Calgary WORKshift

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Webinar Transcript

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Introduction by Claudie Ouellet, Senior Analyst, Urban Transportation, Transport Canada

Welcome to the last of Transport Canada's ecoMobility webinar series. Before we get started on today's presentation I would just like to say a few words on the ecoMobility program. The program aims to reduce greenhouse gas emissions from urban passenger transportation by working with municipalities and transit authorities to help them implement transportation demand management (TDM) projects promoting transit, active transportation, carpooling, car sharing, and teleworking as alternatives to the use of single-occupancy vehicles. Under the program, there are two streams of activities. The first is financial support for our TDM projects. We've funded 13 projects in 12 municipalities in the past three years. They were completed at the end of December and the recipients are currently working on their final reports. We hope to be able to share with you the results and lessons learned this spring. Today, you will hear about one of the projects with the City of Calgary.

The second stream of activity is our capacity-building activities. For the past three years we've worked on developing a number of information products. [Slide] Here are a few examples. The idea is to present best practices in the field of TDM. We have recently published about a dozen case studies as well as two guides, one on active transportation planning, and the other on TDM planning in general. All these documents are available on our website (http://www.tc.gc.ca/eng/programs/environment-ecomobility-menu-eng-144.htm). We are also currently finalizing three other documents. The first one is a manual on cycling resources for Active and Safe Routes to School projects; the second is a TDM measurement toolbox, which contains user-friendly information on how to measure a number of TDM initiatives. This document is accompanied by the survey guide (the third document), which presents methodologies for five different data collection techniques.

If you would like to receive advance copies of any of those three documents, feel free to e-mail us at ecomobility-ecomobilite@tc.gc.ca. Finally, I would like to inform you that we are also developing an interactive CD that will include all of our information products (more than 100 case studies and a dozen implementation guides). The CD will be available in February. If you would like to receive a copy of the CD, feel free to e-mail us and we'll make sure to put a copy in the mail for you in February when they are available.

Our speaker today is Robyn Bews of WORKshift. She is ahead of the curve, challenges conventional thinking, and is a champion of thinking outside the office. As a valuable member of the Calgary Economic Development team, she has become a leader in transforming the way people and organizations work in the City of Calgary. Her commitment to the WORKshift program has generated interest not only in Calgary, but across the country and throughout North America. Her unwavering approach to educating corporate decision makers about WORKshift includes demonstrating the triple bottom line benefits to employees, employers, and the environment. Her depth of knowledge and hands-on service-driven style helps the organization make the move to a holistic

approach to corporate social responsibility and, at the same time, create a competitive advantage.

Thanks to her outstanding commitment to WORKshift, Calgary Economic Development has been the recipient of many awards, including the 2010 Economic Development Achievement of the Year award presented by the Economic Development Association of Canada. Robyn has a commerce degree from Acadia University and has worked for multi-national organizations, including the United Nations and TELUS. Welcome Robyn.

Robyn Bews, WORKshift

Thank you very much for having me today. I'm going to experiment with the yes/no questions just really quickly. By a show of hands, how many people here have heard of the WORKshift program? [Participants answered] It looks like more have heard about it than not, which is great. For those of you who haven't met me before, I was hired by Calgary Economic Development three years ago for the specific purpose of leading the WORKshift program. As Claudie mentioned, we had a fairly significant mandate from Transport Canada to get cars off the road in Calgary, which, if anybody's been to Calgary, you'll know that's a challenge to wrench people's fingers from their steering wheels.

WORKshift (telework) is a concept that's been around for 35 years and yet we're still talking about it. That told us a couple of things. One was that we needed a really different, modern approach to talking about an old subject. We also wanted to start communicating more with the business community than with commuters because, ultimately, if you can get business operating differently, you can get people operating differently.

Today I want to talk a bit about our program, our strategies, and some of the challenges that we've had in working with the business community. I also want to share with you some exciting news. Our funding expired in December. We hired some management consultants this summer and we asked them a couple of questions. The first was: Are we on to something here and should we keep doing this? And the second was: How should the funding look going forward?

