Enabling Flexible Working

Tomorrow’s Workplace: enabling employees to be productive - on any device and in any location
The nature of work has changed fundamentally and forever and it continues to evolve rapidly. Geographic distance and borders are increasingly irrelevant and transparent. The oft-quoted “Tyranny of Distance” impacting Australia’s economy and workers is dissolving.

We live in a hyper competitive world where outsourcing and freelancing are accepted business practices. Teams of workers form and disband as the organisation’s needs dictates. The traditional roles of employees and employers, the 9 to 5 working day and places of work are all shifting.

Underpinning these macro shifts is the advent of very fast Internet, paired with other mobile and collaborative technologies. Mobility has enabled workforces to move closer to the customer, and with information and processes now being intangible (ie. electronic), staff are starting to find better places to work than the office.

The result is that a workplace revolution is underway. The workplace is no longer the office. Employees are working on any device and in any location and expecting the same corporate IT experience.

Organisations that are not embracing a new way of working and communicating risk not just impacting productivity but the ability to recruit and retain the next generation of employees.

“Forrester Consulting”

“Today’s corporate environment is changing rapidly. Many enterprises focus on providing employees with a flexible workspace that provides ubiquitous access to corporate resources and services – through any device and from any location”
Policies & Governance
HR and IT policies
Support framework
IT management

Logicalis Virtual Workspace
Networking & remote access
Collaboration
BYOD and COPE
Desktop virtualisation

Virtual Workspace

Physical Workplace
Activity Based Workplace (ABW)
Structured telework solutions

LOGICALIS
Business and technology working as one
Flexible Working drivers

“A series of “pressure points” have coincided to put flexible working, telework, telecommuting, virtual working - call it what you may - back on the map and it’s here to stay.

A recent Citrix report found that 91% of organisations worldwide had already adopted some form of flexible working. Driven by employee demand, the benefits of adopting a new style of working have included:

- Achieving a more flexible, agile workforce (73%)
- Reducing employee-related costs such as travel (53%)
- Reductions in the cost of real estate (48%)
- Ability to attract (47%) and retain (44%) top talent.

Economic pressure

The after effects of the Global Financial Crisis are lingering stubbornly. Trading conditions remain uncertain at best. The initial round of budget reductions, layoffs and cuts were made long ago. Now CFOs are taking a good hard look at restructuring their organisation’s expense base in a much more fundamental way.

Ironically, many CFOs are staring out of the corner office window wondering what to do, without realising that a solution is sitting right under their nose – the assets on everyone’s desk and the cars sitting in the employee car park!

In the short term, implementing flexible working policies and enabling employees to bring their own devices has the potential to significantly reduce...
the costs of providing end user computing. Coupled with desktop virtualisation as an enabling technology, the cost of managing end user devices can be significantly extended.

Flexible work allows better utilisation of the office space the organisation does have; with fewer desks standing empty for fewer hours. When a significant proportion of the workforce teleworks between two and three days per week, this allows for a reduction in operating expenses such as rent and electricity.

Longer term, flexible working tackles the cost of all those workers who are driving to work in order to sit in expensive offices, instead of working remotely. Flexible working allows CFOs to build a cost base that trends with sales and shifts Capex to Opex. CFOs can eliminate fixed-cost leases for offices providing a great deal more flexibility, both now and as the business grows in the future.

### Productivity pressure

CFOs are acutely aware that staff costs remain one of the biggest line items in the budget. Ensuring investments in human capital are producing an optimal return is increasingly vital.

Evidence is mounting that organisations can save money through increased levels of productivity from staff members working flexibly. A growing body of research is showing that the productivity of remote workers is better than office based staff.

- A survey by American Express of its teleworkers found they handled 26% more calls and produced 43% more business than their office based counterparts.

- Decision cycles are shortened as employees are connected during “out of office hours” and able to respond to questions, allowing their co-workers in locations to continue working. 1 in 10 employees indicate they are always online and work throughout their waking hours (Cisco Connected World Report.)

Productivity gains come from workers being more enabled. Staff members are able to manage their working hours to allow for family and other needs. Clients and suppliers in other time zones where conventional hours may not work, are better serviced.
Technology pressure

New technology developments are enabling mobility in a way not seen before.

