


Workplace Trends: Changing Global Markets

Adrift in a Sea of Trends: Are we overreacting?

Ellen Bruce Keable



Change
Global Recession
Security
Retention recruitment
Generations
Work life balance
Credit Crunch
Sustainability
Global Outsourcing
Energy
Mobility
Innovation
Performance
Continuity
Integration

Fear or Opportunity?

“Five signs you have a crummy job”
BNET 2008

- #1: Budget axe severs emotional ties
- #2: Managers in the middle
- #3: Fear grows political maneuvering
- #4: Power to bureaucracy
- #5: Innovation standstill

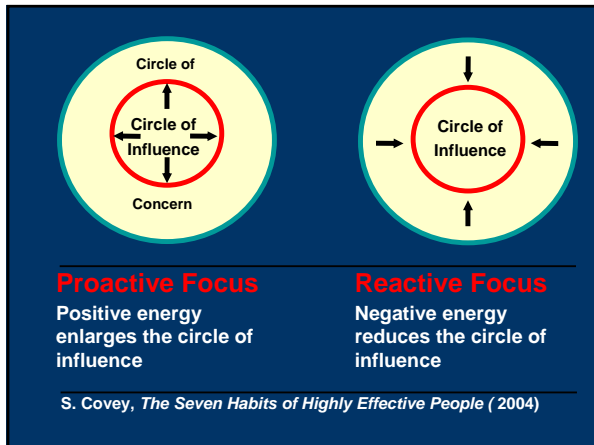


Change requires a different way of looking at things....

Good ideas come through recessionary cycles

- Engage in dilemmas
- See possibilities
- Challenge entitlements
- Encourage risks
- Invent efficiencies
- Test scenarios





U.S. Government Budgeting

MISSION
is a **PRIORITY**

ADMINISTRATIVE
is **NOT**

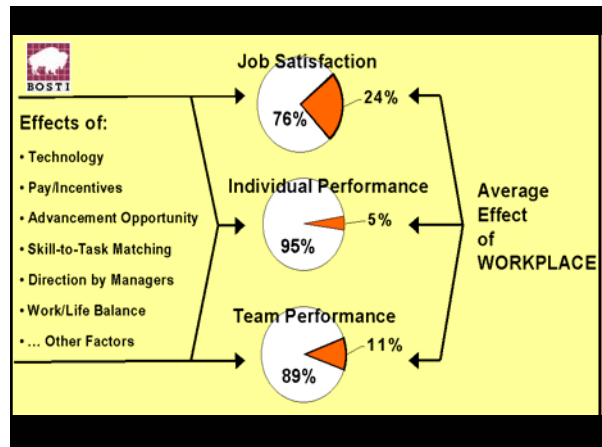
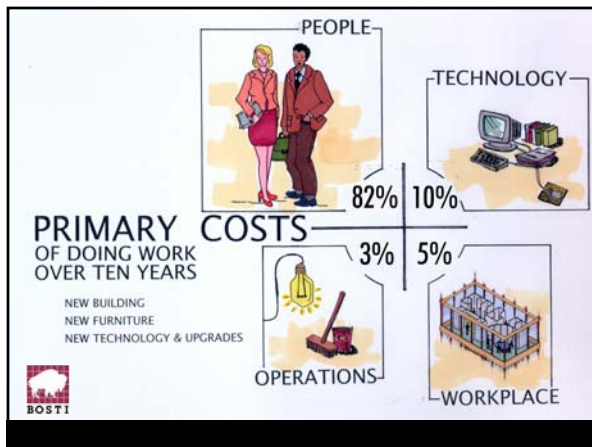
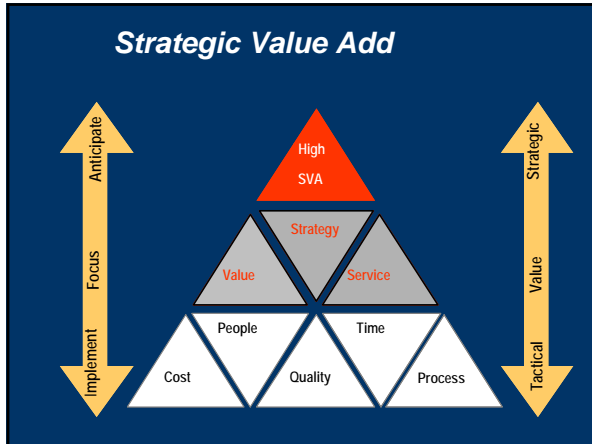
The only **Solution~**