We discovered from that engagement that we've got great brand equity and a product that businesses recognize and want to take advantage of. We were told to keep doing it but that it would require a little bit more funding in the next year or so. We went cap in hand to Calgary city council on January 10, 2012 to ask for ongoing grant support to the tune of $300,000 for 2012 and we were awarded that. We're really excited that WORKshift has a bright future ahead of it and it's exciting to be able to share this with you today.

I'm going to kick off today's webinar with a video that we developed approximately two years ago. The objective of this video is to get everybody thinking about WORKshift in the same way that we do. This isn't about sending employees home in their bunny slippers to work five days a week from home; it's about getting people to use technology

the way it was intended and to work where and when they are most efficient. [Video shown]

From a municipal perspective, the advent of technology is an opportunity for cities to take advantage of that technology to start resolving some of our really common and pressing issues. We all know that traffic is strangling our cities. We know in Calgary, for example, that there's as much traffic at lunch hour now as there was in rush hour 20 years ago. We have these common issues and we're trying to look at innovative ways of addressing these issues and technology allows us to do that.

I'll talk about two things today. One is the Smart Cities approach (http://www.ibm.com/smarterplanet/ca/en/sustainable_cities/ideas/index.html?re=sph). I want to talk about tackling this issue and promoting WORKshift from a municipal or city perspective. I want to talk a little bit about the executive track and some of the conversations and challenges that we have at a business level.

Calgary is not dissimilar to the cities that you live in. We've got a growing population, which is a great problem to have, every economic developer's dream. But with a growing population comes growing traffic issues. There's also a war for talent in Calgary, which is another great problem to have. But organizations and cities are looking for ways to differentiate themselves and attract talent. Calgary Economic Development, quite simply we're in the business of making Calgary the best place to live, work, and play in Canada. In some ways we compete against our sister cities in Canada for talent, but, really, we're trying to differentiate ourselves and make sure that we can attract talent to Calgary.

When I first kicked this program off three years ago within this organization, there was some confusion around how WORKshift fit into economic development. We've seen some really interesting benefits associated with this program that were certainly unanticipated. One of them is business attraction, which is really the lynchpin of economic development. We've had two international companies select Calgary as the location for their head office and, in their words, "because of the WORKshift program". They knew that Calgary was innovative; they knew that we had people who knew how to use technology, and that businesses were operating in a different way.

I get asked a lot at dinner parties about what I do for a living and I say that I'm in the business of redefining the word "work". What do I mean be that? For those of you who are familiar with this TV show, this is a slide from a TV show called Mad Men and it depicts an advertising agency in New York City in the 1960s. If you look closely, you'll see that Don Draper's (seated) office is so large it would probably house 20 cubicles now. There's no computer on his desk, they're all drinking, and, in most scenes, they're all smoking as well. Work is always evolving. Who would have thought you couldn't drink and smoke in your offices anymore? My message is, let's start redefining the word "work". Let's start embracing the evolution of work and understanding that these little pieces of real estate that we are given to operate our businesses in are probably going the way of the Mad Men office.

People are embracing technology because it allows them to work where and when they are most efficient. You're going to hear me say those words a lot because that's what differentiates WORKshift from telework. It's not about defining that you work from home rather than working in your office; it's about giving people the tools to work productively and effectively. One organization I'm working with has an office in India and it means their people are working different hours and that they have to dial into conference calls really early. They no longer have to drive downtown to conduct that conference call. They can do it at home and go back to bed for a few hours. It just makes sense.

I work with organizations to accelerate the adoption of flexible work practices. Right now we're working to establish a model for replication across Canada. How do we do that? Let me back up here. We work with businesses to, first, create awareness about this practice. You may or may not be surprised at how many organizations are unaware of the practice. By show of hands, answer yes if you have a program in place within your organization that allows you to telework or WORKshift. [Participants answered] It looks like most people have a program in place, which is very gratifying to see. We're trying to get those organizations across the finish line to adopt it in a meaningful way and to educate the organizations that just aren't there yet by giving them tools. Things like software, to assess the suitability of adopting this.

We've partnered with companies around North America that have expertise in specific areas that allow organizations to adopt WORKshift. This is a very complex change-management cycle that organizations go through. It's not about handing out Blackberries and expecting people to know what to do with them. It's a complex change-management process, which is why we are still having this conversation 35 years later. We've partnered with organizations that help companies get across the finish line. That's really accelerated in Calgary.

