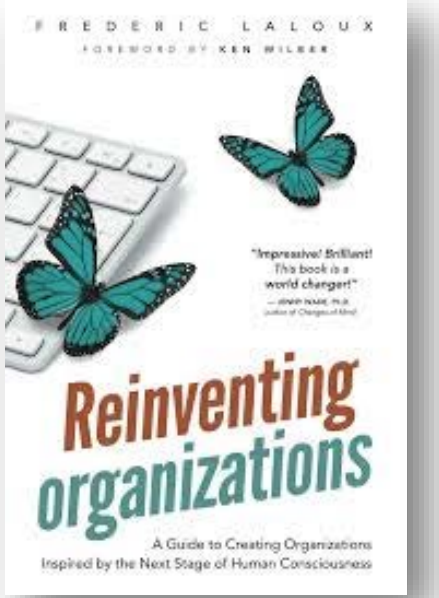
by Frederic Laloux

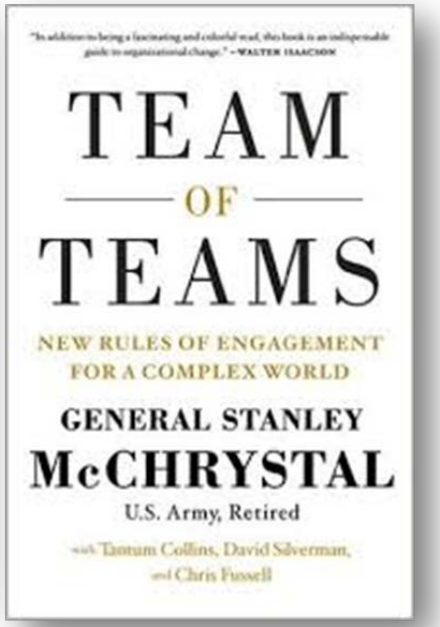
A version of this article appeared in the Autumn 2015 issue of strategy+business.

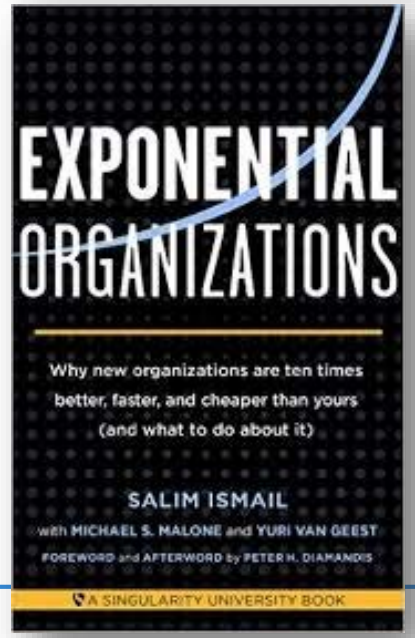
Many people sense that the way organizations are run today has been stretched to its limits. In survey after survey, businesspeople make it clear that in their view, companies are places of dread and drudgery, not passion or purpose. Organizational disillusionment afflicts

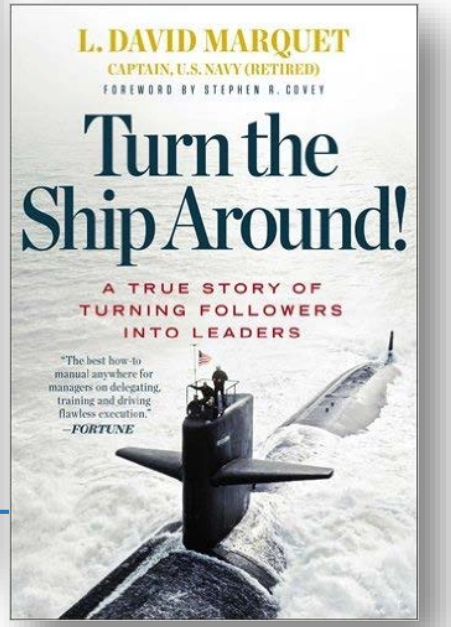
organization.

heads, and vice presidents
hardworking; the problem
avy management model that is









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$1 billion in revenue
19 Offices, 1200 FTE

