

# Tomorrow's Workplace City of Calgary

National Executive Forum on Public Property

National Symposium

*Tools for successful portfolio management today*

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Session #1 Realigning the portfolio to meet new program needs

By Sandy Virgo & Laurie Boucher

# Tomorrow's Workplace Business Drivers



## Real Estate Savings & Cost Avoidance

Reduce Real Estate Footprint; optimize asset; avoid future need for space



## Social Responsibility

Carbon footprint savings; Energy and Environmental Design (LEED); Traffic congestion and vehicle emissions



## Citizen/Tax Payer Centric

Innovative means to increase access to ,& convenience of ,services while reducing cost of delivery



## Business Continuity

Seamless operations; Incorporates mobility in emergency preparedness strategies



## Attracting & Retain Talent

Less need to relocate;, increased recruitment pool. Work remotely, Competitive advantage for top talent Flexible work environment



## Innovation & Collaboration

Flexible workforce; Reduce absenteeism; Electronic collaboration – leverage technologies. Innovation



## Reputation Management

Demonstrating leadership. Economic development for Calgary



## Results Oriented Workforce

Virtual teams; Distributed and cross-functional collaboration technologies in a matrix or process based org structure. Agile

# Tomorrow's Workplace - The Assignment

- Implement a corporate wide program of *innovative workplace initiatives* in order to:
  1. Avoid future real estate costs & optimize existing real estate assets;
  2. Attract & retain an engaged, accountable & citizen centric workforce through flexible workstyles;
  3. Enable the corporation to provide more accessible and convenient services to citizens;
  4. Reduce the Corporate environmental footprint;
  5. Enable an innovative & collaborative workplace

# What is Tomorrow's Workplace?

Today's Workplace	Tomorrow's Workplace
Dedicated office space (1:1)	Shared/distributed/reduced office space
Hard wired PC's/ terminals/land lines	Wireless laptops, virtual desks/mobile technology
Customer are served "face-to-face" in central locations	Customers have multi-channel service offerings in decentralized locations
Limited geographic recruitment pool	Remote Recruitment
Admin support "outside the door"	Shared/remote admin support
Team meetings local-travel Physical workgroups	Electronic collaboration plus on-site collaboration when needed – virtual teams
Classroom based learning	Knowledge networks & info portals
Hierarchical structure with command and control culture (input based performance measures)	Flat, matrix or process based org structure with greater empowerment (Output based performance measures "ROW")

