



Vodafone Better Ways of Working
Department for Transport and Department for Business, Innovation and Skills

power to you



Vodafone's Better Ways of Working approach understands the need to find out how people work currently and how they would like to work in the future



Central government departments and public service authorities as a whole are facing unprecedented challenges. Difficult economic circumstances and an ageing population are creating additional demand for services and resources, while the public and businesses are seeking more immediate and flexible access to services and information.

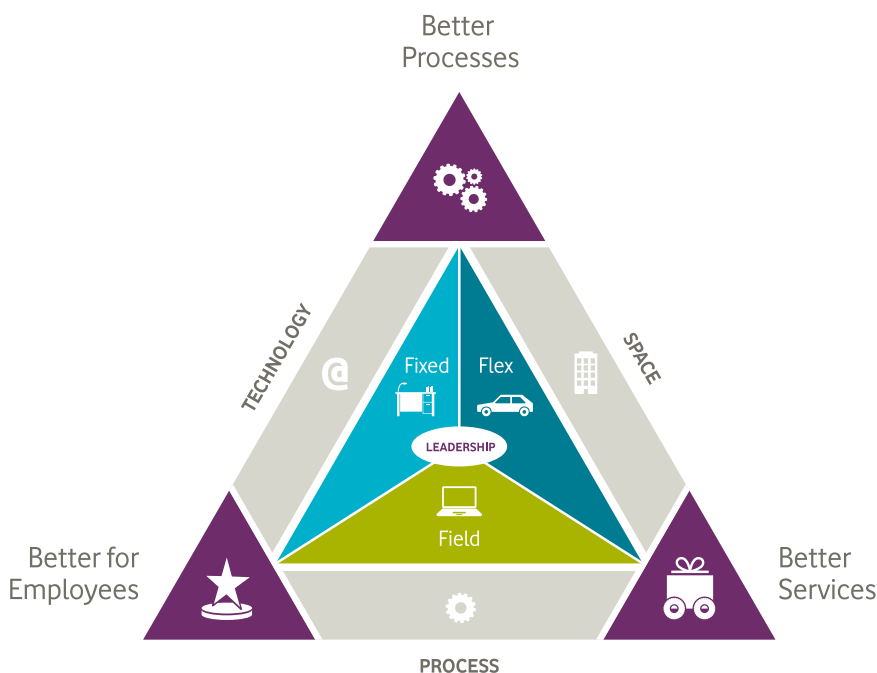
Added to this are the Comprehensive Spending Review targets, tight budgets and the Civil Service Reform Plan, an ambitious change programme focusing on practical innovative and flexible ways of providing services; the result is significant pressure bearing down upon the public sector and those working within it.

With these pressures come opportunities to make changes to traditional ways of working that can motivate and empower employees to find better ways to achieve more each working day, improve their own work-life balance whilst also improving productivity and reducing costs.

The Vodafone Approach

The Vodafone BWoW methodology is a unique programme of workplace transformation delivered through a holistic solution across People, Space, Process and Technology. It is based upon helping clients transform the way they work using key findings and lessons from Vodafone's own transformational journey.

Achieving Better Ways of Working starts by analysing the workplace and the worker groups. By mapping out a workforce and looking at their requirements in terms of Space, Technology and Process using both traditional consulting methods and cutting edge research techniques, Vodafone can deliver high performance workplace solutions which are accepted by employees (users).



The Vodafone approach will mobilise an organisation, and help make savings on office space, travel, infrastructure, office equipment and supplies such as paper and energy.

Flexible working tools and devices can improve job satisfaction, productivity and staff retention. They can improve services for citizens too, making staff more responsive to changing needs and circumstances. In essence, technology becomes a facilitator of better ways of working.

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staff more responsive to changing needs and circumstances. In essence, technology carefully blended with the other themes is a major enabler for better ways of working.

Mobilising the workforce

* Research into the effects of flexible working, published in 2011, revealed that 75% of employees reported a boost in job satisfaction, 72% said it improved work-life balance and 54% said they were more productive.

Despite initial concerns, employers surveyed at the same time were in broad agreement with their staff on these positive outcomes, with the majority confirming that they expected flexible working to reduce costs of office space, create a more productive and creative organisation and boost employee satisfaction.

Vodafone's Better Ways of Working team was commissioned by the Department for Transport (DfT) and by the Department for Business Innovation and Skills (BIS) to help both departments mobilise their workforces, utilising the Vodafone Better Ways of Working methodology. A variety of tools and techniques developed by Vodafone were used to build an understanding of how each of the departments operate and how their respective leadership teams, managers and staff could work in the future.

* Explore how the workplace is evolving and changing the shape of organisations through Better Ways Of Working at www.vodafone.co.uk/perspective

Executive and staff interviews at all levels covered business issues and drivers and also, importantly, the appetite for change and leadership alignment. The allocation and use of space, furniture, storage facilities and existing technology was closely observed and audited. Staff were involved from the start by participating in the observation activities and in actively developing a blueprint for how their office could look, feel and operate in the future.