$2 billion in revenue, 1300 FTE

VALVE

More $$/FTE than any other gaming company
500 FTE

ING DIRECT
forward banking™

$150 billion, 75,000 FTE

arTerre

ING DIRECT
forward banking™

VALVE

maestro CONFERENCE

M

Springest

adscale

ARCA

SOPRODI
Le sur-mesure de l'industrie

PANTHEON ENTERPRISES
Innovating Through Conscious Chemistry

DEV CAMP

gtd

KAHLER FINANCIAL GROUP

Zappos.com
POWERED by SERVICE

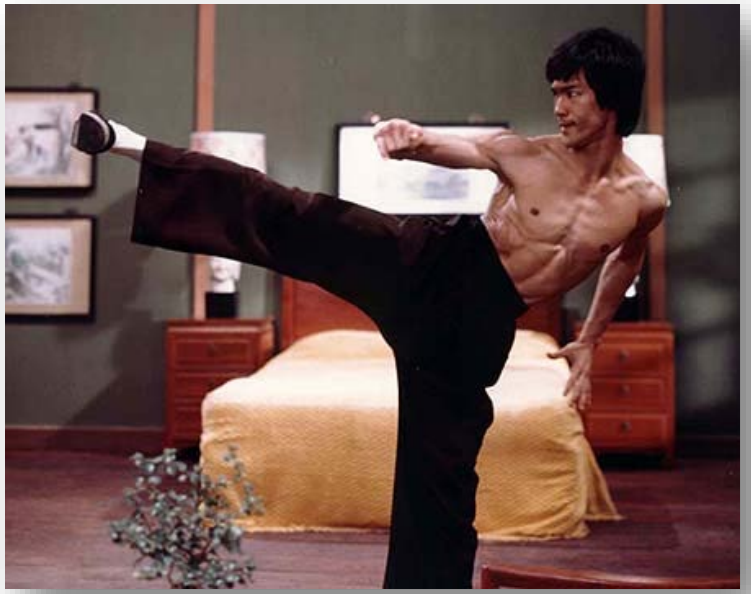
CONSCIOUS CAPITALISM

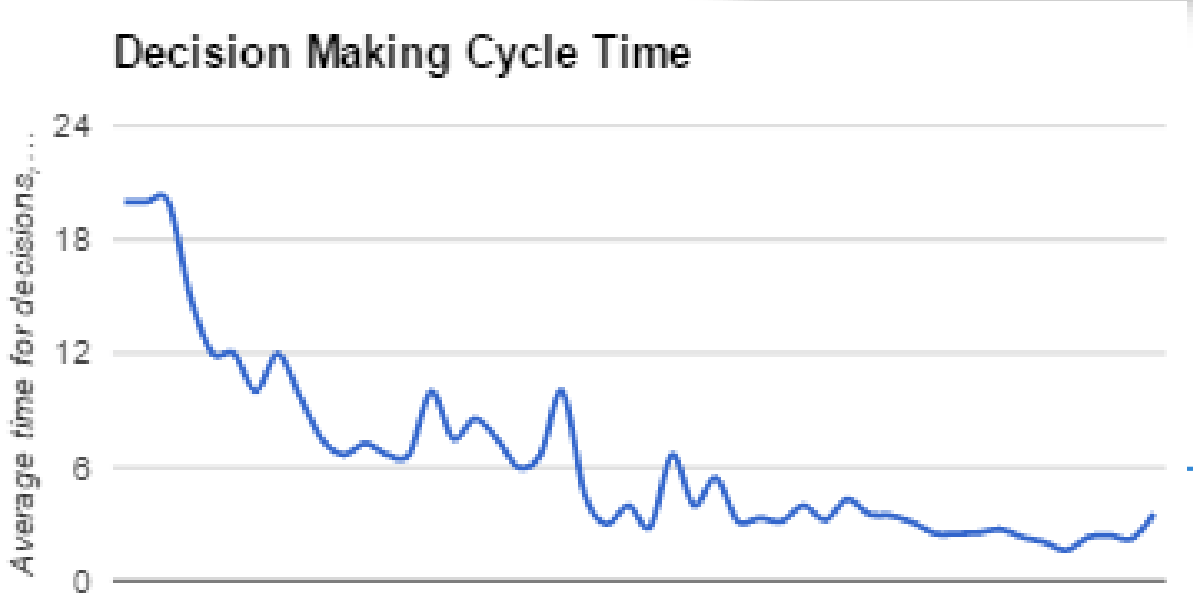
WAKING UP THE WORKPLACE

Decision making Cycle Time

93%

On average, it takes **2 minutes** to raise, discuss, and resolve operational issues





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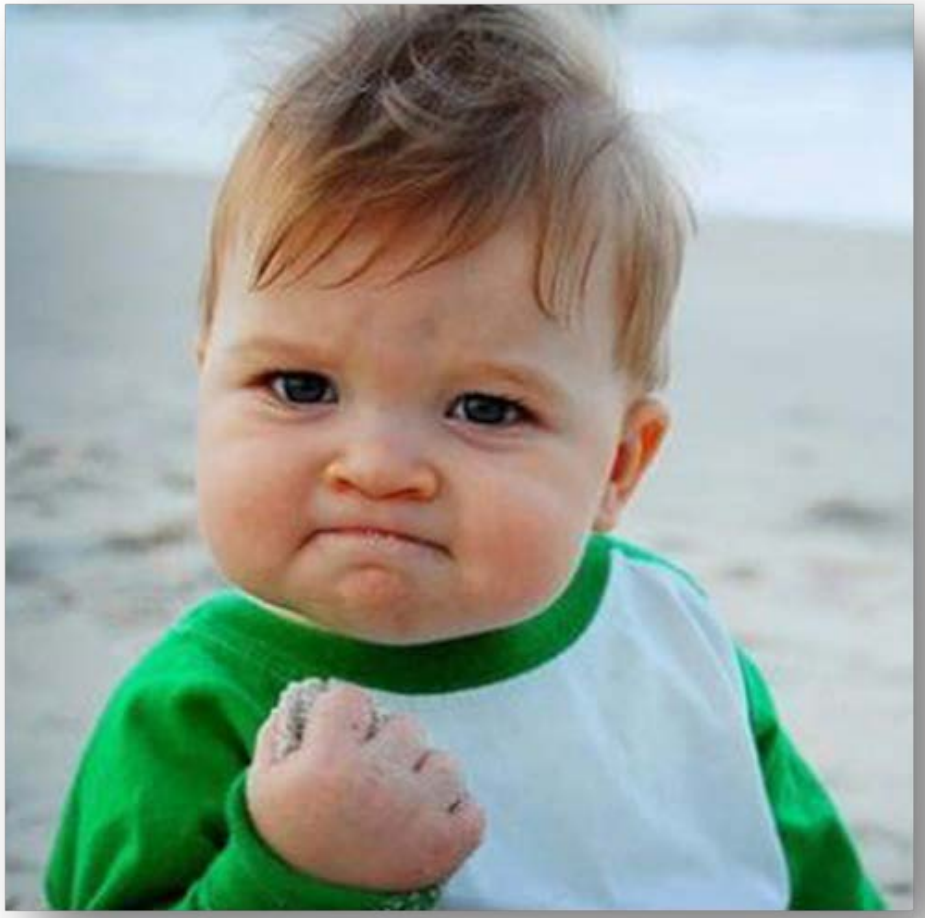
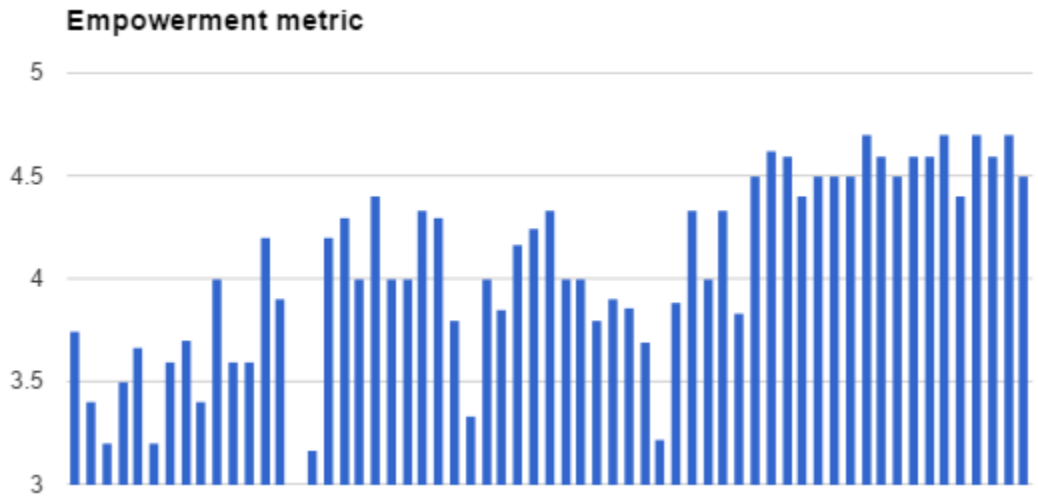
Empowerment

90%

60%

Employee's confidence in their own ability to resolve impediments





"If I need something done to make my job easier, I get advice and then I just do it."

"I make decisions and take actions at work the same way I do at home. It's natural."