- Cloud Computing and Virtual Desktops are toppling the remaining barriers to widespread flexible working: the difference is where applications and data live: with cloud, an employee’s applications and data are stored not on a laptop on the kitchen table, but on a centralised server in the data centre.

Employees can now use an inexpensive thin client device to display a “virtual desktop” that’s actually running in the cloud.

- A robust suite of collaboration tools such as voice and video conferencing, screen sharing and Presence/IM technologies have made collaborating with colleagues remotely, a practical and reliable proposition for the first time.

- National infrastructure is becoming available. With the advent of the National Broadband Network, a national high-speed infrastructure will be progressively rolled out enabling and encouraging remote collaboration using this high-speed network.

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"Which of the following are driving the need to introduce new workspace strategies in your organisation?"

- Use of multiple corporate-issued and employee-owned devices for work-related activities
- Increased dependence on cloud-based applications and content services
- Business agility requiring rapid creation and dispersion of collaborative workgroups
- Increased device security and compliance risks
- 24x7 work styles blurring the delineation between personal and work time
- BYOD trends
- Increase in work-shifting (working in unconventional work environments)
- Increased dependence on part-time and temporary workers and consultants
- Highly connected processes requiring formal/informal collaboration inside/outside the organization
- Demands of new work styles introduced by Generation Y workers
- Other
Pressure for the War on Talent

It seems paradoxical that in a time of economic uncertainty, staff retrenchments and layoffs, that the war for talent should register so high on the organisational agenda. And yet, it is seen as one of the most pressing strategic imperatives for many firms, especially for those in more “white collar” industries.

Logicalis itself has embraced flexible working and is seeing the benefits. Logicalis Strategic Solutions Director Ian Ross states: “The most important benefit companies are realising from flexible working, is the ability to expand their talent pool. If you are trying to make your business model more variable, employing just the people you truly need to run effectively, you’ll find it’s way too hard to locate the people you need in or around one town or city. You need to be able to broaden your horizons and that means you are going to have to embrace flexible working.”

“The benefit that flexible working provides, right behind recruiting the right employees, is improving employee morale and retention,” Ross adds. “The costs to hire someone, get them up to speed and then lose them are enormous. Flexible working allows us to hire very highly skilled, highly desired employees who don’t leave, because we provide them with the tools and environment that suit what they need to do for our customers and their lifestyles.”
Environmental Pressure

Organisations are facing increasing levels of moral and financial obligation to establish their “green credentials”. Clearly, flexible working means a lower carbon footprint per employee with less square footage required per employee and fewer overall commuting kilometres being undertaken every day.

Whilst carbon pricing and taxation remains in its earliest form, it’s hard to imagine the environmental “tax” on organisations doing anything other than increasing over time. Flexible working can form part of an overall suite of measures organisations consider to manage their environmental impact.

A study comparing energy consumption between teleworkers and office workers found office workers consumed more than twice the energy. (Access Economics)

"Around $320 000 tonnes of CO2-e could be avoided annually with just a 10 per cent telework rate" (Next Generation Telework: A Literature Review)
The term “Flexible Working” is a broad concept based on creating a workplace that enables staff to be productive in the most appropriate location and on the most appropriate device.

A comprehensive flexible working strategy generates the best results when it encompasses three main components: technology (the infrastructure that supports secure enterprise mobility and collaboration), policies and processes that mitigate risk and the physical workspace that makes it easy for employees to collaborate.

The technological framework enables mobility, collaboration and communication. Underpinning any successful flexible working organization, is the application of appropriate technologies that enable people to connect and collaborate as if they were in the same room. Flexible working demands remote and secure access to networks, collaboration tools, communication technologies such as video conferencing, the virtualisation of the desktop and a mobile device strategy.

What is Flexible Working?

“…work is something people do, not a place they go. Through mobile workstyles, work can be effortlessly shifted across people, locations, devices and time. It’s also a shift in fundamental thinking.”

*Citrix: Workplace of the Future*
A set of organisational processes and procedures. The dream of fully flexible working that balances the competing priorities in staff member’s lives is understandably seductive. However it’s a different story for those managers and functions tasked with protecting the company and its workers from harm. They need to adapt the core processes and procedures that underpin the workplace. How to supervise and manage staff, how to provide a safe and secure working environment, how to onboard new staff and deal with departing staff are just a few of the policies that need to be examined.