[Slide] The *law of diffusion of innovation*, I didn't know what this meant three years ago but I have a pretty good idea now. [Slide] There are five stages in the decision innovation process. An organization or an individual needs to know about the concept and to be persuaded, they make a decision, they implement, and then they confirm. I see WORKshift playing within the little green box (shown on slide). Most people know what telework is. Right now we're trying to persuade them that it's a business tactic rather than something that's nice to have for commuters. We talk a little bit about the work we've done over the past three years in each of these areas.

[Slide] Autonomy = money. What the heck does that mean? Dan Pink wrote a *New York Times* bestseller called *Drive*. In it he talks about the science behind human motivation. He makes this declaration, "If you give people autonomy, you'll be more profitable". And yet we've all worked in organizations that are faced with the premise that, if we monitor you and we pay you well or give you a bonus, you'll do great work and that's just not the case. In his book, Pink makes an argument that if you give people the autonomy to master their jobs, they will work better. It's a fact. He declares that there's a mismatch between what science knows and what business does. Science knows that, if

you give people autonomy, if you allow them to master their skills and work where and when they're efficient, they'll do great work. But what does business do? Takes a bunch of people, sticks them in cubicles, and has the manager walk around making sure there are bums in seats. There's a huge disconnect between these two things. You don't have to buy the book. Go to Ted.com and watch Dan Pink's talk (http://www.ted.com/talks/lang/en/dan_pink_on_motivation.html). He talks a lot about things that are really meaningful in the adoption of flexible work.

I've had the pleasure of meeting Scott McNeely, who was the chairman and founder of Sun Microsystems. He's very passionate about this subject. They did this 10 years before anybody was really tracking this. Scott McNeely tells a story of walking around the offices at Sun and seeing a bunch of empty desks and wondering where these people were and realizing that they were working at partner sites or client sites, that they were sitting in boardrooms, they were travelling, that he was paying, essentially, for a bunch of real estate that was being underutilized. He said that he didn't want to pay for real estate so people could have a place to store a picture of their Chihuahua and their kids' artwork, so Sun Microsystems implemented their open work strategy years ago.

[Slide] What Sun did that was really interesting, was they tracked the program. They had a policy in place and they tracked the real estate savings, the electricity savings, the desktop administration, the commuting. We're really trying to get business to embrace this and to track the results. It's very difficult to sell the concept if an organization isn't realizing the benefits. What I talk about a lot with organizations is how great these flexible work programs are. I'll tell them that we know that their employees are already doing this, so let's take a walk around the office and see how many people aren't at their desks right now. Yet, they don't realize the savings associated with it. Real estate is one of the things that is really pushing organizations in Calgary to adopt this because downtown real estate is at an all-time low for vacancies.

In Calgary, we have growing companies and they call me saying, "You know, Robyn, we didn't really want to do this, because we kind of like to see our employees and it makes us feel good, but we have no more physical space to house people in. We're hiring 100 new people this year and we've run out of space. We realize we need to start reappropriating our real estate and we need to give something back to the employees in return."

What do I mean by firms crossing the finish line? A lot of organizations are assessing this; they're doing a lot of research in this space. What we want them to do is to put a policy in place and to really talk about it and market it and get people actually working from home and tracking it. That's what I mean by crossing the finish line. It's having a program in place that allows these organizations to track the kinds of things that Sun was tracking, frankly. Scott will tell you that companies that don't adopt a telework strategy as part of their operations are at a competitive disadvantage. They're spending money on real estate that's not being used.

By a show of hands, how many of you are not sitting at your desk right now? [Participants answered] Most of you are not sitting at your desks. It doesn't mean you're not working. There's a real recognition that organizations need to get lean and mean.

So what did we do with WORKshift? We did a very rigorous outreach campaign. I've had more than 100 meetings with key decision makers (IT executives, CEOs, CFOs, and human resource specialists) talking about this very subject and how it can benefit their organization. I'm really trying to get away from the sort of soft talk about how it's great for employees and how employees enjoy the flexibility. Those are the kinds of messages that have been impediments to these programs in the past. We have had probably in excess of 50 to 60 media hits over the past three years. Today WORKshift was featured in *The Globe and Mail* technology section (http://www.theglobeandmail.com/news/technology/shaping-the-future/working-from-homes-image-problem/article2297797/print/). They featured one of our partners, ATB Financial, and their program adoption. The media gets really excited about this. It's a technology story, it's a people story, we have really big snowstorms in Calgary and they get excited about that. It's a very relevant subject right now.

