

EVP for IT

i.e. How in the hell are we going to attract talent?



Problem Statement

- The State struggles with attracting and retaining IT workers
 - IT turnover 30% higher than statewide average (3.4% vs 2.6)*
 - And 36% higher than the national average**
 - ESD has 80% turnover of IT workers
 - 6 months to fill jobs not uncommon
 - Jobs in demand are often not filled
- We compete directly with tech companies in the region
- 30-40% below market based candidate interviews***
- State government Employee Value Proposition is no longer relevant with current workforce
- In addition to pay, we're getting our butt kicked competing on working environment



STARBUCKS



Eddie Bauer



e notes



APPTIO

+ a b l e a u

ONVIA

servicenow



DomainTools

REDFIN



Impact

- The inability of agencies being able to execute on their mission
- Projects and initiatives take longer and cost more as they struggle to fill key positions
- Operating costs increase because of turnover and churn
- Increased dependence on high-cost contracted labor for core business functions
- Increase costs through lower workforce engagement
- Some agencies seeing large turnover (ESD) and difficulty hiring

We're slow, old, and resistance to change; we need a new pitch for why an IT professional would ever want to work in government

Opportunity

- There is actually great news... we have a differentiator that **IS** relevant
- A sense of purpose is value more now than ever
- Salary gap is a problem... we need to fix it but money isn't the highest priority any longer
- There is actually much we can do today without changing laws
- We can improve the problem by simply adjusting priorities
- But we're way behind; need to act fast and make major changes

The biggest question is whether we have the courage to think boldly and lead change.



▶ 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



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

This is no longer wanted



- ▶ Government has the best benefits

No longer true



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

We totally own this one

What does the data say?

91%

of millennials expect to only keep a job for less than 3 years
Future Workplace

“Job hoping is the new normal”
Forbes

Value of EVP
\$28k
per year per employee
Candidate interviews

What the workforce expects today

Flexibility in how they work (88%)

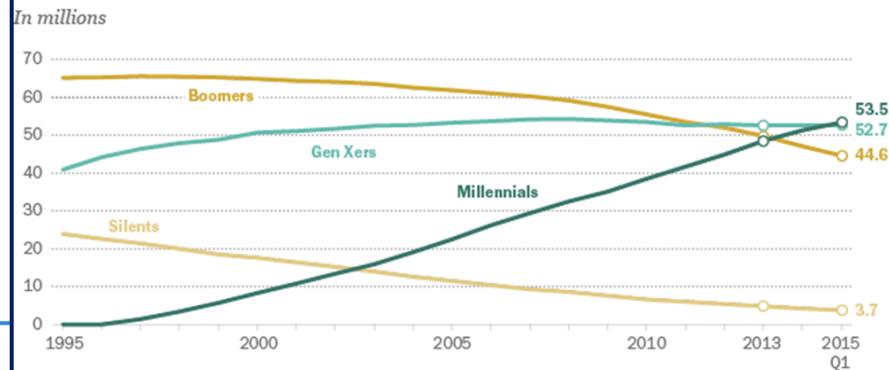
Personal and professional growth (#1 turnover reason)

A sense of purpose (64%)

Autonomy (79%)

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

U.S. Labor Force by Generation, 1995-2015



Intending to leave

14%

of WaTech employees are actively looking for a new job

17%

of WaTech employees intend to leave within the next 6 months

41%

of WaTech employees are planning to leave within the next 2 years

**HBS Research data*



- ▶ An organization that values learning, experimentation, and professional growth

We need to prioritize training opportunities



- ▶ A workplace environment and culture that empowers, energizes, and builds collaboration

We have to think way differently here



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

We have a strong purpose. Market it better

Experiments to test the hypothesis



Invest in employees

- Prioritize training for employees
- Create a learning culture
- Robust internship program
- Robust apprenticeship



Enabling Environment

- Change the physical space
- Modernize how we organize
- Support a mobile and flexible workforce
- Hire for culture
- Class structure