An optimised physical workspace. Office designs have been evolving in recent years to accommodate more flexible working requirements. More flexible spaces are emerging to accommodate the new needs of staff members, both within the office and enabling collaboration with staff who are remote. The long-term trend is towards an office designed to allow full activity Based Working (ABW) but short-term savings and increases in productivity are also perfectly achievable through adapting the current space and implementing technologies that support flexible working in the office space.
Flexible Working ≠ Remote Access!

Remote access is one of the fundamental enabling technologies of flexible working. However, providing access to the network or corporate resources is not enough to enable effective flexible working. It is access to collaboration and productivity tools like video and presence on any device - the same tools that are available in the office - that enable an effective “flexible workplace”.

Flexible Working > Teleworking

Teleworking is a common manifestation of flexible working – it’s a concept that has been around for decades and is gathering momentum due to the clear economic and social benefits. Creating a flexible workplace ensures that staff can effectively “telework” – but also enables many other modes of flexible working. Recent Citrix research suggests “a third of office workers will no longer be based at a traditional office; instead they will be operating from home, the field and project and customer locations, as well as from hotels, airports and trains.”
The term “Flexible Working” is often used interchangeably with “Working From Home.” But this is far too simplistic. There are a number of emerging types of flexible working. Importantly, each of these work types experience different challenges and have different technological requirements and appetite for work flexibility.

Equally, every worker’s “style” of flexible working may change on any given day. An executive on a one-week overseas business trip will have different requirements when they return to the office. Logging on to late night conference calls from home may only be a rare once-a-quarter requirement for some and a weekly or daily occurrence for others. A truly flexible working environment must allow for workers to display multiple personalities or “worker modes”.

The Five Flexible Worker Profiles

“Today’s Social Networking culture makes employees and managers more comfortable with flexible working. The new generation of workers already has experience communicating and collaborating with friends and classmates in other locations using instant messaging, online communities and video chat. They expect the same capabilities in the workplace.”
Java Boy: The Day Extender
Increasingly the pressure is on to remain continually connected. In an increasingly globalised workplace, many workers deal with co-workers, suppliers and customers in other parts of the world and other time zones, necessitating after hours work.

The day extender relies heavily on video and teleconferencing as well as core communication tools such as email and access to their corporate files, and needs basic support out-of-hours.

Kilometre Krusher: the latter-day Road Warrior
Road warriors are the veterans of the flexible working model. Typically these are sales or customer service personnel who spend a significant proportion of their working lives on the road.

These workers must have the ability to communicate easily across all their mobile devices. Access to critical corporate data such as ordering and CRM systems is mandatory – email-only access is no longer enough!

Zen Master: The Multi Locator
These workers are typically always present at a corporate facility but that location is likely to change from day to day. These people are hot deskers and need to be able to show up and plug into the corporate network to be operational in seconds – an Activity Based Workplace enables them to select the most appropriate tools at any point in time.

Location is irrelevant and their tools need to enable them to be productive, regardless of where they are.

Homely Hobbit: The Work-From-Homer
It’s an increasingly popular practice to work from home on a regular basis. Acceptance of this style of working is often the biggest barrier: organisations are learning to embrace this trend and in response to being more flexible, they are seeing higher employee satisfaction, loyalty and retention levels.

These workers need the same functionality at home as they have in the office and high levels of supportability to ensure they are productive.

Cube Man: The Office Based Worker
Despite the shift to flexible working some roles do not lend themselves well to flexible working and it’s likely there will always be a significant proportion of office-based workers.

Flexible working will nonetheless impact the technology infrastructure for these workers, as they will need to access the same collaboration tools as the flexible workers in order to communicate effectively with them.
Building the Flexible Working business case

Anyone who is tasked with building a flexible working policy or is responsible for its roll out, should be aware it is a “whole of organisation” challenge not just an IT department initiative and therefore full engagement with the stakeholders represents the best chance of success.

Whilst each organisation is different in its makeup here is a likely list of stakeholders, their drivers and challenges.

When Logicalis engages a customer to develop a BYOD or flexible working strategy, these are typically the roles we include in the planning workshops.