"After working this way, working in a hierarchy feels caveman-ish"

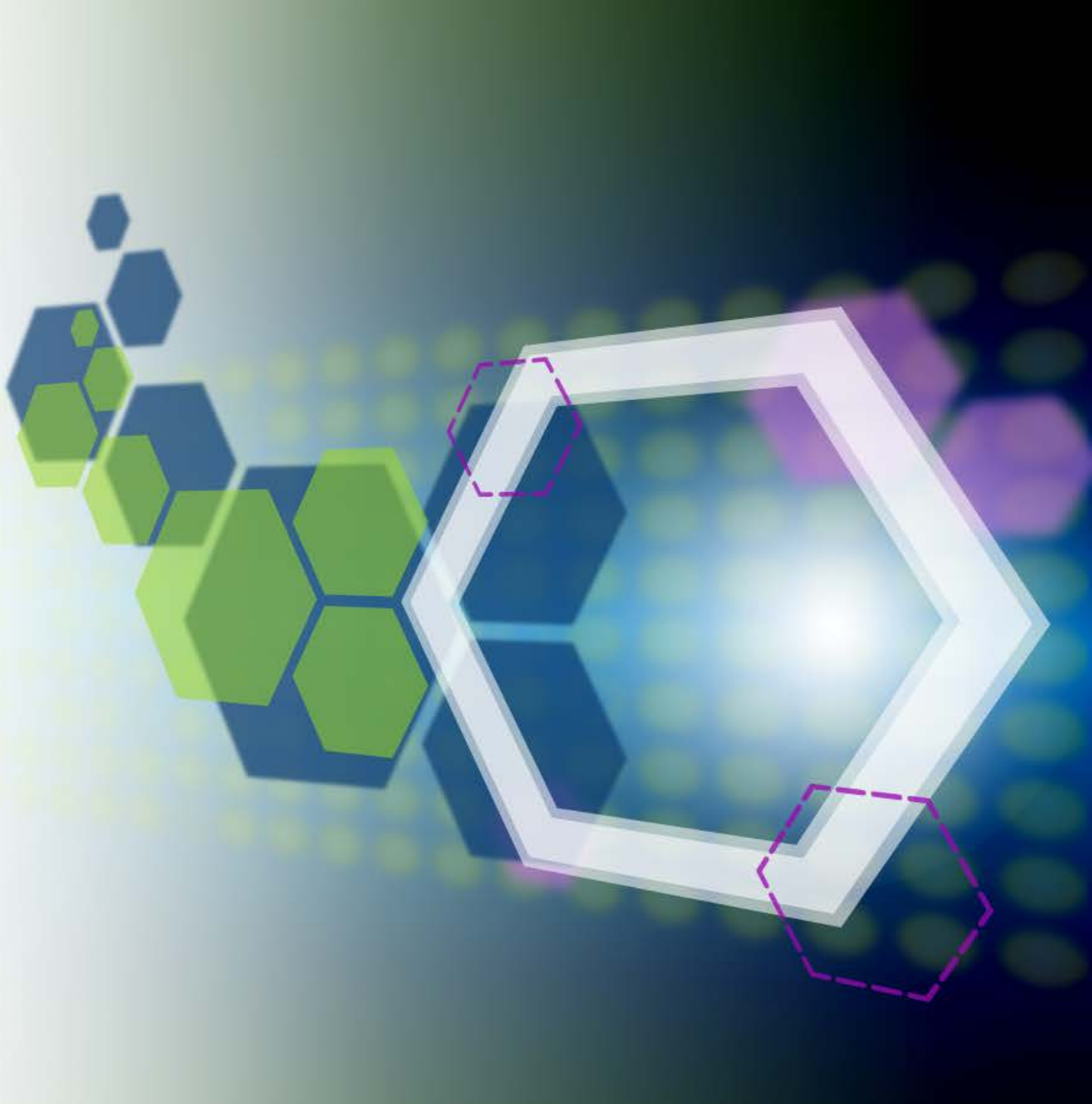
"Self-management has ruined me. I no longer want to work in an organization that practices hierarchy"

What is Holacracy?

- A different way to organize around work
- Role based
- Authority is granted through roles instead of managers
- Focus on purpose
- It's still about getting the work done

"Unfortunately, no one can be told what the self-management is. You have to see it for yourself"

The Experiment



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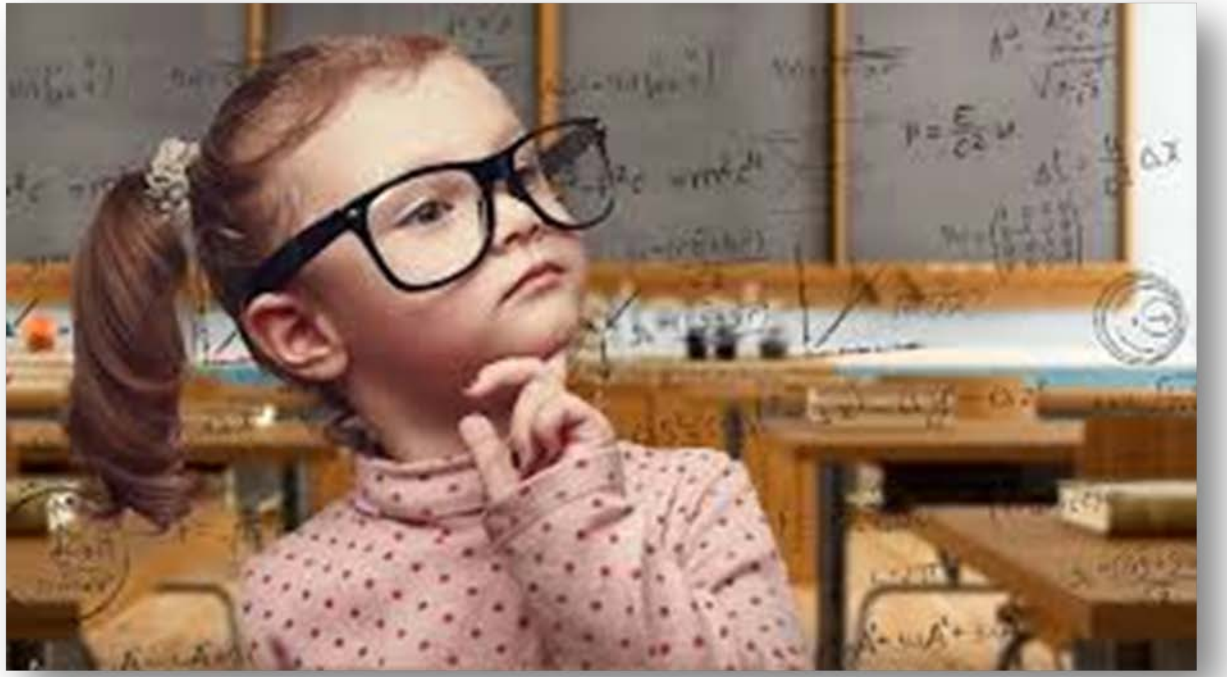
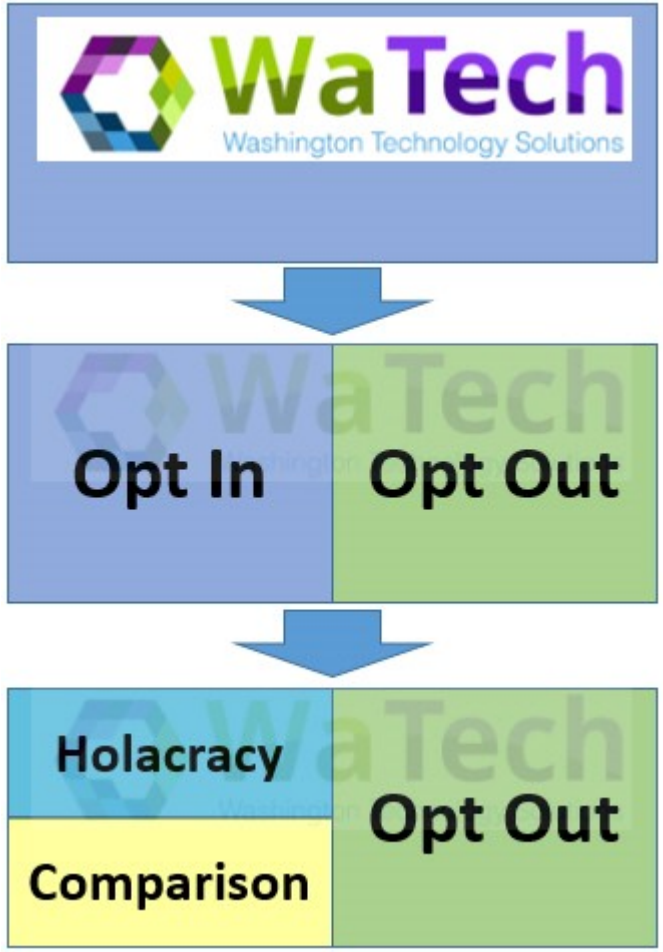
The experiment