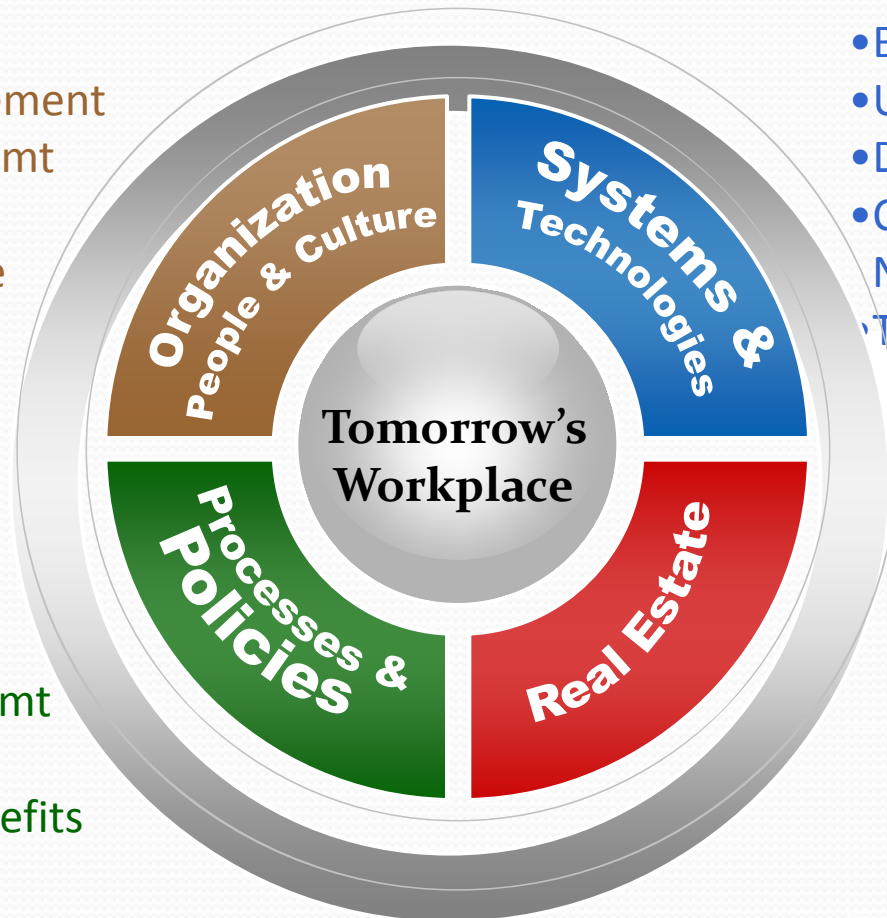
# TW Program Framework

## Organization, People & Culture

- Work structure & Job description/function
- Mobile/Resident mix
- Performance measurement
- Training & Change Mgmt
- Rewards Structure
- Organizational Culture
- Mgmt behavior & attitudes

## Processes & Policies

- Job/Role Participation
- Training processes
- Meeting & People Mgmt
- Records management
- BYOD/technology benefits
- Labour relations
- HR Policy review



## Systems & Technologies

- Meeting technologies
- Connectivity
- Bandwidth; Networks
- Unified Communications
- Digitizing documentation
- Collaboration; Social Networking
- The Cloud
- WiFi

## Real Estate

- Collaboration space
- Physical layout
- Space utilization
- Space Standards
- Relinquishing 3<sup>rd</sup> party leases

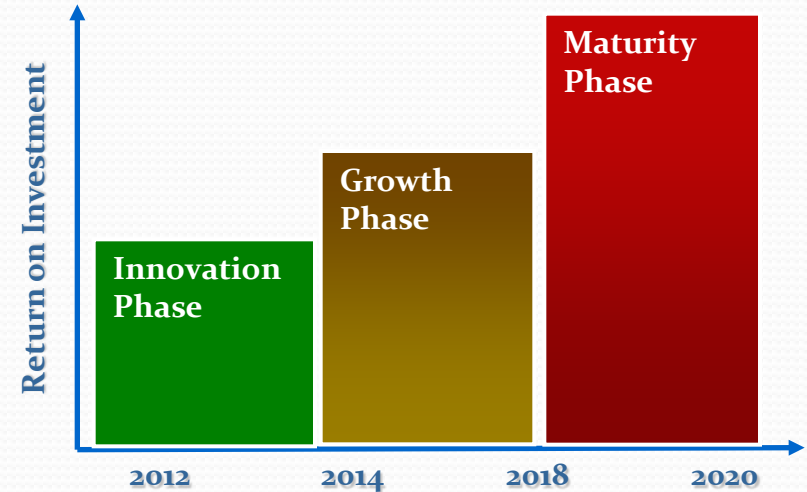
# TW – Benefits Continuum

## The Innovation Phase

- Tactical connectivity tools
- Short term benefits – “quick wins”
- Low-Medium ROI
- Small “pilots” to focus on learning
- Build the case for change
- “Hands-On” Project support