<table>
<thead>
<tr>
<th>Role</th>
<th>Drivers</th>
<th>Challenges</th>
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<tbody>
<tr>
<td>CIO / IT manager</td>
<td>Enabling organisational efficiency through technology</td>
<td>Coordinating and negotiating with multiple stakeholders</td>
</tr>
<tr>
<td>CFO / Head of finance</td>
<td>Cost reduction and cash management</td>
<td>Achieving real structural change in the organisation’s cost base</td>
</tr>
<tr>
<td>Head of HR</td>
<td>Creating genuine competitive advantage via employee recruitment and retention best practices</td>
<td>Adapting current processes and internal attitudes to a new way of thinking about and managing staff</td>
</tr>
<tr>
<td>Head of sales/customer service</td>
<td>Maximise time with customers and prospects</td>
<td>Keeping the team connected to base and working optimally</td>
</tr>
<tr>
<td>Line Manager</td>
<td>Optimise staff members effectiveness</td>
<td>Adapting personal style to managing remote teams effectively</td>
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</table>
CIO

Technology to enable flexible working is clearly vital, and the CIO is typically the executive responsible for enabling the project, building support from the key stakeholders within the business and securing agreement from the executive team to proceed. A flexible working initiative is unusual in that it requires significant contributions from several different functional areas.

Chief Financial Officer

Cost reduction and cash management are key drivers for the CFO. One of the most important drivers for flexible working policies is the long-term ability to reduce the cost of office space and maximise the utility of the office space that does exist.

Head of Human Resources

Flexible working is an attractive proposition for new and existing staff members leading to an overall improvement in the access to high quality new recruits and the retention of exiting staff.

In addition to helping to solve one of the modern day headaches for the Human Resources team i.e. recruitment, flexible working contributes to one of the core strategic challenges for the Head of Human Resources, namely the creation of sustainable competitive advantage through the creation and maintenance of a high quality workforce.

Head of Sales and Customer Service

Flexible working creates an opportunity for more employees to spend more time with customers and prospects; utilising the improved suite of collaboration technologies, which greatly aids communication or because they are on a client’s premises, without being disconnected from the organisation’s data, files and applications.

Line Manager

In many ways, providing the technology to enable flexible working is the easy part. The biggest barrier to flexible work arrangements is not technical, but cultural. Flexible work functions best where some variation of management-by-objectives, or results-based management is applied and workers have a very clear understanding of expectations.

Managers also need to be trained on how to adapt their management style accordingly and learn how to manage remote teams and change KPIs and MBOs to those that are appropriate to the style of work being performed. Additionally, line managers and HR teams also need to adapt their hiring policies and practices to find the right type of personalities who are suited to remote working.

Best practice suggests that the flexi-working decision is best left up to the manager. It is also true that some back office and clerical tasks that require hands-on interactions don’t lend themselves to flexible working.
Flexible working embraces the physical workspace, networking, collaboration and communication technologies and the policies that support a new way of working.

Having the right technology infrastructure is critical, but needs to be supported by effective policies and IT support. The physical workspace - the "office" - also needs to adapt to support an increasingly nomadic workforce.

Much of the infrastructure has been available for quite some time, what’s been rapidly evolving during those years is the diverse range of collaboration features that can turn a conventional network infrastructure into a dynamic, interactive environment for productive communications wherever your workers work.

In summary, there are a suite of technologies that are required to enable connectivity including:

- Secure access
- Delivery of applications to any device
- LAN-like performance regardless of location.

Once that connectivity framework is established, a suite of collaboration technologies ensures workers are productive:

- Video
- Presence
- Sharing tools

Both suites of capabilities must have a unified installation, configuration and support capability as well.
The building blocks of a Flexible Working environment

Network: An increasing proportion of devices connecting to the network are mobile: connected mobile devices will overtake desktop usage and Wi-Fi traffic will surpass wired access traffic by 2015. Delivery of data centre services to remote users or offices, places additional importance on the underlying network platform as it connects the virtualised data centre (as well as delivering voice and video) to the virtualised collaborative workspace.

Review of WAN performance and WLAN coverage and QoS as the first step to delivering the corporate IT experience that staff expect.

Security: Security concerns are a common theme in enabling a flexible workplace: these are complex problems that require a strategic solution based on end-to-end security and policy architecture. While firewalls and VPNs remain key security building blocks, mobile device management or MDM (to enforce policies around mobile devices) and Network Access Control or NAC (to control access to the physical network using role-based access) are emerging as key technologies.

Review policies and security controls around mobile devices as the first step to enabling secure mobility.