Data collection

Quantitative data collection

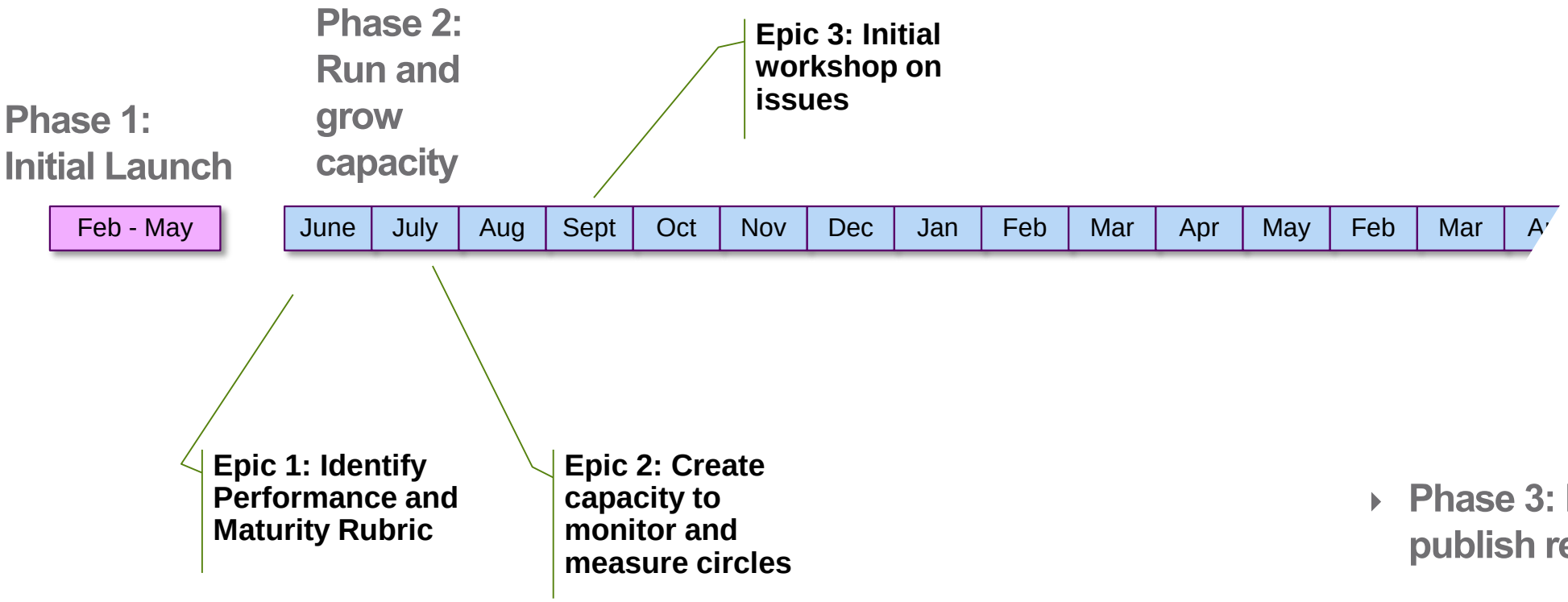
- Employee survey data of both the Treatment and the Comparison group
- Demographic data
- Performance data

Qualitative data

- Employee interviews
- Team monitoring

Twelve month data collection period

Phase 2: Run and grow capacity



- Phase 3: Review and publish results

The Why?

- Our competitors are making the shift to self-management
- To create scientific data that compares self-management with hierarchy

- So that… we learn about how to change our work environment
- So that… we can attract great talent
- So that… we can better serve the citizens

Jim Sampson

Creating a pipeline with an Internship Program

EOC Strategy for IT

1. A structure that makes sense
2. A space that inspires
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Amy McMahon

