Tomorrow’s Workplace: Change, Championship and Transformation

Sandy Virgo
Manager, Tomorrow’s Workplace, City of Calgary

May 4-5
Montreal, Quebec, Canada
/// The Fairmont Queen Elizabeth

CEUs & CFM® Maintenance Points
You are eligible to receive Continuing Education Units and Certified Facility Manager® maintenance points for attending sessions at IFMA’s Facility Fusion Canada.
To receive CEU points, you must add the CA$15 processing fee to your registration.

To Receive 15 CFM Maintenance Points
Record your attendance for the two-day conference on your CFM Recertification Form in CAMP.
At re-certification time, submit your completed CFM Recertification Form.

Managing CEUs:
- Log into the Attendee Service Center. [http://tinyurl.com/FFCA16](http://tinyurl.com/FFCA16)
  Your log-in information was sent to you when you registered for the conference.
- Click “Start CEU Process” on the left-hand side.
- Click “Start” next to the session you attended.
- Complete the session evaluation.
- Click “Start Test” next to the session.
  After passing the test, your certificate will be available for download.

**If you wish to receive CEUs or LUs from other organizations, you must contact those organizations for instructions on reporting credit hours.
Your Feedback is Valued!

Please take the time to Evaluate Sessions

Log into the Attendee Service Center
http://tinyurl.com/FFCA16

Meet Our Presenter(s):

Sandy Virgo

• a veteran of The City of Calgary and the Manager of Tomorrow’s Workplace, a council approved transformational change initiative that is preparing the organization to work flexibly through integrated people, technology and space solutions.

• has spent most of her career implementing and leading change.

• strong background in leadership, IT, change management and project management.

• business transformation and continuous improvement are her passion.
Review Session Learning Objectives

1. Change management strategies for building case for change
2. Championship – the role of the sponsors
3. How flexible work supports business transformation (benefits)

What is Tomorrow’s Workplace?
What is flexible working?

- People
- Technology
- Space

Anchor workstyle
- Assigned workstation

Mobile workstyle
- Unassigned workspace

Remote workstyle
- No provisioned space

Balance of amenities:
- Drop-in spaces
- Quiet spaces
- Collaborative spaces
Successful flexible work programs

<table>
<thead>
<tr>
<th>Real Estate</th>
<th>Human Resources</th>
<th>Information Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Portfolio perspective</td>
<td>• Policies</td>
<td>• Provisioning</td>
</tr>
<tr>
<td>• Accommodation planning</td>
<td>• Employee wellness</td>
<td>• Infrastructure</td>
</tr>
<tr>
<td>• Space design and delivery</td>
<td>• Change management and communications</td>
<td>• Mobile support</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Information &amp; records management</td>
</tr>
</tbody>
</table>

Sponsorship

- Articulate benefits
- Accept risk
- Lead and “walk the talk”
311 Early Adopter case study

Project driven by strong sponsorship and leadership to overcome challenges

• Enabled a pilot group of call agents to work from home.
• Supported 311’s business continuity.
• Built repeatable business processes for other City call centres.

About the pilot
Early Adopter case study

Delivering the pilot

• Developed and reviewed business processes
• Sourced and implemented technology
• Supported and managed the change

Managing the change: activities

Initiate
• Sponsor coaching/support
• Readiness assessments
• Leader engagement sessions

Plan
• Change impact assessment
• Training
• Development of home environment criteria

Execute
• Facilitation of norms and protocols discussion
• Communications tactics

Close
• Review of impacted policy guidelines
• Pilot assessment
311 Early Adopter case study

Contributions to business transformation

- Strong leadership support.
- Leaders and employees effectively leading and working in a distributed way.
- Improved business continuity.
- Sustained service levels during emergencies.
- Delivery of citizen services that adapts to volume of requests.
- Attraction and retention of an engaged, productive workforce.
- Improved feelings of health, wellness and safety from employees.
- Increased operational efficiency.
- Eliminated need to build back-up call centre.
- Savings on gas and commute times

Change management

Managing change for a pilot project

Managing change for the program
Staff buy-in

• Empower employees to be productive through flexibility
• Make flexible work real through tangible resources
• Foster shared accountability for success

Corporate employee awareness campaigns

Building the Flexwork Hub
2015 Minister’s Award for Municipal Excellence

Management buy-in

• Empower management to adopt flexible practices in their group
• Provide support through engagement, training, guidelines, etc.
• Foster shared accountability for success

Target setting and engagement sessions

myFlexwork website
• Tips and tools
• Checklists and guides
• Training
Conclusion

Flexible workstyles, work schedules and workspaces
+ Sponsorship
+ Change management and communications

Win-Win for the Corporation and employees

Questions?
THANK YOU!

Be sure to evaluate the session online at the Attendee Service Center
http://tinyurl.com/FFCA16