VDI: Gartner predicts there will be 66 million hosted virtual desktops and Citrix estimates that 91% of organisations plan to implement desktop virtualisation by the end of 2013. Desktop virtualisation enables existing applications to be delivered to any device and enables a consistent IT experience (at a lower cost than a traditional desktop model).

Implement a pilot of key applications to corporate devices using VDI to validate the technology and evaluate the business case.

Organisations rely on a suite of technologies to enable mobile workstyles

<table>
<thead>
<tr>
<th>Technology</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Desktop Virtualization</td>
<td>60%</td>
</tr>
<tr>
<td>Mobile device management</td>
<td>60%</td>
</tr>
<tr>
<td>Application Virtualization</td>
<td>50%</td>
</tr>
<tr>
<td>VPN solutions</td>
<td>50%</td>
</tr>
<tr>
<td>Web-based remote support</td>
<td>50%</td>
</tr>
<tr>
<td>Online meetings, and training software</td>
<td>40%</td>
</tr>
<tr>
<td>File-sharing, syncing, and storage service</td>
<td>40%</td>
</tr>
<tr>
<td>Collaborative platforms and social software</td>
<td>30%</td>
</tr>
<tr>
<td>Enterprise application store</td>
<td>20%</td>
</tr>
</tbody>
</table>
**Data Centre:** The compute and storage infrastructure is now responsible for supporting increased workloads and a highly distributed environment (i.e. delivering the same end-user experience to the head office or someone on a 3G connection!). New data centre infrastructure optimised for VDI is often more cost-effective than building out legacy servers and storage; moving to a private or public cloud model also ensures that new services can be quickly enabled and delivered to any device.

*Undertake an objective review of the environment in terms of its ability to perform and support current and planned business applications.*

**Collaboration:** Video is entering the enterprise “mainstream”, with Cisco predicting video will constitute 91% of global network traffic by 2014. Staff expect the same ease of collaboration in the enterprise as they get with Facebook or LinkedIn. This means not just deploying presence, collaboration and video conferencing applications, but integrating them and ensuring they work on any device.

*Look at what applications can be delivered virtually and integrate with each other to provide the best end-user experience.*

**Services & Support:** As an increasing range of devices are being used to access corporate information, support, enablement and interoperability models need to be reviewed. New support models that embrace “self-help” concepts need to be defined and socialised.

*Clearly communicate the support boundaries and what “approved” devices have been tested with the corporate applications.*

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**Is your IT infrastructure ready for Flexible Working?**
Logicalis Virtual Workspace: enabling flexible working

Logicalis offers a new virtual workspace model that delivers a more flexible way of working. Our approach integrates desktop virtualisation, voice and video over VDI and mobile device management to provide a complete solution – delivered via a traditional on-premise, managed or hosted (cloud) model.

The Logicalis Virtual Workspace addresses the challenges faced by many organisations in moving to a flexible working model and provides many additional benefits such as compliance and enhanced data security. It provides flexible anytime / anywhere secure access to corporate information, enables effective collaboration and delivers an overall reduction of Total Cost of Ownership (TCO) for Desktop IT.

The Logicalis Virtual Workspace incorporates both the technology and policy aspects of implementing a flexible working solution.

- **VDI Foundation package**: Citrix virtual desktop computing and AppSense user virtualisation delivered on a FlexPod infrastructure
- **BYOD package**: HR and compliance consulting and design and implementation of technologies to manage and secure end-points
- **Network Optimisation**: application acceleration to deliver LAN-like performance to any device and deployment of Wi-Fi capacity to support increased mobile devices.
- **Collaboration**: delivers voice and video using Cisco VXI technology to VDI end-points, and can include the supporting collaboration apps – messaging/presence, video conferencing and single number reach.
Flexible working challenges many of the traditional policies and procedures that underpin a business. Organisations that embrace flexible working need to update a number of policy areas to establish more appropriate ways to protect both the employees and the organisation.

In most cases a flexible working environment will involve workers using a combination of devices and a high degree of mobile form factors such as smartphones and tablets.

What are the risks to the organisation?

Firstly and from a legal perspective, there is the issue of liability. What happens if a BYO device is stolen or lost? Who’s responsible, the employee or the organisation? Is it covered by insurance? Companies should re-visit their insurance policies to ensure they cover employees’ personal devices being used in a work environment.