## The Growth Phase

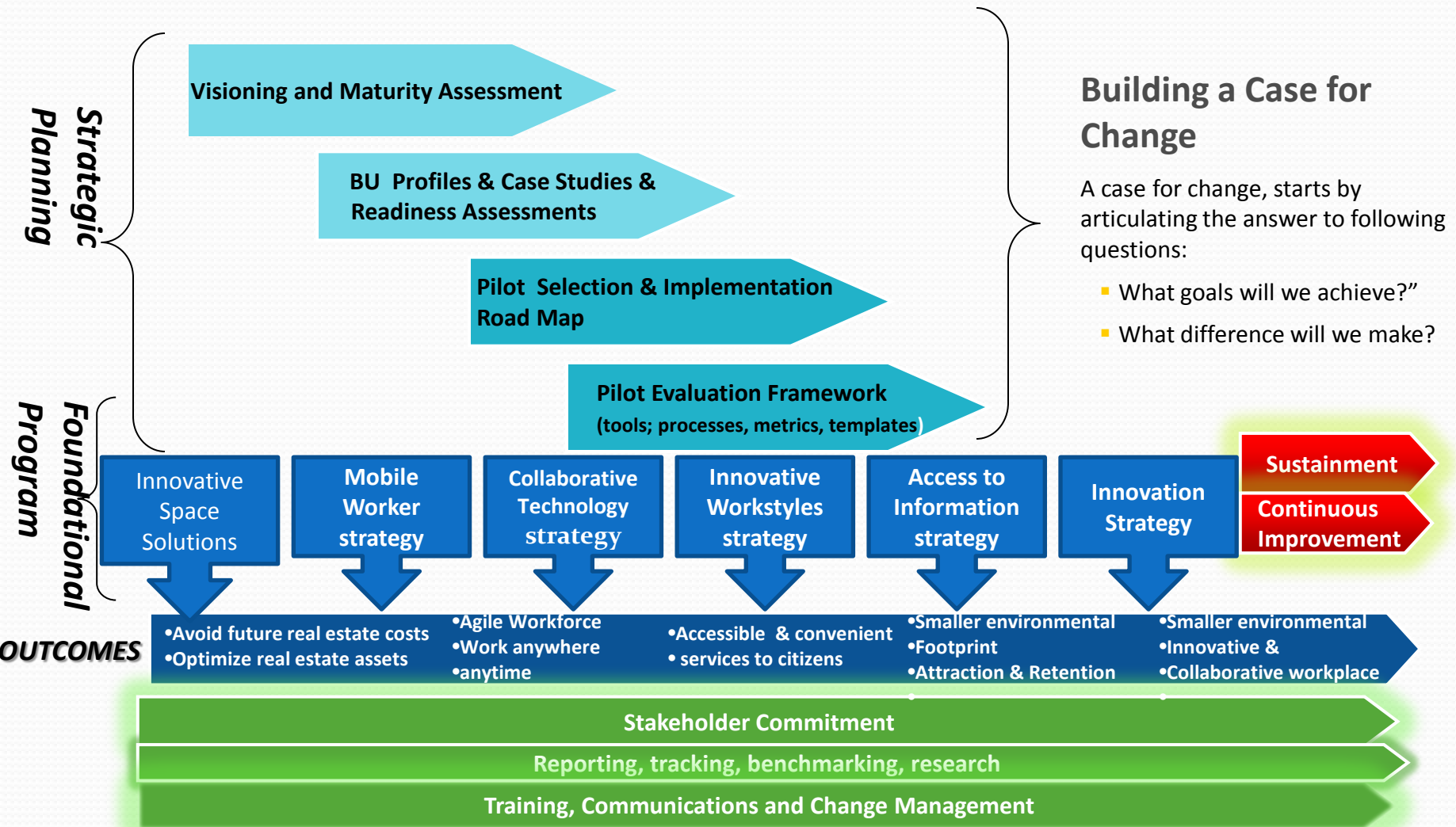
- Higher investment for support tools
- Longer term benefits
- Cost avoidance/lease relinquishments
- Larger numbers of people
- Optimization of space
- Changing behaviors
- Program Coordination and “Coaching”



## The Maturity Phase

- Real estate savings
- Job re-tooling, Change Management
- Longer term benefits
- Continuing ROI
- Critical mass
- Sustainment

# TW -Program Overview



# Program Outcomes & Benefits

TW- Program Outcomes	Benefits/Success Measures
Avoid future real estate costs & optimize assets	<ul style="list-style-type: none"> <li>•10% reduction or avoidance of conventional workspaces (750)</li> <li>•X number of relinquished 3<sup>rd</sup> party leases</li> <li>•X number of oversubscribed admin moves</li> </ul>
An agile workforce working flexibly to serve citizens	<ul style="list-style-type: none"> <li>• X number of remote recruitments</li> <li>•X number of employees working flexibly (telework/workshare)</li> <li>• WiFi connections</li> <li>• Online booking reservation system</li> <li>•Unified communications</li> <li>• X number of training modules on remote supervision</li> </ul>
More accessible & convenient services to citizens	<ul style="list-style-type: none"> <li>•X number of online services</li> <li>•X number of decentralized or shared locations</li> </ul>
A smaller environmental footprint	<ul style="list-style-type: none"> <li>• X number of reduced car trips</li> <li>• X number of parking spots relinquished</li> <li>•X number of “start from home”</li> </ul>
An innovative & collaborative workplace	<ul style="list-style-type: none"> <li>• collaborative workspaces</li> <li>•X number of applications to the TW innovation fund</li> <li>•X number of training hours on collaborative technology</li> </ul>



# TW- CHALLENGES

- Metrics are key. How do we show quick results & demonstrate ROI?
- Senior executive support and corporate governance is essential.
- Choosing the right pilot group and leveraging the lessons learned.
- Communication and change management