Modern workplace

EOC Strategy for IT

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building a

MODERN

work environment

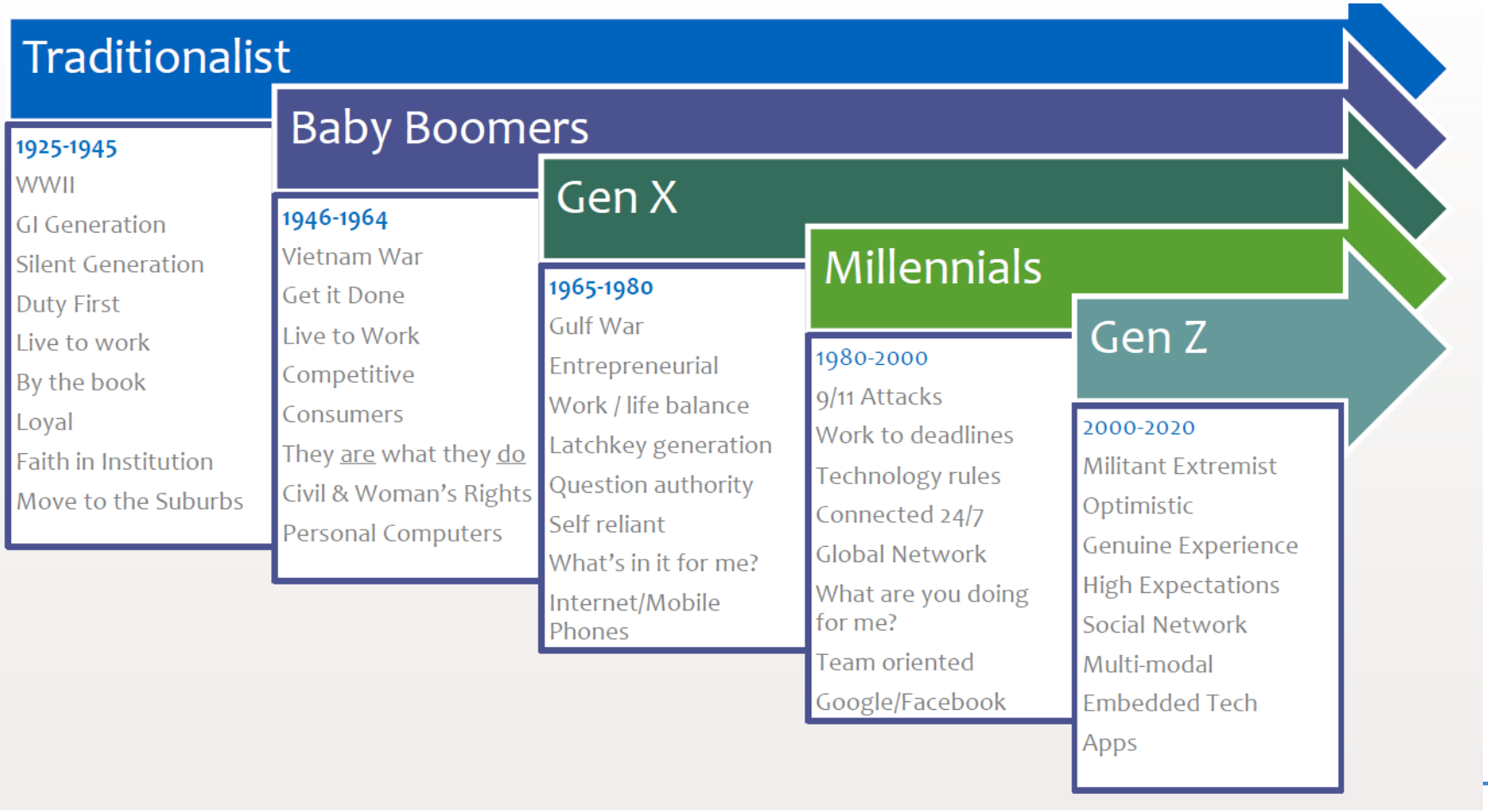
Opportunities for change

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

Work/life integration

Demographic Upheavals



Source: Kay Sargent

One size misfits all

Work is what you do, not where you do it

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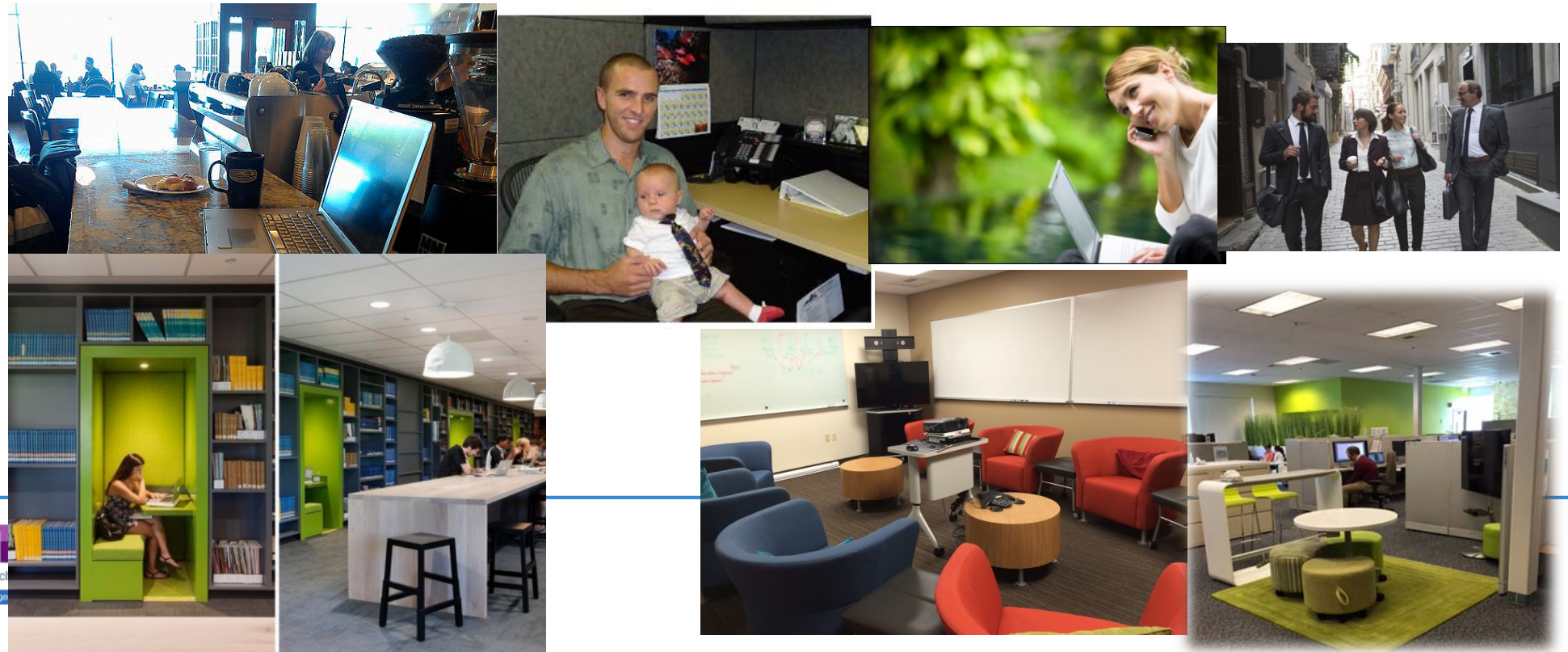
Agencies leading by example

- 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 to seven work zones
- More mobility