Secondly is the issue of data security. What policies exist if a data breach occurs because an employee hasn’t downloaded the latest security update to their device or hasn’t bothered to secure their home PC? Of course, there is also the threat of data being lost due to an employee misplacing a device. Additionally it’s worth considering that family members share many of these devices and that confidential data can be disclosed when employees allow their spouses or partners to use their devices.

An organisation must also amend its privacy policy. What happens when an employee leaves a firm? Does the firm have the right to wipe personal data such as photos from the device? How do you deal with sensitive company information that’s on the device?
“The aim of any policy should be to strike an effective balance between the rights of users and the risks to the organization. The hope is that most users will do the right thing if they feel they are being given a fair go”.

_Dudley Kneller, Partner, Madgwicks_

Personal devices will almost inevitably mix personal and business information. This poses some serious questions. What happens when an employee is found to have inappropriate content on their personal tablet that they also use for work purposes? Firms have a duty of care to protect other employees from such material.

Effective flexible working policies have three main components:

- **Clearly defined security obligations for users.** Often the policy will incorporate some or all the elements of the organisation’s existing acceptable use policy.

- **Clearly defined rights and obligations around content and privacy** including a right for the organisation to “wipe” the device remotely in the event it is lost or stolen or if the user leaves the organisation.

- **Minimum requirements around support and maintenance** and whether there are requirements to use a particular service provider etc.

Above all else, common sense should prevail so that a reasonable agreement can be reached. Nonetheless, some risk will remain regardless of the policies that are in place.

A second major area of change is employee performance management. Managers have to adapt their working style to manage workers who are often physically remote from them or attend the workplace only irregularly. Learning to adapt to managing performance, based on results rather than more traditional measures, is a big change for many managers and staff alike. Changes are required to the performance review and goal setting processes of an organisation.

The encouraging news is that when policies and procedures are adapted well, staff satisfaction and retention rates are significantly higher as is overall staff productivity.
**COPE or BYOD?**

In response to unrelenting employee pressure to bring and use personal devices to access corporate information (the "Bring Your Own Device" or BYOD phenomenon) corporate attitudes have changed markedly over the last few years. Today, our research and statistics from Citrix shows that over 75% of organisations support or plan to support personal devices; in the past 84% of organisations have had a ban on personal devices.

In reality, banning personal devices doesn't work... but many CIOs worry about BYOD and particularly the security of the organisation’s data. For some types of organisations, such as government departments and financial organisations, losing “control” over devices, applications and data security is a step too far.

Enter a new concept called Corporate Owned, Personally Enabled (COPE).

The idea behind BYOD is to let end users choose the devices, programs and services that best meet their personal and business needs, with access, support and security supplied by the company IT department – often with subsidies for device purchases. COPE takes a different approach: instead of making corporate functions work on personal devices, it sets up a framework to support and allow personal use of company devices.

Under a COPE framework the organisation buys the device and still owns it, but the employee is allowed, within reason, to install the applications they want on the device, be it smartphone or tablet or laptop. In the COPE framework IT departments are able to satisfy the overwhelming demand for personal devices in the workforce but still exert some control over the device choice, mobile device management, access to the corporate network and data.

For BYOD, the question for IT is "How do I secure information on a device that I don't own?" With COPE, the question becomes: "How can I loosen my grip for my employees to use their devices for personal use?"

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<thead>
<tr>
<th></th>
<th>BYOD</th>
<th>COPE</th>
</tr>
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<tbody>
<tr>
<td>Device ownership</td>
<td>Employee</td>
<td>Employer</td>
</tr>
<tr>
<td>Choice of device</td>
<td>Any</td>
<td>Selected, tested models</td>
</tr>
<tr>
<td>Security</td>
<td>Enforced by NAC and MDM</td>
<td>Enforced by NAC and MDM Additional device-specific security</td>
</tr>
<tr>
<td>Corporate app store</td>
<td>Difficult, due to range of devices</td>
<td>Can develop apps for corporate mobile devices</td>
</tr>
<tr>
<td>Management</td>
<td>Management tools need to work with any device</td>
<td>Can implement SOE &amp; consistent management tools</td>
</tr>
<tr>
<td>Policies</td>
<td>High burden on HR &amp; MIS to develop polices</td>
<td>Lower burden as device is company-owned</td>
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</tbody>
</table>
Addressing the physical workspace

The shift to more flexible work styles driven by economic pressures and technology advances has started to drive changes in the physical work environment as well. Agile technology in particular is allowing organisations to more effectively harness the available office space.