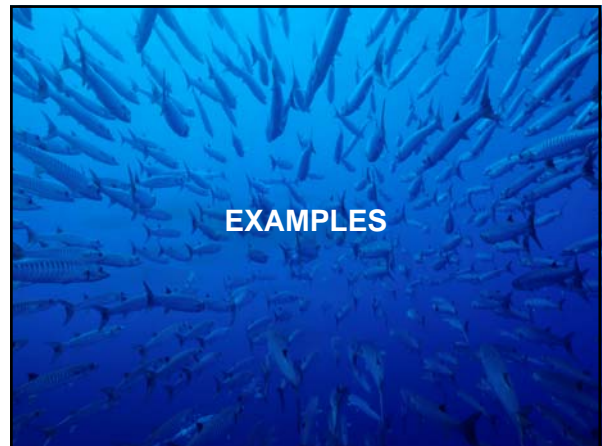
FACILITIES must prove ROI as direct support for mission program funding

It's all about **VALUE**



Price for benefits: performance & costs
Think Global ... Act Local





#1: Space Prototype - Goals

Effective:
Support the work
Flexible for constant change
Technology use & distribution
Secure, confidential, safe

Efficient:
Standardized, simple
Minimize space, lease costs
Minimize build-out
Easy to manage
Fixed and adaptable

#1: Goals to Measures

	Business Goals	Behaviors	Prototype	Measures
Financial	Reduce space & costs	Efficient & consistent	"Just enough"	USF, build-out, rent
Customer	Increase accuracy, speed	Technology in the field	Equipment processing path	Distribution effort, time
Human Capital	Productivity	Teamwork	Open	Supervisor evaluations
Business Process	Constant change	Fluid roles, groups	Flexible	Change w/o moves

#2: Mobile Work Linked To Mission

Customer Service
Taxpayer Value

Strategic Plan:
Modernization
Employer of Choice
Engaging Employees
Rent Reduction
Effective Technology

#2: Context

- Huge retirement
- Shrinking labor pool
- Loyalty decline
- Employee job shopping
- Government push for telework
- Data security advances
- Continuity of operations

#2: Goals to Measures



EMPLOYEE
Balance
Satisfaction
Commuting

SOCIETY
Congestion
Pollution
Energy

AGENCY
Employee engagement
Productivity, COOP
Succession planning
Compete for talent
Space, FFE reduction
Parking, transit

#2: Multiple Perspectives

Employees
Peers
Managers
Agency
Gov't/ Society
Customers

#2: Measuring Success

- Employee, peer, manager surveys (pre/post)
- Workload and productivity impact
- Commuting time, pollutant reduction
- Tolls, parking, subsidy savings
- Customer satisfaction
- Sick leave and annual leave impact
- Technology investments, costs
- Rent and space savings
- Retirement, retention & recruitment costs
- Data security

#2: Performance Measures

- Return on investment
- Cost savings
- Business results
- Employee satisfaction
- Union buy-in
- Customer satisfaction
- Manager satisfaction

#2: Workload Assessment

Has telework made it difficult to maintain your productivity standards? **NO!**

	Participants	Peers	Managers
Quality	98%	90%	100%
Timeliness	98%	81%	86%
Productivity	97%	83%	93%
Customer Communications	95%	83%	93%
Customer Satisfaction	96%	83%	93%



#3: Sharing Conference Rooms To Improve Access

It's always

MORE

than software . . .

#3: Ask, Measure and Change

What do we want? . . . *VISIONING*

What do we have? . . . *INVENTORY*

How well are we doing? . . . *SURVEY*

What's used elsewhere? . . . *IFMA*

What do we need? . . . *CUSTOMER TASK FORCE*

How will we do it? . . . *PILOT TEST*

Who leads the change? . . . *COMMUNICATIONS*

#3: TARGETING PRIORITIES

Work Activity	Business Importance	Facilities Performance	Problem ?
Teleconferences	90%	18%	✓✓
Document Reviews	84%	71%	
Laptop Use	58%	37%	✓
White Board Use	57%	41%	✓
Network Use	57%	33%	✓
Data Projections	52%	29%	✓
Video Conferencing	25%	17%	



QUESTIONS?

Ellen Keable
Jacobs Consultancy
ellen.keable@jacobs.com

JACOBS
Tower Bridge Court
224/226 Tower Bridge Road
London, SE1 2UP
Tel. 020.7403.3330