

## Overview of Portfolio Communication and Foundational Initiatives

### Portfolio Communications Strategy:

#### Employee communication initiatives:

- Flexible working awareness campaign – corporate wide engagement with staff to showcase what it means to work flexibly through videos, infographics, articles, elevator panels and contests.
- Share Your Chair campaign – to date, 148 staff have signed up to the initiative, with the number of participants growing. The initiative enables staff to indicate with signage when their desk is available for others to use when they aren't there, like on a day off, on vacation or away on training.
- Live chat – an unprecedented 1500 employees tuned in to a noon hour online question and answer session about flexible work hosted by the TW team and founding partners, confirming that the topic is top of mind for staff. The chat followed a well-received “10 reasons you should care about flexible work” article and video explaining the future of flexible work at The City.

#### Leadership communication initiatives:

- Quarterly Leadership Communications – newsletter to keep ~240 managers and leaders informed of TW progress.
- Management target engagement – TW team met with 205 managers across all business units (BUs) and created web resources to support leaders implementing flexible work in their area.

### Foundational Initiatives:

- 2014 Day in the Life study: An iteration of 2013 space utilization study based on industry practices to understand how we are currently using our space. The study spanned four weeks, seven buildings and 20 floors not included in 2013 study.  
**Results:** A 34% occupancy rate was identified, similar to 2013's rate, confirming that corporately, many employees work away from their desks and that there is great potential to implement flexible working strategies to use existing space more efficiently, accommodate growth and avoid the need for future real estate.
- Wi-Fi upgrade and expansion: In partnership with IT, TW sponsored the expansion and upgrade of The Corporation's wireless network across The City to enable flexible work. **Results:** New or expanded Wi-Fi coverage throughout the office spaces of 22 City buildings.
- Data Warehouse & Dashboard and Corporate Workplace Data Management: A joint project with CPB, HR and IT to measure and report metrics by expanding the capacity of PeopleSoft, Active Directory and Archibus to enable accurate data collection, analysis/trending and reporting, and informed decision-making.  
**Status:** Approval received and development of change management and communications plans underway.
- Boardroom Strategy: Recognizing the importance of effective collaboration spaces to maintain productivity while working flexibly, this project is evaluating the appropriate ratio of collaborative space to individual space, along with required location, technology and governance to support sufficient collaboration space.  
**Status:** A recommendation for a model to manage and maintain boardrooms is being developed for review Q4 2015.

- myFlexwork website: An online, one stop shop of flexible work resources for flexible workers and managers of distributed teams that will last beyond the TW program.  
**Status**: Soft launch of website mid-June 2015 for user testing and will be promoted corporately in September 2015.
- Flexwork Hub: A centralized corporate drop-in workspace that supports mobile employee productivity on the third floor of the Municipal building.  
**Results**: 10 conventional assigned workstations converted to a space accommodating up to 37 mobile workers. Over 3400 employee visits during the three month test period. Next steps are to develop a corporate hub strategy to inform the design and locations of future hubs.
- Flex Lab: A partnership project with CPB and Space Planning to create and demonstrate flexible workspace and workstyles' concepts to the organization, focussing on the people side of change.  
**Results**: A living example of how teams work effectively in unassigned space, providing a guide for operationalizing flexible work strategies across the organization.

### **Early Adopter initiatives:**

#### **1. 311 Early Adopter Project**

This pilot is a partnership project with Customer Service and Communications (CSC) that is testing the technology and business processes required for a small number of 311 agents to work from home. The project will enable 311 to increase their capacity to respond to citizens quickly and easily during peak periods and in the event of an emergency. The learning from this pilot will inform the potential expansion of the concept to The City's over 20 call centres and positions 311 to achieve future real estate savings by eliminating the need for a back-up call centre.

#### **2. CPB Early Adopter Project**

Lack of access to information and dependence on paper is one of the main obstacles to increasing staff mobility. For this reason, the CPB Early Adopter project is focussed on implementing good information management practices that will enable a flexible work environment and position the business unit to increase efficiency of its space. This project will provide lessons that can be applied corporately on increasing the use of digital technology to manage files, efficiently communicate and support employee mobility. There will also be a reduction of assigned workstations that will contribute to The City's corporate space efficiency target.

#### **3. Roads Early Adopter Project**

Roads will be the first business unit to implement a flexible work environment by combining all aspects of flexible work – people, technology and space in Building E in the Manchester Operations Workplace Centre. Through the full analysis and selected retrofit of a single building, the introduction of flexible workstyles, and the alignment of technology and workspaces with the way employees work, the project will change where and how Roads' office employees work. The project aims to enable Roads to grow without growing, achieve the space efficiency target, increase collaboration among business areas and provide efficient services to citizens. The construction of a citizen facing permit counter and a corporate Flexwork Hub on the main floor of Manchester Building E will demonstrate an effective use of space and release part of the main floor back to The Corporation, reducing Roads' real estate footprint.