

Out of Office

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Published On: 06 June 2014

Organisation: Federal Public Services (FPS) Economy

Country: Belgium

Level of government: Central government

Sector: Economic affairs, General public services

Type: Organisational Design

Launched in: 2010

Overall development time:

30 months

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Description

This innovation consists of the creation of an inter-federal network of satellite work spaces all over the country. Its aim is the reduction of expensive office surfaces in Brussels by creating cheaper satellite work spaces in the regions, as well as to stimulate inter-federal contacts and collaboration. We hope to also reduce the ecological footprint and to be an attractive employer by stimulating alternative ways of work in the organisation.

Why the innovation was developed

“The war for talent” (attracting talented human resources) and the financial crisis are the two main factors that led to the start of the innovation project.

Objectives

Develop staff capacity, Improve effectiveness, Improve efficiency

- Reduction of expensive office surfaces in Brussels by creating cheaper satellite work spaces in the regions.
 - Stimulate inter-federal contacts and collaboration.
 - Reduction of the ecological footprint.
 - Being an attractive employer by stimulating alternative ways of work organisation.
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Main beneficiaries

Government bodies, Government staff

Members of Federal Public Services (about 3 700) in common agreement with their management. There are no specific types of staff indicated.

Results

Efficiency

Expected cost efficiency is enormous, as the longterm end expensive office spaces in Brussels (+/-EUR 250) will be exchanged for less expensive offices in the rest of the country (+/-EUR 125)

Service quality

Accessibility:

Public servants will be more present and accessible for the citizen.

User satisfaction

It will be possible for most of the manpower to execute their daily tasks in work places nearby home which will keep the life/work balance more in equilibrium.

Development

Design

Different needs appeared at the same moment (financial and human resources) and facilitated this innovation. The project itself was developed in the context of a federal contest of efficiency ideas in which all public employees could participate. The actors who framed the project were the human resources managers, the facility managers and the financial managers.

Design time: 24 months

Testing

Several little pilots in some of the participating organisations were installed to test the innovation.

Testing time: 4 months

Implementation

Tools used:

- Software was used to visualise on maps the home addresses of the employees in order to define where satellite work spaces should be integrated.
- A web-based reservation system was also created to allow employees to reserve their work unit in advance. This system is presently in test phase.
- Wifi units were installed to permit employees to relay to their own databases and IT-systems.
- Employees were informed about the new project through different ways of internal communication systems.

Resources used:

- Reservation tool: EUR 45 000 installation cost + EUR 15 000 reciprocal yearly costs.
- Unused office spaces and furniture were used for some of the new work places.

Implementation time: 2 months

Partnerships

Several Federal Public Services

Other Public Sector

The practice is in cooperation with several federal public services, which is also its strength because it allows infrastructure and human resources to be shared by different organisations.

Lessons Learned

Lessons Learned

We had difficulty to involve the management at a later stage, as the idea for the project was generated in an efficiency ideas contest for federal servants. Management should have been included at an earlier stage.

Advice:

If you fully believe in your project, never give up. When you encounter obstacles, never believe they are insurmountable and always search for practical solutions.

Conditions for success

Employees must have the possibility to work by measurable objectives.