We've hosted two back-to-back telework weeks. We had city council and our mayor declare a WORKshift week in Calgary and we hosted a series of high-profile speakers (Scott McNeely, the founders of the Results Only Work Environment, and the authors of the book *Why Work Sucks and How to Fix It*). We've had a series of events to get Calgary thinking and talking about work shifting and tracking their commutes. We had a bus ad campaign, a radio campaign, and we developed an app that helps you sell the concept to your boss. All of these things can be found on WORKshiftcalgary.com.

[Slide] This is a sample of one of the bus ads we had around Calgary last year. It says, "With 3% of drivers off the roads we'll eliminate gridlock". We know that during rush hour, if we get a very small number of vehicles off the roads we can make a significant impact. I get really excited about this statistic because it feels doable and achievable to me.

In terms of decision and evaluation, when I talk to a decision maker about WORKshift and why it's valuable for their organization, this is when I jump into what I would refer to as my consultant face. This is where the rubber meets the road. This isn't about just a marketing campaign. This is about rolling up your sleeves in your community and helping businesses with the adoption piece. The requests that we're getting seem to be growing in sophistication. They want the data; they want us to help them with the surveying and interpretation of the data that we get as a result of the survey. Is this a program that we should be launching in our organization? Where do we roll it out, who are the best candidates in our organization? Really, it's about using their data to sell the concept.

I've become friends with some of the people that I've worked with on this program because it is so comprehensive. It requires a lot of hands-on time and investment. In your own community, if you're thinking about adopting a WORKshift program, it has to be

something that somebody can dedicate a significant amount of time to. It can't be something that somebody's doing off the side of their desk.

[Slide] This is a sample of the kinds of data organizations get by running our Quick Start tool, which is the assessment piece. It shows how your organization can save – employee savings, organizational savings, and community savings. I always say to the office champions that if you can capture this data, then when somebody walks into your office six months from now and asks why they are rolling out a WORKshift program here, you have tangible data to support the case for it. This tool has really helped us create what I would refer to as "stickiness" within these organizations.

[Slide] Then, of course, there's the pilot. We encourage organizations to roll out tools to their employees. Those tools can include an onboarding software that we offer in partnership with Better Workplace. It allows our employees to walk through a digital tool on their desktop that will allow them to sign off on their organization's policies and procedures. It allows them to capture the steps that employees and managers have to go through for approval in a rigorous way. We've also partnered with an organization called e-Work. e-Work specializes in training and readying employees and managers for this changing nature of work. If you haven't had a chance to check out their website (http://www.e-work.com/), it's a really slick tool. It helps organizations remove some of the fear associated with adoption.

I've had this conversation quite often with some of my partners, and that is, most of you indicated for example, that you do have a policy in place. A policy or a program is only good if you're promoting it, if people are aware it exists. Quite often, in large organizations where these programs exist, some employees don't even know about it. If you want to do it in a meaningful way, it has to be marketed well.

One organization has reported their program back to us. They've had just over 100 employees working from home one to two days a week for an 18-month period and here are their results. [Slide] This shows the number of days saved by employees, the number of commutes avoided and kilometres avoided. Small changes make big impacts and this is one way of demonstrating that.

That's one company. What if 10 organizations in your community did this? You start to see things like $4.8 million of commuting expenses avoided. Well that's $4.8 million that those people can spend on other things, like buying cars and clothes. In a lot of the communities that I'm working with in the U.S., they're in a recessionary period. They need to free up cash to allow employees to spend on other things. CO_2 emissions are becoming really somatic. You can see that there's a very good return on investment for these programs.

In summary, from a municipal perspective, WORKshift is now considered the *de facto* brand for all things related to flexible work in the marketplace. [Slide] We have more than 20 companies and 600 employees in various stages of adoption. We have growing engagement from other municipalities and regions. I'm in active conversation right now

with Vienna, Austria, and Stavanger, Norway, for adopting and replicating the WORKshift model. On the slide is a bullet that says "Request in to City Council for Ongoing Funding". We know that that's been successful.