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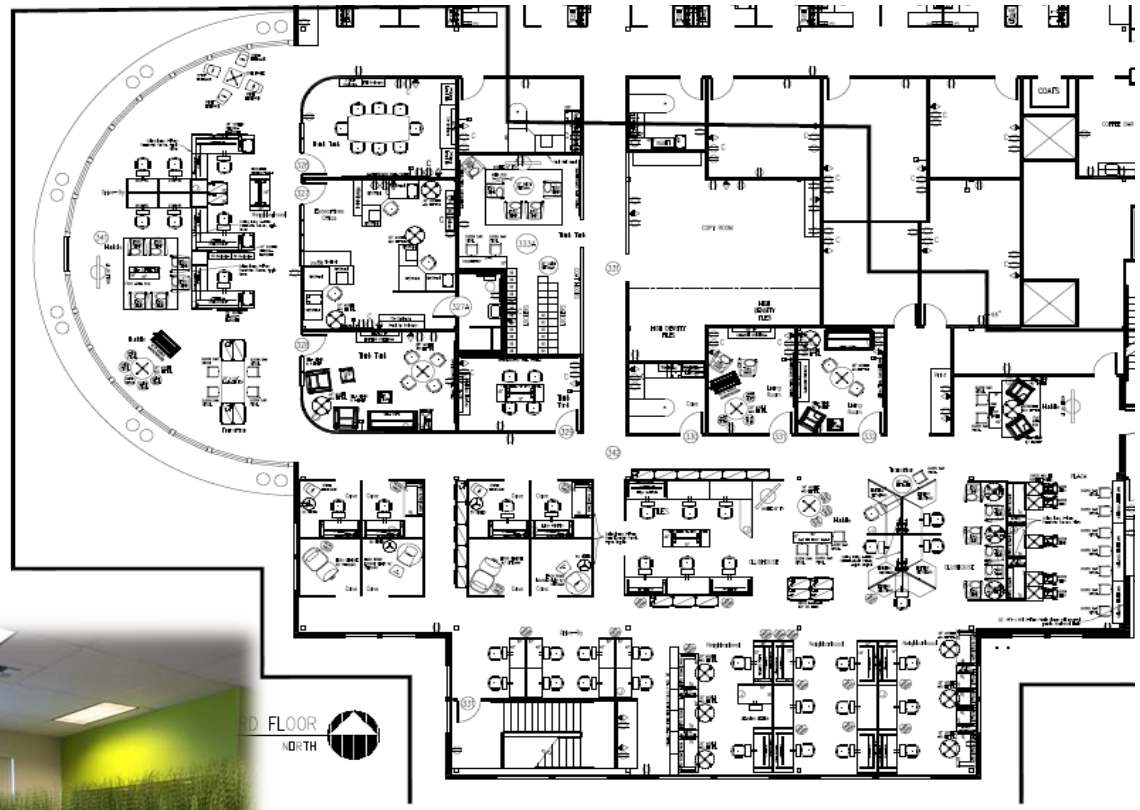
Supporting work with a variety of spaces

Department of Health – Center of Public Affairs



Results:

- 39 cubes to 112 workspaces
- Increased mobility
- Empowered with choice -two to nine work zones

Using space as a recruitment tool

Seattle Coworking Space Pilot

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building a MODERN work environment

QUESTIONS?

Brooke Hamilton
Statewide Workplace Strategist
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Amy McMahan
Facilities Oversight Program Manager
amy.mcmahan@ofm.wa.gov
or
(360) 902-9824

http://ofm.wa.gov/initiatives/workplacestrategies/default.asp

Angie Hogensen

IT Class study

EOC Strategy for IT

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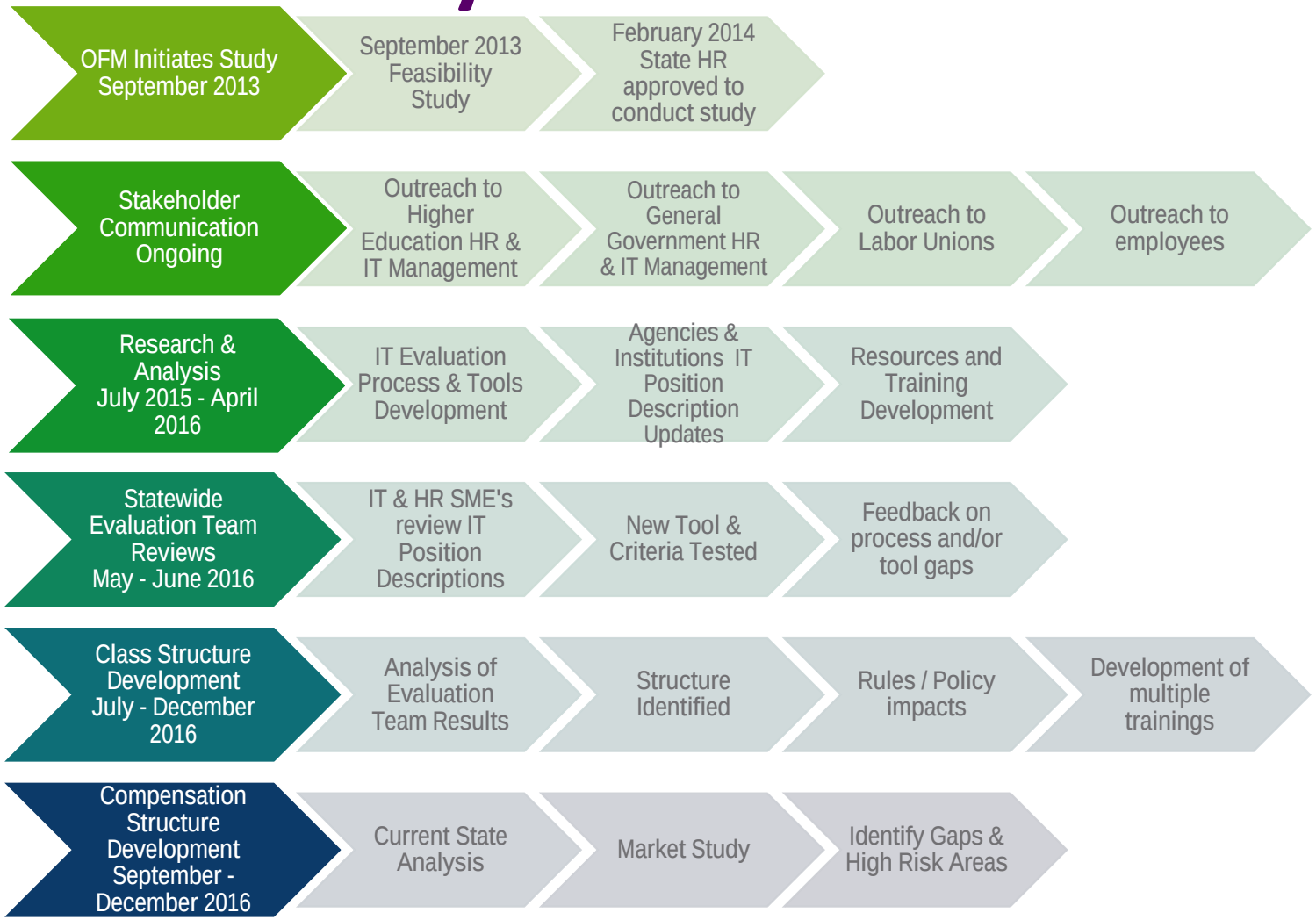
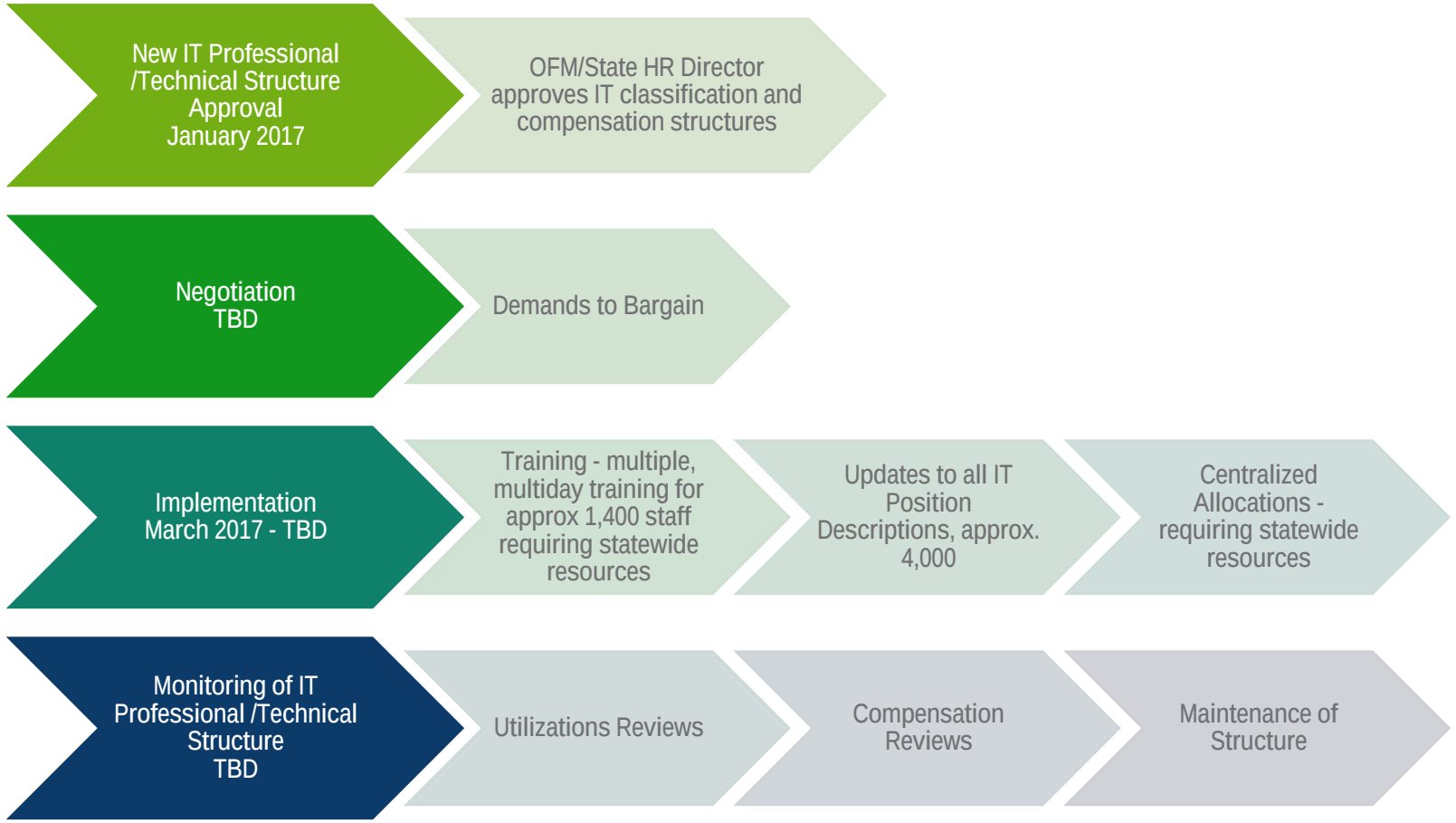
IT classification Study status