Purpose driven

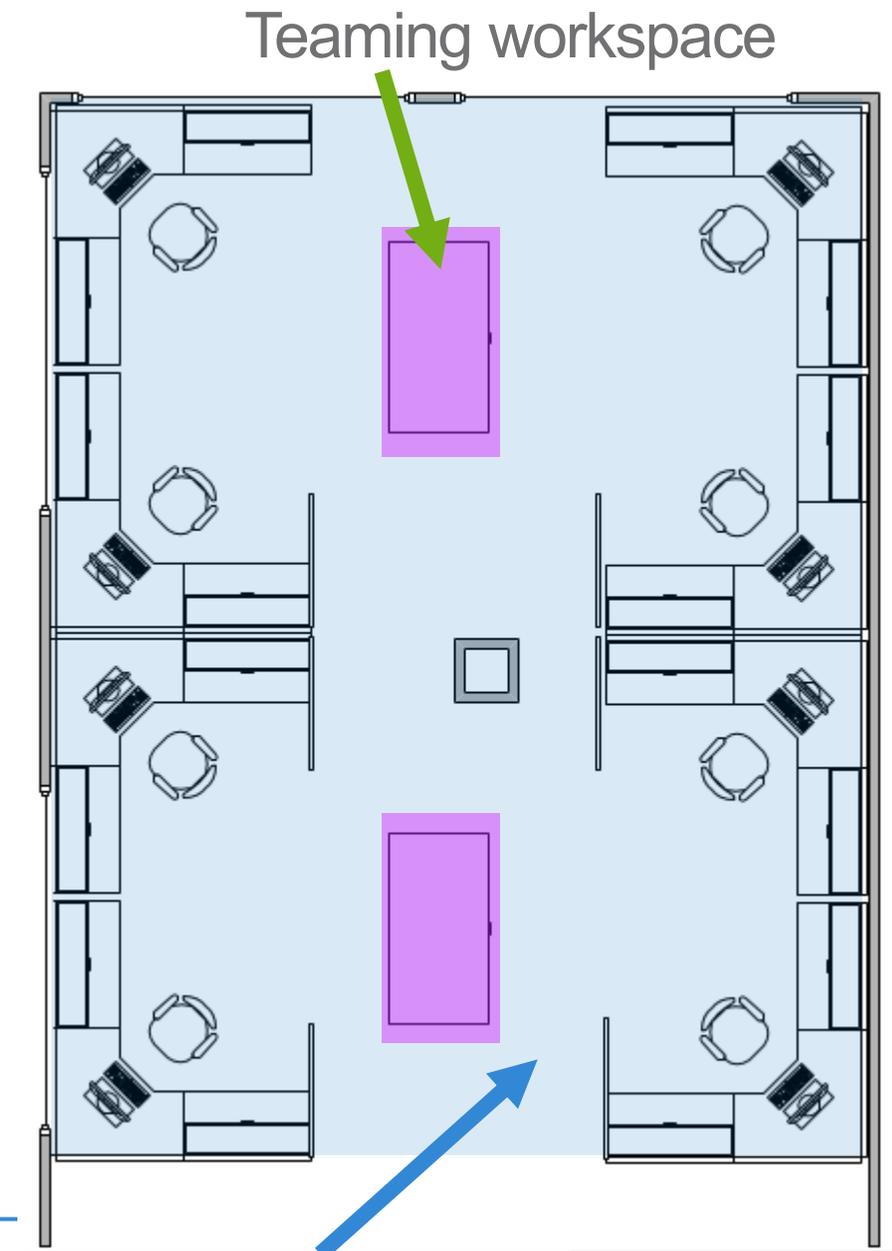
- Create an EVP for state government
- Better job announcements
- Market our agencies in new places
- Tech fairs and conferences