Additionally, workers will increasingly adopt different work styles on different days. On some days staff might work from home, on another at a sister office, on another they may be mobile or travelling overseas. Office spaces are starting to evolve in layout and design to be based around activity rather than location and to allow staff in the office to easily collaborate with staff who are remote.

The longer-term trend is towards activity based working (ABW). ABW is characterised by a dynamic, stimulating environment offering a range of functional spaces and settings aligned to the tasks individuals and groups undertake.

ABW workplaces are mobile offices enabled by technology. Staff can choose to work in a high walled ‘cubbie’, a quiet library space or to connect with their team in a meeting room or café area, with full access to email, internet and phone via VOIP or mobile.

ABW may be the likely destination for the office of the future, but most organisations will not and indeed cannot, change to a full activity based environment due to current commitments. The good news is that by a whole-of-organisation approach to flexible working, encompassing technology, policies and procedures and the current physical office environment, research has shown significant progress in terms of savings and worker efficiency are achievable.

“Technology allows virtuality in many aspects of individual participation in firms – being in the same place is not as essential as it was only 2-3 years ago – and this trend will do doubt continue as technology improves.” Smith Madden
Activity Based Workplace (ABW)

Interestingly there is a shift in design of office spaces that can be directly attributed to the trend towards flexible working. The trend towards activity based working (ABW) rather than location based working has triggered a similar shift in the design and use of space in offices. ABW is characterised by a dynamic, stimulating environment offering a range of functional spaces and settings aligned to the tasks individuals and groups undertake.

Typically there are five to ten different settings within the office space. The range of settings offered in ABW varies according to the specific nature of the company’s work. Companies such as The GPT Group, Macquarie Bank and Commonwealth Bank are just three local Australian examples of organisations that have embraced this new approach to office design.

Here are some examples of an ABW:

- High walled ‘cubbies’ or ‘cockpits’ for short term individual work such as writing reports
- One on One meeting rooms for intense collaboration
- Lounges
- Neighbourhoods of workstations
- Cafes
- Playrooms
- Libraries
- Garden settings
- Touchdown small workstations
- War Rooms (Project Rooms)
- Conventional Training Spaces
- Conventional Meeting Rooms
- Clubhouses – collective shared work areas
A final word
Progressive organisations have stopped treating flexible workers as an exception to the office bound workforce and are developing policies that address them as an integral part of their workforce.

The flexi-worker may be at the leading edge of the trend toward the borderless workspace, but the rest of the workforce is inevitably going to follow. A feedback loop is developing between the technology that people use away from the office and the systems they want available at work.

Technology is enabling and in turn, being driven by changes in our relationship to work. We are moving further away from a centralised bricks-and-mortar orientation to a virtually distributed, borderless network environment where anyone can communicate effectively with everyone else anywhere, anytime, on any device. Where an individual’s work is becoming irrelevant. Logicalis is embracing this change within our own business. We’re also working with companies like Cooper Grace Ward, GPT Group and Hassell to help them implement a more dynamic and flexible way of working.

How can Logicalis help you achieve the benefits of Flexible Working?

1. **Assess your current state.** As a first step an organisation’s infrastructure should be audited to identify gaps in its current capability to support flexible working. This includes mobility, security, and collaboration/communications, as well as how applications will be delivered to different end devices. Can remote, travelling or home-workers effectively access corporate resources or collaborate with colleagues and customers?

2. **Engage key stakeholders.** Working with your IT organisation, we interview key staff across multiple business units to identify and document the main business challenges and opportunities, addressing technology, policies and change management aspects.

3. **Build a Strategic Plan.** Using the data collected from the previous steps and a workshop approach we define a 3-5 year plan. A Roadmap is produced that incorporates tactical actions (like network remediation) with strategic deployment of new technologies.

4. **Develop a Pilot.** As the first step in implementing the Roadmap, we deploy a pilot that validates the approach and provides key stakeholders with a tangible solution that can be tested and socialised internally.
Logicalis is enabling organisations to move to a new workplace model that enables communication and collaboration in ways that were simply not possible before. In the process it creates new opportunities for innovation, productivity and cost savings. We work with customers in all major industry sectors and public services to improve the experience of both front-line workers and back-office IT professionals.

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