IT classification Study Next Steps



Max Pham

Value Based Hiring

EOC Strategy for IT

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Value-Based Hiring

Or Hiring for Culture

What does it really mean?

Value-based hiring - “the following process is a recommended framework for recruiting, interviewing and **hiring** candidates who are a good fit for your organization.”

“cultural fit means that employees' beliefs and behaviors are in alignment with their employer's core values and company **culture**. ... The first step in **hiring for culture** it is to be able to articulate what values, norms and practices define your business..”

Why?

A staggering 87% of employees worldwide are not engaged. - gallop poll

COMPANIES WITH HIGHLY ENGAGED WORKFORCES OUTPERFORM THEIR PEERS BY 147% IN EARNINGS PER SHARE

41% companies participating online poll noted that bad hires can cost companies from $25K to to $50K per year. - CareerBuilder.com

67% of employees were considered bad hires due to their ability to produce proper quality work (lack of competency and job fit), while 60% did not work well with other employees (lack cultural fit).

What to do?

At Loma Linda University Medical Center, for example, after values-based hiring was put in place, turnover fell precipitously -- from 18 percent per year to 1 percent in the ICU; the hospital's "patient engagement score" (a measure of customer satisfaction) rose to 99 percent

Fast-growing Juniper Networks, which has boosted its headcount by more than 22 percent to 8,700 people in the past year, is piloting values-based hiring processes in Bangalore, India. - Workforce.com

It leads to higher retention (43 % of our employees have been on board for five or more years), better employee engagement, and deeper connections with customers. - Grand Circle Travel

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glassdoor

Top 25 Companies for Culture & Values 2014

FEEDBACK PROVIDED BY EMPLOYEES

Rank	Company	Culture & Values Rating
#1		4.5
#2	Edelman	4.4
#3	Google	4.4
#4	riverbed	4.3
#5		4.3
#6	SOUTHWEST	4.3
#7	Chick-fil-A	4.3
#8	NATIONAL INSTRUMENTS	4.2
#9	Chevron	4.2
#10	H-E-B	4.2
#11	intuit	4.1
#12	Wegmans	4.1