- ▶ Space matters
- ▶ Space influences culture and desirability



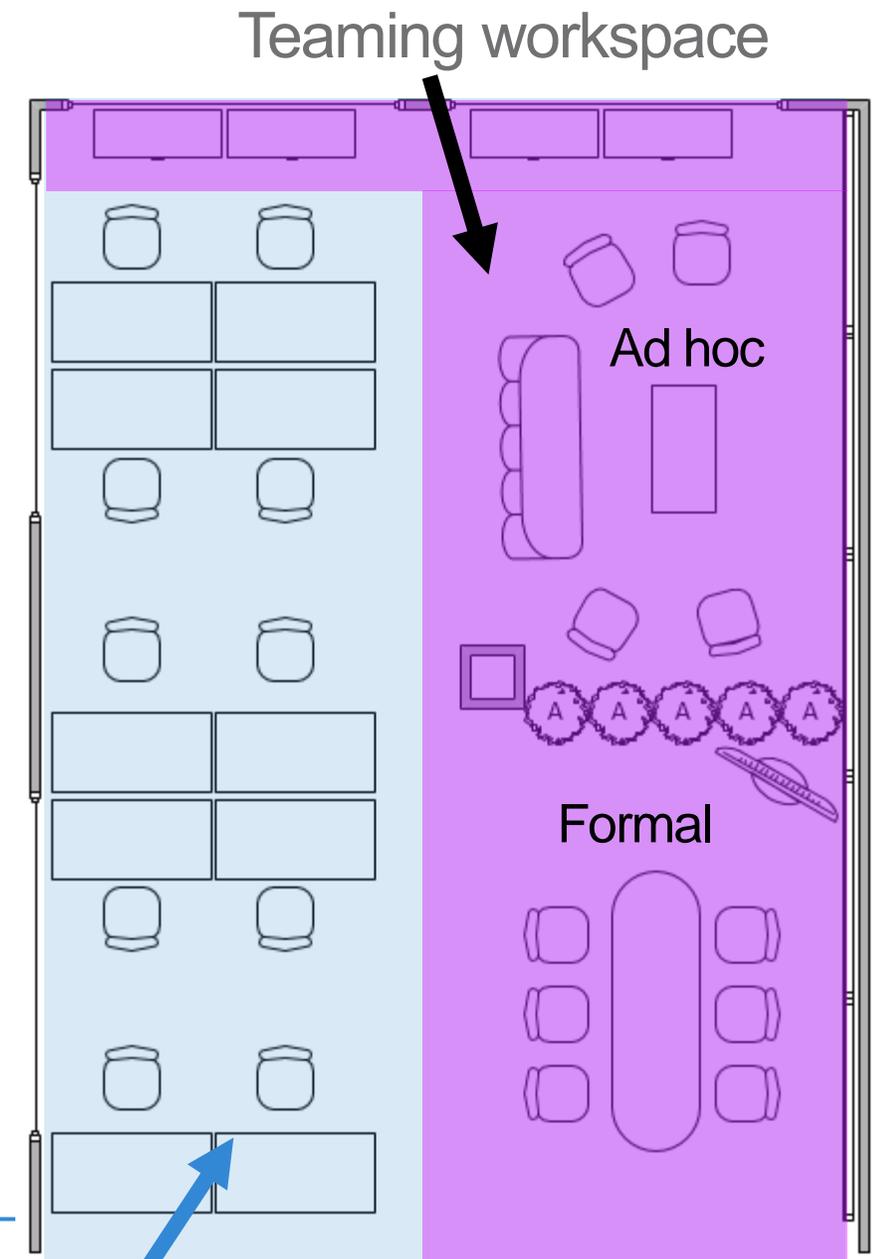
Space (before)

	Before	After	Change
Total sq ft	936		
Workstations	8		
% workstations	96%		
% shared	4%		
Sq ft per workstation	112		
Whiteboard space	0		
Conference room need	100%		
Email use			
Ergonomics (body positions)	2		



Space (after)

	Before	After	Change
Total sq ft	936	936	0
# of Workstations	8	10	↑ 25%
% individual space	96%	36%	↓ 63%
% shared space	4%	64%	↑ 16x
Sq ft per workstation	112	34	↓ 70%
Whiteboard space	0	36 ft	↑
Conference room need	100%	10%	↓ 90%
Email use			↓ 30%
Ergonomics (position variety)	2	12	↑ 6x





“I no longer want to work for a company that practices hierarchy.”



“After working this way, working in a hierarchy feels caveman-ish.”