Someone has asked which is more effective: corporate-wide promotion or a targeted promotion? What's most effective is targeting organizations. Individuals know that they can already do this and in many cases are already doing it. The trick is to get organizations to adopt this in a meaningful way. What I've been doing is working with big companies to get their decision makers to adopt these programs, rather than working at the individual commuter level. We offer them tools that allow them to assess which of their employees are best suited to participate.

[Slide] I want to talk a little bit about the executive track. We talk a lot about the triple bottom line. What I'm trying to do is focus on the business benefits. What's the burning platform for your specific company or industry? We can't sell a concept around, for example, CO_2 emission savings to an organization that doesn't care about that. In fact, I hosted an energy sector roundtable in September. I brought in a number of our partners and vendors from the U.S. and we met with six or seven oil and gas companies and their executives. We started talking a lot about real estate savings and how these organizations in the U.S. [that have adopted WORKshift] were saving a couple million dollars a year in real estate. The energy companies looked at us and said that's a rounding error for our organization. Like, you'd have to add three zeros to that to get our attention. What they are struggling with, is that they're growing organizations with not enough real estate. They wanted us to talk about attraction and retention, not savings, because they didn't care. It's about finding what that burning platform is and being very precise in your communications.

For many Calgary companies the focus is on attraction and retention, and real estate is the driver. In your communities it might be very different. I'm working with the city of Vernon, B.C., right now and they're making commitments around CO_2 emission reductions and they're going to have penalties to pay if they don't achieve those. For them, it's about finding ways to avoid those penalties. It's different in every community.

I work with a gentleman in the U.S. at a large financial services organization, and we're really excited to tell our story in tandem because he works in a place where the recession is really a big issue right now, where they're really struggling. I'm working in this boom economy and our message is the same in both of these, and isn't that interesting, that these programs work in both a recession and a boom environment.

[Slide] I want to share some lessons from the field. I've gone through the school of hard knocks for three years. One is, if an organization adopts this – I call them the C Suite – it needs to be C-Suite mandated. You need your CEO, your CFO, your CIO, you need the executive to create a strategic mandate if you want to get the attention of the middle managers. The middle managers will always be the greatest resistors. They're the ones that say, well it's great for my CFO to say we're going to save a bunch of money in doing

this, but I'm the one that has to really manage the day-to-day operation. You have to work with middle management to overcome their fears associated with this.

The core team must include human resources, IT, and real estate. If any one of those individuals is left out of the conversation the program will be stalled. All three need to be at the table in agreement. I always recommend a one to two day a week pilot to kick off. Going from having everybody sit at a desk full time to having people working from home full time is ambitious. I like to see these programs succeed, and a one to two day a week pilot always sets you up for more success. It eases people into it and overcomes the "If I can't see someone, I don't know what they're working on, so how do I know they're working?" mentality. I always recommend that organizations encourage the program but that the program be voluntary. There are people who have what we refer to as hostile home environments. They have children, they've got a lot going on at home, or it's difficult for them to work from home. We're not saying this is great for everybody, so these programs do need to be voluntary. They need to be led by a program manager in the organization who has to communicate it and communicate the results.

I've had a lot of interesting objections. Some of those include, "how do I know my employees are working if I can't see them?" My response to that is, "don't you manage a team in Toronto? How do you manage them?" It seems to me like there's a gap between organizations understanding they can manage people in really distant virtual locations and the same organizations resisting having their high performers work from home one or two days a week. What if someone does a load of laundry or walks their dog during the day? If you're focusing on results, which you should be in setting objectives, then you shouldn't really care if somebody in your organization throws a load of laundry in. "What if someone steals company information?" I have a USB stick sitting next to me on my desk that I can stick in my computer at any given moment and walk out the door with most of the company information I need. People can e-mail files home and they do it all the time.

"What if too many people sign up for the program?" This is always a really big concern. People are worried that they're going to open Pandora's Box. Everybody's going to sign up and we're not going to know how to manage this. In 100% of the cases of the organizations I've worked with, they've come back to me to say, we haven't had enough people sign up for the program, which is why it's so important to promote it.

