Cardinia Shire Council

Transformation to a new smarter way of working

MAV Conference – The future of Local Government 28/5/2015
Before ......
After ....
A new way to work dependant on what activity you are doing
A very different customer experience
New ways to collaborate
Project teams can come together seamlessly
Different spaces for teams to meet
The Need

• First time in 17 years that indoor staff have been housed in the one space.
• Attraction and Retention (Employer of Choice)
• Position the organisation for the future and the way the world of work is moving.
• Evidence based on improved productivity and customer service
• Aligns with our values and builds and strengthens our culture
Key Drivers and Enabling Behaviours

Why - Deliver outstanding service and outcomes to our community.

What - High level drivers for Cardinia Shire Council.

1. Connection + Cohesion
2. Mobile + Dynamic
3. Operational Excellence
4. Engagement

How - Key Behaviours necessary to achieve drivers.

i. Collaborating
ii. Flexibility
iii. Developing Individuals
iv. Trusting
What is Activity Based Working?

• ABW is a concept that recognises that through the course of any day, people have a number of different work activities to complete – some require high levels of concentration and some require high levels of collaboration.

• Traditionally businesses provide a single workspace for each individual to complete all these tasks.

• ABW empowers individuals with freedom to choose different types of work settings to suit different types of work activities.

• It involves a new physical environment with innovative workspaces, and various new technology tools to support mobile working.
How the Behavioural Objectives translate to the Technology space

**Virtual manifestation**

**i. Collaborating**

Collaborative spaces (physically and virtually) are enabled with technology in a consistent way allowing intuitive sharing of ideas, information, and knowledge.

**ii. Flexibility**

Information is available time and place independent allowing tasks to be done efficiently and effectively.

**iii. Developing Individuals**

Digital information and technology enables and empowers individuals to have richer interactions online and face-to-face.

**iv. Trusting**

The virtual environment is efficient, effective and consistent, IT support empowers by leading and providing solutions before problems are manifested.
New Work Behaviours and their manifestation

Physical Manifestation

i. Collaborating

A variety of informal and collaborative spaces that support relationship building and enable collaborative activities.

ii. Flexibility

Non-allocated workpoints encourage clean work environments, and allow groups to move within the building without losing effectiveness.

iii. Developing Individuals

Workpoint variety helps individuals to be aware of their activities, to make more conscious choices to achieve their outcomes, whereas aware of the impact they have on each other in a shared environment.

iv. Trusting

Individuals are trusted to maintain the integrity of the environment and information with higher exposure to choice, transparency, and flexibility.
Project Streams

• Physical (Building)

• Virtual (Technology)

• Behavioural (people and culture)

• Paper independence
Change Methodology

- **Awareness**
  - Of the need for change

- **Desire**
  - To support and participate in the change

- **Knowledge**
  - Of how to change

- **Ability**
  - To implement required skills and behaviour

- **Reinforcement**
  - To sustain the change
Change Approach

Veldhoen + Company facilitated a workshop with select Cardinia HR professionals. The purpose was to uncover what approach would best suit Cardinia to deliver a successful transition to the new way of working. The following principles were decided on as the change approach that will suit Cardinia. The following slides contain more description about each of these approaches and their respective benefits and impacts.

Leaders and Employees

- Employees - when there is a significant difference between leaders and employees

- Learning
- HR responsibility
- Voluntary
- Consultative
- Focus on Leadership
- Programmed
- Focus on Culture
- Individual oriented
- Internal facilitated
- Training
- Centrally led

Telling
- Business responsibility
- Mandatory
- Top Down
- Focus on all employees
- Organic
- Focus on Systems/Structure
- Team oriented
- External facilitated
- Dialogue
- Leader led
Leading in complexity

Figure 1 Stacey's agreement and certainty matrix

1. Telling – rational decision making
2. Selling – political decision making
3. Consulting – judgemental decision making
4. Co-creating methods and approaches – Complex decision making
5. Chaos and anarchy or avoidance

Close to agreement

Far from agreement

Close to certainty

Far from certainty

Edge of chaos
Keys to success

• Visible Project Sponsor
• Senior Management commitment & belief.
• Leader led process
• Internal engagement critical
• Detailed road map
• Make change incremental
• Communicate a compelling need to change
• Need a sense of urgency
Benefits

• Improved employee engagement and empowerment
• Reduction of paper by 70%
• Decrease in operational energy costs through functional ESD design
• Health benefits – more mobile working. Deakin study
• Operational benefits – (increase productivity- 68% of staff feel they are more productive in this environment )
• Less floors space required per staff member – decreased building footprint. (If new building)
• Built in 10 years additional growth or more
• Increased organisational learning which drives better decision making and customer service
Thank you

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