



STATE OF WASHINGTON
OFFICE OF THE GOVERNOR

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EXECUTIVE ORDER 16-07

BUILDING A MODERN WORK ENVIRONMENT

WHEREAS, to support Washingtonians, we must attract and retain talent by adopting innovative workplace strategies that support the state's organizational mission, flexibility, and mobility in the workplace; create modern work environments; and reflect organizational cultures that align with the changing expectations of employees and our customers;

WHEREAS, to be an employer of choice and better support the needs of multiple generations, we must provide flexibility in how, when, and where work gets done so that employees can have work/life balance, improved wellness, a supportive and productive work environment, increased job satisfaction, and engagement;

WHEREAS, modern work environments, telework, and flexible work hours present opportunities to save taxpayers money;

WHEREAS, using technology to support a mobile workforce will allow us to be more adaptive and responsive to customers;

WHEREAS, these strategies are proven to empower employees to be productive, regardless of location and time;

WHEREAS, modernizing the workplace so that it is an efficient, purpose-driven space that aligns with the work will support the state's effort to optimize its facilities footprint;

WHEREAS, Chapter 19.27A RCW requires the state to reduce energy consumption in buildings, and right-sizing the workplace will result in carbon pollution reduction;

WHEREAS, *Results Washington Goal 3: Sustainable Energy and a Clean Environment* establishes a measure to reduce transportation-related greenhouse gas emissions, and RCW 70.94.547 directs state agencies to take a leadership role in aggressively developing substantive programs to reduce commute trips by state employees;

WHEREAS, mobile work, telework, and flexible work hours provide state government the ability to be resilient and responsive during emergencies and natural disasters;

NOW, THEREFORE, I, Jay Inslee, Governor of the state of Washington, by virtue of the power vested in me, declare my commitment for the state to be an employer of choice and an

efficient, effective, and accountable government. 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 by taking the following actions:

1. **Establish a Workplace Strategy Council (Council).** This Council will be led by the Office of Financial Management (OFM) to drive change in state government. The Council shall:
 - Oversee implementation of this Executive Order.
 - Create enterprise policies or guidance, educational opportunities, and tools for implementation.
 - Identify enterprise measures of success and incorporate them into Results Washington goals by July 1, 2017.
 - Report progress and recommendations to Results Washington regularly.
 - Provide guidance to agencies on training for state government, which will include, but not be limited to, management of a mobile workforce, performance management, changing cultures, change management, and integration of innovative workplace strategies.

2. **Enable a mobile workforce.** Each executive cabinet-level agency and small cabinet agency shall encourage mobility by adopting technology and policies that support a culture of *it's what you do, not where you do it*. Agencies must maintain a written policy(s) supporting mobility, including telework and flexible work hours, while maintaining or improving business operations and customer service. The policy, at a minimum, shall define specific suitability criteria and agency participation targets. Policies shall be submitted to OFM State Human Resources (State HR) by July 1, 2017.

Washington Technology Solutions (WaTech) shall provide shared technology services that enable agencies to create a mobile workforce. WaTech, in consultation with the Workplace Strategy Council, shall establish a technology roadmap for creating a mobile workforce.

3. **Create a modern work environment.** Agencies shall provide a workplace and tools that support the work being performed and the customers being served, in a cost-effective and space-efficient way that promotes flexibility, collaboration, and productivity. The state's workplaces shall be planned for, designed, and maintained with consideration for each agency's desired culture, its written mobility policies, and other workplace strategies. Workplace decisions must take into consideration how space will be used.

The Department of Enterprise Services and the Department of Corrections' Correctional Industries, in consultation with the Workplace Strategy Council, shall support state agencies in the implementation of modern work environments.

4. **Measure implementation of modern workplace strategies across state government.**
 - Together, state agencies shall increase participation in telework from 8.8 percent in 2015 to 9 percent in 2017, and for flexible work hours from 21.2 percent in 2014 to 40 percent in 2017, using biennial Commute Trip Reduction (CTR) survey data as an indicator to measure progress toward these goals. For purposes of these targets, telework includes

employees who regularly telework at least 1 to 2 days/month, and flexible work hours includes employees who regularly work compressed workweek schedules.

- i. The Washington State Department of Transportation will provide biennial CTR data on state agency employee participation rates to State HR.
 - ii. By January 1, 2017, telework, flexible work hours, and user duty station data should be added to the state's Human Resource Management System (HRMS) by agencies to provide more comprehensive and accurate data on position suitability and employee participation rates. Agencies shall update data as needed.
 - iii. After January 1, 2017, the Workplace Strategy Council shall set new telework and flexible work hours participation targets using baseline data from HRMS.
- Agencies shall work with OFM to establish agency-specific facilities goals, documented in the state's 2017-2023 Six-Year Facilities Plan, and updated every two years thereafter.
 - Agencies shall report regularly to OFM on the status of incorporating the concepts of this Executive Order into their culture in their agency Human Resource Management report.
 - Agency leadership shall ensure the implementation of this EO and provide a letter (template will be provided by the Workplace Strategy Council) to OFM by January 1, 2017, and every year thereafter that certifies that the agency has:
 - i. reviewed and updated its policies to reflect this culture change;
 - ii. set telework and flexible work hours participation targets;
 - iii. provided training to its employees and supervisors to aid in this culture change; and
 - iv. actively worked toward creating a modern work environment.

For the purpose of this Executive Order, the following definitions apply:

- *Flexible work* is an alternative schedule that allows full-time employees to eliminate at least one work day every two weeks by working longer hours during the remaining days, resulting in less commute trips (compressed workweek), or allows the employees some flexibility in starting and ending times outside the agency's normal work hours (flextime) consistent with WAC 357-28-225.
- *Mobility* is the ability to work in a variety of locations to maximize productivity. Mobility also encompasses remote work that is functionally required for some jobs, such as field work.
- *Telework* is the practice of working from home or other alternative locations closer to home through the use of technology which allows the employee to access normal work material (email, telephone, electronic documents, etc.). Telework may be scheduled or done on an ad hoc basis. Telework is a subset of mobility.
- *Work environment* is everything that shapes the employee's involvement with the work itself, including the organizational culture, physical space, technology and tools, and interactions with co-workers and supervisors.
- *Workplace* is the physical location where an employee works.
- *Workplace strategy* is the dynamic alignment of an organization's work patterns with the work environment to enable peak performance and reduce costs while maintaining or improving business operations and customer service.

Provisions of this Executive Order, which apply to executive cabinet-level and small-cabinet agencies, are not intended to alter any existing collective bargaining agreements. I invite other

statewide elected officials, institutions of higher education, agencies, boards, and commissions to follow the provisions of this Executive Order.

This Executive Order shall take effect immediately and supersede Executive Order 14-02.

Signed and sealed with the official seal of the state of Washington on this 3rd day of June, 2016 at Olympia, Washington.

By:

/s/

Jay Inslee
Governor

BY THE GOVERNOR:

/s/

Secretary of State