Frustrations

- Staff identified the main challenges they faced as increased workload and working inefficiently. They were frustrated about cumbersome IT systems, processes and security, while office layouts were not always conducive to working and interacting effectively
- For managers key issues were around resourcing - the need to deliver the same or more work with reduced resources - and collaboration - for example the shortage of adequate informal meeting spaces where staff could 'co-create' in an efficient and seamless way
- Executives were concerned about the loss of creativity and energy due to rules and a lack of 'excitement' in the workplace.

In general, IT systems including connectivity, remote access, security and different log-in procedures "got in the way of getting things done", while the criteria for the allocation of mobile tools and equipment was inconsistent across each department. Each departmental investigation revealed that much of the way staff work is desk-focused and office centric, yet staff spend on average about 50% of their time at their desks and when at their desks, a significant amount of time is spent working alone; this profile indicates that for more than 60% of staff, their work style means they should not have to work that way and could be more mobile and flexible both within and outside of the office.



"Our working environment is not conducive to creative collaboration – we need to break the silos and offer more collaborative/shared spaces."

"We need to mobilise our employees and enable them to work more flexibly. Our current arrangements are too territorial, with fixed desks and technology."

"By mobilising our staff and investing in reliable virtual collaboration tools, we can reduce unnecessary travel, use our assets more efficiently, and manage disruptions caused by bad weather or events such as the London 2012 Games."

Across both DfT and BIS, almost 100 minutes of productive time was lost each day by each employee, due to a variety of distractions and difficulties; nearly 75% said that they had problems concentrating when at their desks. The studies showed that staff tend to come to the office based on habit, working practices, policies and management styles, whilst some existing technology assets were under-used. Processes designed to enable flexible working, were complex legalistic and inconsistent; paper-based systems and email were often still the default mechanism for collaboration and information sharing.

Quick Wins

The Vodafone team have recommended for both departments a phased approach to address these issues, while also identifying some quick wins through which immediate improvements could be achieved.

These include:

- Roll out a consistent flexible working policy
- Transition from territorial to non-territorial principles
- Training for staff and managers in the practical steps involved in working as, and managing, remote and flexible workers
- Policies for the allocation of devices and work style, along with consistent protocols covering clear desks, ad hoc meetings and room booking management, and mobile phone etiquette
- Make the most of existing technology and equipment to deliver immediate improvements (e.g. Wi-Fi enablement) and begin the 'people mobilisation'

At DfT there is now a big appetite for the Vodafone approach to Better Ways of Working with a range of initiatives already underway. Just prior to the Olympics a series of guidelines were introduced to start the move towards mobilisation and flexible working through 'Operation StepChange' led by Clare Moriarty, Director General of Corporate Services. Building upon the success of this programme a new project is underway which will include rolling out pilot 'model office' areas over four floors involving 300 workstations, to drive through their workplace transformation.

Key elements of this project include creating different work space areas for collaboration, removal of pedestals and screens between desks and an enforced clear desk policy. There will be shared bench tables rather than owned desks, an increased number of 'fit-for-purpose' break-out areas and a greatly reduced number of printers in new business centres. Managed printing solutions will be introduced along with mixed laptop and desktop deployment, with desks and other items to be reused where possible to keep costs low. These changes will be enhanced in the future with the introduction of a modern unified communications system which will further transform the workplace and enable better collaboration. If the model office is rolled out across the department, this could save DfT up to 30% space saving equating to some £4 million pounds.

Meanwhile, BIS, under the direction of Philippa Lloyd, Director General, People, Communications and Corporate Effectiveness, is finalising a change management programme to be presented for Board approval which identifies 10 interlinked work strands, including ICT, Space, HR, Performance Management, Training, Knowledge and Information Management and a departmental Better Ways of Working communications strategy.

BIS will build upon their current flexible working arrangements to facilitate more collaboration and co-creation across departments and functions; these changes alone, could result in at least 10% space saving at 1 Victoria Street yielding £3 million savings per annum. Investments in technology, including mobile phones, laptops and unified communications, will form the basis on which to transform the way the organisation works, making it a more productive, pioneering and exciting place to work.

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Investments in technology, including mobile phones, laptops and unified communications, will form the basis on which to transform the way the organisation works, making it a more productive, pioneering and exciting place to work, while realising further significant savings.

Significant benefits

With Vodafone's help both departments have begun to mobilise their workforces and both can see a revitalised workplace of the future in which:

- **People** – Staff will be more empowered, enabled and motivated and more productive, innovative and responsive as a result
- **Process** – Working policies and the technology required to operate flexibly will be clear and easy to access, promoting faster responses times and improved performance
- **Space** – Enhanced, well planned space will reduce operating costs, promote improved team working and collaboration, and create a "buzz" in the building
- **Technology** – Capitalising on new technology – and allocating the right technology according to need – ensures that the investment value is maximised and staff have the tools to perform to the best of their ability

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