"How do we make the program fair?" Using some of the software tools we offer makes programs fair. Let me give you an example. Our receptionist came to me as we were launching the program at Calgary Economic Development and said, "Am I going to be included in this?" My response to her was that everybody is included in the assessment. Everybody gets to walk through the tools to assess their suitability. It's fairly obvious, based on the nature of her job, that she won't be able to participate, but she felt like she was included in the process. That's one way to keep it fair.

I love this one: "We're unique, our company requires a lot of face-to-face time". All organizations do. Again, it's not about mandating anything, it's about allowing people to work where and when they're efficient.

Every single one of these objections roughly translates into the same thing, which is "I don't trust my employees". After three years of promoting this and working with companies and managers and executives, if I feel like an organization doesn't have a culture of trust, I'm not going to work with them anymore because there's no amount of data or evidence that I can provide them to overcome that objection. If they don't trust their employees, they can't do the program.

That concludes the formal portion of my presentation.

Q&A

Q: Can you define the saving days that was at the beginning of your presentation (not in the tables, but their results)?

A: We can measure the number of hours that people save from their commutes. We know the average commute time and we can translate that into working days. Eight hours is one day.

Q: Has there been a measurable impact on productivity?

A: There has been so little research conducted in measuring the productivity of a knowledge work force. I think we need to start getting away from the word "productivity" because how do you define the productivity of someone who's paid for their ideas or thoughts? It's very difficult. Is productivity sitting at your desk all day? Is productivity generating a certain number of ideas? It's very difficult to measure productivity. I'm going to answer that question in a couple of ways. First, I think we need to start talking about efficiency or effectiveness. Are people getting through their work day in an efficient and effective way? Are they delivering quality results regardless of the number of hours they put in?

We measure that in a couple of ways. One is that we know employees give back 50% of their commute time to their employer when they telework. If my commute is one hour long, I will give back 30 minutes to my employer. Well that's an increase in "productivity". There are certain jobs where they measure productivity and contact centres are a great one. Where those contact centre employees have been measured for the number of calls they make and turn through in a day, at-home agents turn out a great deal more calls than those who are working in contact centres. I always say to the employers who ask how they measure the productivity increases related to this program in a cheeky way: how do you measure the productivity of your knowledge workers today?

Q: Can you speak to the change management aspect and long-term success of the program?

A: Regarding the companies that we're working with, change management has been a huge issue. When you're talking about taking a work force that has been working in assigned desks forever and starting to move them to other places, it's a huge issue. One is communication. That's key. Why are we doing this? What are the benefits associated with the program for the employees?

I work with an individual named Tim Lerman. He ran the program for a large financial services organization in New York City. He loves to tell the story about how he showed up with this new program plan, and how he thought he was going to be the most popular guy in the organization because he was going to let people work from home. He found that employees stopped talking to him and that people weren't signing up for the program. He started prying into it and nobody would really tell him what was going on. Six months into the program one of the departments that had been the most resistant came to him and said, "We're ready, we love it, we want to get on board." And he asked why they weren't interested before? They thought that the people who signed up for the program were going to be laid off.

Communicating the change and the reasons why your organization is going through that metamorphosis is really key. But we've also learned that there are technology changes that need to occur, there are training aspects, there are physical real estate changes. It's a very complex change, which is why I refer to myself as the air traffic controller. I bring expertise in each of those areas. I have relationships with industrial psychologists; we bring people together to allow organizations a holistic approach to this change because otherwise these programs fail.

Q: Is there something that can be done for rural communities and their economic development?

A: I think rural communities have a lot to gain with these programs. I work with the Calgary Regional Partnership. Some of our bedroom communities like Airdrie and Okotoks are really interested in this program because if they can get some of their commuters to stay in their towns one or two days a week, it means that they're going to probably get their dry cleaning done closer to home, they'll buy sandwiches at their local sandwich shop. There's a really good economic development benefit associated with this. We were also able to attract a virtual contact centre to Calgary and they hire virtual contact centre reps. They don't care where you live. As long as you've got a computer and a phone, they can employ you. There are some really exciting and interesting things happening from a rural perspective right now, but I think the key still is working with the employers in the city that attracts those employees to start getting the employers to think differently. What if you have somebody in a rural community who only comes into the office one day a week, but who has a skill set that you're looking for? That's really going to be the lynchpin for this change.

Q: What about promoting the program within organizations that have already adopted a policy, but a policy that staff members aren't necessarily aware of?