Empowerment

90%



60%

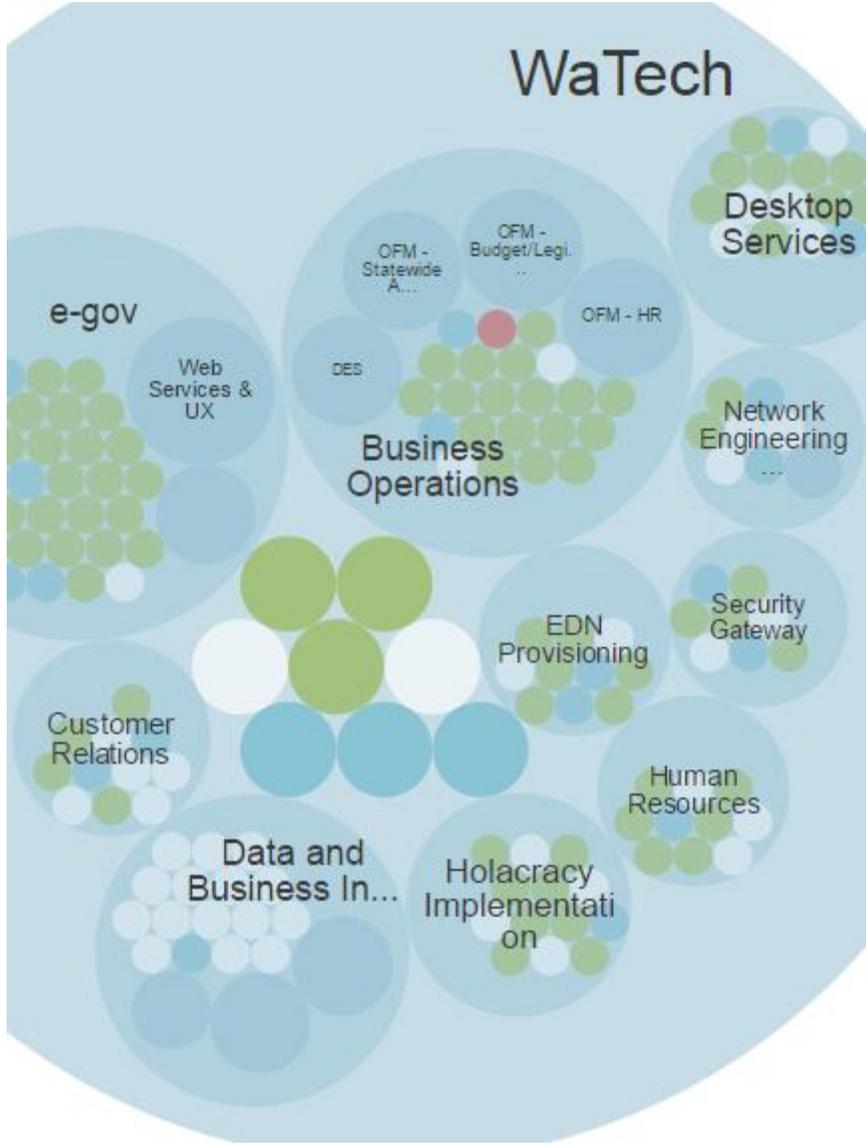
Employee's confidence in their own ability to resolve impediments

Bureaucracy

93%



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



WaTech services for a Mobile Workforce

[Home](#)

The following is a list of existing services from WaTech that can help agencies build an environment for a Mobile Workforce.

Equipment for the mobile employee

The degree to which an employee is mobile is heavily influenced by the technology available to your employees. The technology starts with the policy choices agencies make about their equipment standards. Laptops and tablets enable your employees to be mobile, desktops don't.

The pace of change of mobile technology is often greater than the traditional expected life of a desktop reducing the efficiency of employees usually by year two. The [OCIO Policy 201](#) governs Personal Computing (PC) purchases over \$20,000. Section 1.2 of the policy describes the refresh cycle required of four years in alignment with the GFM SAAM manual depreciation schedule. However, section 1.2.2 of the OCIO policy allows agencies to deviate from the standard if the business needs require a different refresh cycle. The opportunity cost of not being able to maximize the efficiencies of newer technology can often outweigh depreciating the hardware costs over a longer useful life. A useful life of two years for laptops and other mobile devices instead of the typical four years for desktops may be required.

Wireless service

Wireless service in your buildings allow your employees greater mobility as they move from cube, to office, to conference room. No matter where they are in your building, employees can have mobile and secure access to your agency data and applications. However, the WaTech wireless service goes beyond mobility in the office. Agencies using the WaTech wireless services enables employees to transition between different agencies seamlessly giving employees secure access to agency data no matter which agency they are visiting. This [map](#) shows the current and in-progress locations of wireless locations throughout the state.