F5
networks

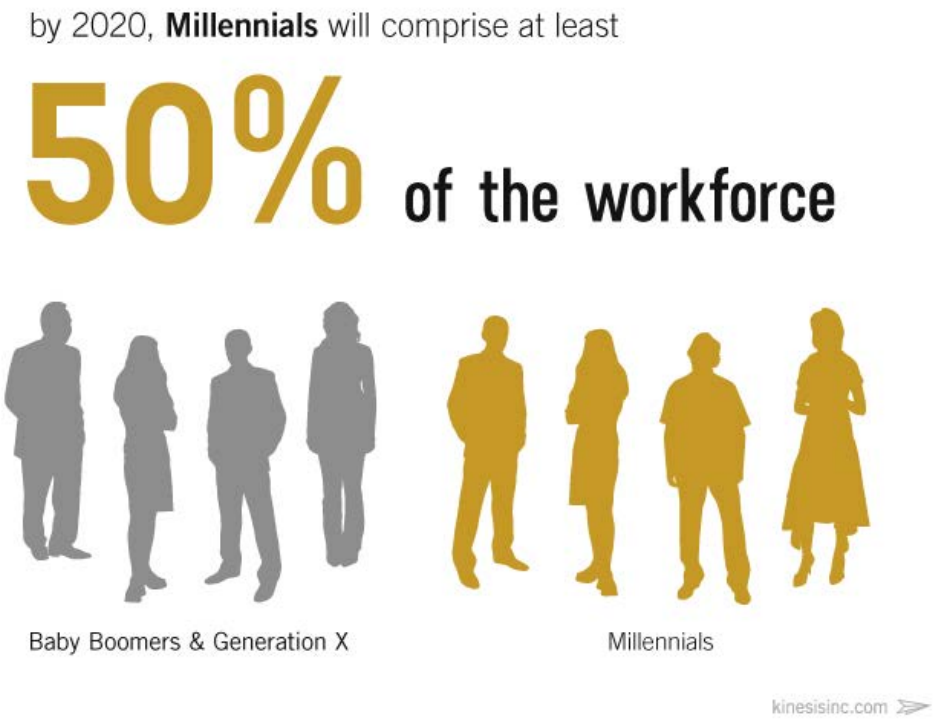
amazon

Why did we look at this?

Google

Our backyard...

Microsoft



Millennials will be roughly 75% of the workforce by 2025

How did we start?

- Interview Zappos
- Interview ourselves
- Discovery
- Experiment and iterate

Company culture is one of the top five most important factors job seekers consider before accepting a new job.

- Glassdoor, 2014

CORE VALUES of e-gov

OBSESS OVER CUSTOMERS

OUR MAIN COMPETITIVE ADVANTAGE IS TO HAVE KNOWLEDGE OF AND ENGAGEMENT WITH OUR CUSTOMERS. BE MANIACAL ABOUT DESIGNING EVERY IMAGINABLE PROCESS AND PRODUCT TO BE CENTERED AROUND HOW IT IMPACTS OUR CUSTOMERS' EXPERIENCE AND REALIZE THAT EVERY SINGLE INTERACTION WITH A CUSTOMER IS A "CUSTOMER MOMENT" AND AN OPPORTUNITY TO **WOW** THEM.

CREATE FUN AS A FORCE-MULTIPLIER

FUN IS CONTAGIOUS AND A FORCE-MULTIPLIER. THE MORE FUN WE HAVE AT WORK AND WITH EACH OTHER. THE MORE WE WANT TO WORK TOGETHER AND THE MORE VALUE WE CREATE FOR OUR CUSTOMERS. MAKE WORK FUN FOR THE PEOPLE AROUND YOU.

LEARN AND BE INSATIABLY CURIOUS

YOU LEARN BY DOING. THE FASTER YOU CAN ITERATE, THE MORE YOU LEARN, THE SMARTER YOU BECOME, AND THE BETTER YOU CAN SERVE YOUR CUSTOMERS.

LEAD IN YOUR ROLES, BE ACCOUNTABLE

WE ARE A SELF-ORGANIZING, EVOLUTIONARY ORGANIZATION THAT FOCUSES ON MANAGING WORK INSTEAD OF MANAGING PEOPLE. EMPOWERED PEOPLE MAKE FASTER DECISIONS, LEADING TO A MORE RESPONSIVE ORGANIZATION, AND GREATER POTENTIAL FOR PERSONAL AND PROFESSIONAL GROWTH. YOU HAVE COMPLETE AUTHORITY AND FULL ACCOUNTABILITY TO MAKE DECISIONS WITHIN THE ROLES YOU LEAD. SEEK ADVICE FROM OTHERS THAT HAVE EXPERTISE OR MAY BE IMPACTED BY YOUR DECISIONS AND EXERCISE GOOD JUDGMENT.

RESPECT OTHERS

WHEN WE RESPECT EACH OTHER, A SAFE ENVIRONMENT IS CREATED WHERE IDEAS FLOURISH AND CHANGE ACCELERATES. BUILD A POSITIVE TEAM AND FAMILY SPIRIT AND HELP EACH OTHER MAKE HISTORY.

SHARE KNOWLEDGE & LEARN FROM OTHERS

EVERY PERSON BRINGS A DIFFERENT WORLD AND LIFE EXPERIENCE TO THE TABLE. OUR BEST WORK COMES FROM SHARING, VALUING, AND INTEGRATING COLLECTIVE KNOWLEDGE AND EXPERTISE. WHAT WE BUILD TOGETHER WILL ALWAYS BE BETTER THAN WHAT WE BUILD ALONE.

BE ADVENTUROUS & FEARLESS

OFTEN THE IDEAS THAT MAKE THE BIGGEST DIFFERENCE ARE THE ONES THAT FORCE PEOPLE OUT OF THEIR COMFORT ZONES. BE BOLD, COURAGEOUS, AND CHALLENGE THE STATUS QUO. IF YOU HAVE AN IDEA, OWN IT, NURTURE IT, SHARE IT, AND DON'T BE AFRAID OF WHAT OTHERS MIGHT THINK.

Re-invent the Everyday Public Service Experience

CHANGE the Way We Work Together

TRANSFORM our Customers' Experiences

EXECUTE with Excellence

CORE VALUES of e-gov

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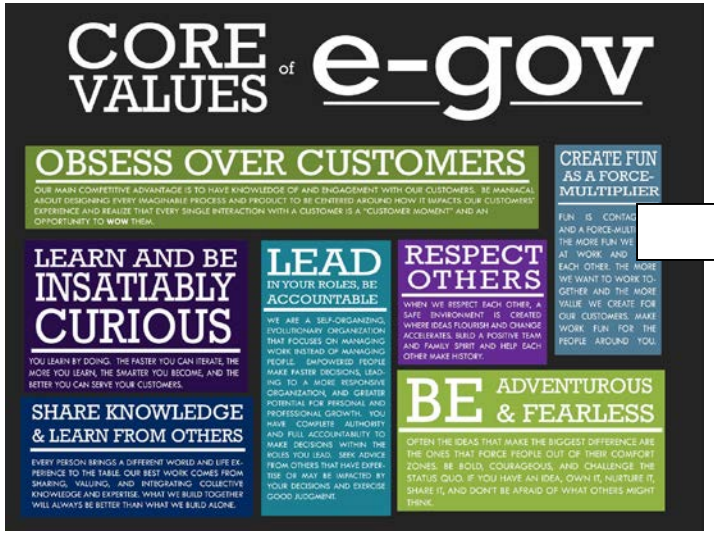
We're looking for someone who is responsible.
Then I'm definitely the right person for the job! In my last job, whenever anything went wrong, they said I was responsible.

Values translates into behaviors



"Tell me the last time…"

How Did We Do?

ITERATORS
GONNA
iterate

Max Pham

Q&A

Topics

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