A: Why is that? Is it because somebody created a program a number of years ago and none of the managers really want anyone to know about it, or is it just a simple case of not evangelizing it? I think in a lot of these cases these programs are created by human resource people. They get lost in the paperwork and the shuffle and never really bubble up to the surface. I think it needs to become a strategic mandate if you really want people to start adopting it. Again, you need to then have IT and real estate at the table understanding the impacts for those organizations. Unless you're willing to talk about it and promote it, the program will ultimately fail.

Q: Do real estate savings accrue with once-a-week telework or only full time or four times a week?

A: The answer is somewhere in between. You'd be very hard-pressed to realize real estate savings for a one day a week proposition. But when you get into the sort of two to three day a week, you can get into a desk-sharing mode or you can get into hoteling where you have a different kind of ratio. There are ratios that are used in the real estate world around part-time, full-time and occasional teleworkers that are general guideposts. In order for an organization to really realize the real estate savings, you need to get up into that two to three day a week zone. Again, that's why we're having organizations pilot this. They're probably not going to spend a million dollars restructuring their real estate as a part of the pilot. They're really just trying to get used to virtual management.

Q: Do you balance the CO2 savings for the employer with the increased employee energy use at home– such as turning up the heat or the air conditioning when working at home more?

A: The answer is no. This is a tricky one. If anyone here has cracked this code, let me know. We can say that we think that there have been CO_2 emission reductions associated with the commute. We don't know what's happening at the other end; we don't know if that means that somebody's going out for an extra grocery run that they would have done on their way home from work. One of the things I've learned leading this program is you can get people to change their behaviour, that's the easy part. Getting them to tell you they've changed it is a whole other challenge. The tracking piece is a really sticky piece that I'll be working on and focusing on this year.

Q: How can we develop the project in our area in Montreal? Do you offer technical support to the employer to implement telework and how much would it cost for a business to get your services?

A: What I'm developing and spending time doing this year is what I would classify as productizing WORKshift. The past three years have been focused on awareness and engagement, the education piece, getting people to start thinking differently and piloting this. What we want to spend this year doing is saying if WORKshift is going to be a self-

sustaining program, how do we develop a program that can be adopted by organizations and other municipalities where we can get the vendor community coming to the table? I'm referring to that as an ecosystem. This year we will be developing the ecosystem. I'm leaning towards what I'm classifying as a social franchise, keeping the WORKshift brand in place and getting it rolled out in other communities around the world.

On the question of costs to a business to get the services, everything that we've done so far has been free of charge for businesses in Calgary. If you want to connect with me afterwards we can talk a little bit about what this might look like and how we can work together.

Q: Where will the $300,000 you received from the city council go to?

A: We're going to take the little program that could and operationalize it. We're going to spend time writing the cookbook and creating a program that is self-sustaining.

Q: How much resistance to these projects emanates from the employees themselves, given significant social issues, such as isolation, absence of the social at work, what she calls "water cooler moments"? The perception of being passed over for promotion, etc.

A: I ran into an interesting statistic last year about the average demographics of a teleworker. It surprised me. The average teleworker is a male, in his 40s, in a management position with a university education. I had already thought teleworkers were a different demographic. What that statistic tells me is that people are adopting technology to allow them to have a better work-life integration. I think we're addressing that question in a couple ways. One is it's a voluntary program, two it's not a full-time proposition. I'm not seeing employee resistance. I'm seeing employees, particularly Generation Y, who are excited about it. They were born with hand-held devices in their hands and really think it's kind of crazy that you have to get into your car at 8 am and go back at 5 pm. They just want the tools to get their job done.

Baby boomers are saying, "You want to keep me and my expertise in my role for the next five years, but I was planning on retiring to Scottsdale, Arizona. How about if we start understanding how we can use technology so that I can go and work in Scottsdale and you can continue to have the benefit of my expertise." I think there's interesting things demographically going on in organizations that are removing some of the concerns that employees used to have.

Q: Have you implemented the program in a unionized environment?

A: Yes. TELUS has done it in a significant way, as has the City of Calgary, Enmax and the City of Vernon. It's actually far less of an issue than you might think.

Claudie Ouellet: Thank you for the great presentation and answering all those questions.