[Learn more...](#)

Secure access when not at work

For the true mobile worker, they often need to connect while not at an agency location. WaTech offers a service to enable employees to securely connect to agency resources while using non-state WiFi connections. The WaTech User VPN Services can give your staff fast and secure remote access to agency and state network resources from any web browser - there is no need for pre-installed client software. There are several solutions available depending on whether employees are using agency provided equipment or their own personal equipment.

[Learn more...](#)

If you need a more granulated control over which types of agency services employees can access depending on the device and the employee, you may want to take a look at our Citrix Edge service.

[Learn more...](#)

Collaboration tools

Video and web conferencing

WebEx allows your employees to more easily collaborate with other team members regardless of their location. The WebEx suite of communication services includes interactive video conferencing, web collaboration, and audio conferencing from a telephone or computer. Online meetings through WebEx can be used to demonstrate products and services, share presentations, conduct online training sessions, collaborate on documents. The service allows hundreds of people to participate in your meetings.

[Learn more...](#)

Team collaboration

Skype for Business connects your employees together using through instant messages, voice and video chat, and desktop sharing. Similar in some ways to the WebEx video conferencing service, Lync is a service that is specifically intended to help employees connect with one another in a more seem less way. From Lync, employees can see if their colleagues are currently available, send chat messages, and instantly initiate a video chat at a click of the button using their laptop or mobile device.

[Learn more...](#)

HipChat review

/Product

HipChat

/Description

HipChat ([hipchat.com](#)) is a product from Atlassian that provides persistent, searchable chat, video calling, and screen sharing. This product is designed to do work in a distributed environment. Similar products include Skype for Business and Slack.

This product is different than the current version (May 2016) of Skype for Business offered by WaTech in the following ways:

- HipChat chat service lets you create topic-based discussions that persists over time. Although Skype for Business has persistent chat as well, it is not as easy to manage as WaTech's implementation.
- HipChat doesn't require SGN connectivity to use
- HipChat integrates with other Atlassian products automatically

HipChat has two plans in their pricing model. The HipChat Basic plan is free. The HipChat Plus cost \$2 per user per month which gives you:

- Voice and video calling
- Screen sharing
- History retention controls (which are slightly helpful for records management)
- Unlimited file storage (instead of 5GB)
- Unlimited searchable history (instead of 24k messages. This is helpful for public disclosure)

/Records Management

Records management in HipChat will need to be manually managed regardless of which plan you select.

The HipChat Plus plan has history retention controls but those controls only give you three options: 1) store all history until deleted manually, 2) store the last 75 messages, and 3) store no history. Storing no history implicitly removes the persistent chat capability.

/Public Disclosure

There are several options to support public disclosure needs. Firstly, the search capability in HipChat allows you to search for content by: 1) user, 2) channel, and 3) keyword. You will have to monitor your usage if you are using the HipChat Basic because it will only search the last 25k messages. HipChat Plus allows you to search all history.

Secondly, HipChat has the ability to make chat rooms open to Guest access. This allows chat rooms to be viewable by anyone with the correct permissions. This is a response requirement under RCW 42.56.520. Alternatively, HipChat allows users with the Group Admin role to download any content into a file.

/Data Security

What are the capabilities does the product have to meet the State security requirements. Was a formal security design review done, an information security audit performed, and a security assessment conducted?

/Access Control

- ▶ 7 core values
- ▶ Alignment to core values is 75% of the candidates score
- ▶ You can teach skills.... You can't teach values

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.

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.

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.

OWN 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 FILL. SEEK OUT ADVICE FROM OTHERS THAT HAVE EXPERTISE OR MAY BE IMPACTED BY YOUR DECISIONS AND EXERCISE GOOD JUDGMENT.

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.

Is it working?



“When I started, the government job was by plan C.”

“When I saw the space, learned you were doing self-management, and using other modern practices... the government job became plan A.”

“When I heard you were using AWS and other modern technologies I literally almost fell out of my chair!”

Is it working?



“The job I took paid \$40k more.”

Me: *“You said we were awesome... how much of a pay cut would you be willing to take to work here?”*

Candidate: *“\$15k - \$20k.”*

Is it working?



“The job I took paid \$40k more.”

Me: *“I could reclassify the position but the most I could do it would still be \$28k less than the job you took.”*

Candidate: *“Where do I sign up.”*



- ▶ An organization that values learning, experimentation, and professional growth



- ▶ A workplace environment and culture that empowers, energizes, and builds collaboration



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



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