BT Flexible working

The next generation
The business case for flexible working is overwhelming. Empowering employees to work anywhere can improve productivity, rationalise property, increase efficiency, reduce CO₂ emissions and ensure business resilience in times of disruption.

But flexible working can do even more. The next generation of flexible working services will help organisations harness the knowledge and energy of their people, integrate development with performance management and align skills and talent with business strategy in a fast-changing world.

The battle for talent – finding it and keeping it – is as fierce as it has ever been. New ways of working will provide organisations with an infrastructure that allows talent to emerge and flourish anywhere. New ways of learning will accelerate the acquisition of knowledge and skills. New ways of managing and leading will boost performance, deliver continuous improvement and enhance competitiveness.

Young people already in the workplace and those soon to enter it want to use the same technologies that they use in their personal lives. They expect to be able to use their own mobile device to access corporate services at will, and to use social networking to connect with colleagues, customers and partners. The next generation of flexible working services will need to enable these new ways of working and communicating without compromising corporate standards or security.

The ability to harness knowledge effectively depends on a company’s social capital – the trust, the values, the common business goals and language that exist in the organisation. That requires a far more flexible approach to work and leadership”¹.

Dr Nicola Millard
BT Futurologist

Employees already feel empowered and act accordingly, taking the initiative with others and sharing information and ideas. Previously, people tended to work behind closed doors”

Carol Brady
Project HR Manager
Greater Manchester Police
Three degrees of flexible working

The next generation of flexible working is about much more than where people work. Based on a single seamless process that aligns people, skills and knowledge with business strategy, it has the potential to transform the way organisations understand and manage resources.

Flexible workstyles

Early flexible working models have been based around employees at home, or on the road. Current thinking is very much focused on introducing more flexibility into the office environment.

But whatever the location, successful flexible working is underpinned by ‘management by objective’ (MBO). MBO is all about managing people by what they do, rather than where they are. With a set of structured objectives, managers can clearly focus on business outcomes. MBO also makes it easier to identify learning and development requirements.

Of course, for many organisations, this approach requires a significant change in culture. In BT’s experience, however, it does not take long for employees and managers, given the right support, to understand the benefits and adapt to this new way of working, whatever their job function or seniority.

Flexible learning

E-learning can deliver every type of training individually - from mandatory health and safety training to advanced professional development - at a time and place that suits the employee. The next generation of e-learning goes beyond formal course delivery, leveraging user-generated knowledge and enterprise social networks to enable and encourage informal sharing and learning from peers.

Using social networking tools widely available outside the workplace can create new, highly accessible and personalised models for feedback and continuous development. In a self-regulating knowledge ecosystem, highly rated content will feature more prominently and less successful material will fade from sight. So your learning materials remain relevant and delivered by the best trainers, as judged by the users themselves.

Linking social learning platforms with HR/performance management systems can also enable you to build training programmes that are dynamically aligned with development needs and scorecard targets.

“Traditional e-learning is now being supplemented by immersive games and emulations and it is these capabilities that see it remaining as a key enabler of the MoD’s blended learning strategy.”

Group Captain Mark Shackleton
Defence Centre for Training Support
Ministry of Defence
Flexible talent

When flexible working and learning are integrated with other enterprise systems such as HR and performance management, the result can be a virtuous circle of continuous improvement. A cloud-based process linking flexible working, blended learning and performance management can enable the organisation to make highly effective use of its resources, and align talent and knowledge closely with business strategy.

Such a single process will allow the organisation to create fluid teams that directly support corporate objectives. It will also mean the organisation can, perhaps for the first time ever, ‘know what it knows’ (and who knows it) and benefit from an ever-expanding virtual repository of corporate knowledge and know-how.

“Flexible working is a vital part of ‘Improving Working Lives’ and has a demonstrable impact on recruitment, retention and return to work.”

Martin Norton
WorkSmart Project Manager
South Essex Partnership University NHS Foundation Trust (SEPT)

“It was crucial for our clients, our people, and our reputation that we should get this right first time. BT teamwork in providing the tools and processes, and sharing their experience – all of which we were lacking – was the key. We would not have succeeded without them.”

Paul Murray
Managing Partner Beachcroft LLP
BT – a partner with experience and expertise

BT Flexible Working Services combines BT’s own experience of flexible working, e-learning and enterprise social networking with a bank of knowledge and skills built up over many years of delivering programmes for major companies and public sector organisations. In addition, we have a proven methodology and extensive set of services that accelerate the time it takes to get new ways of working set up and running. BT will work with you from the earliest stages, scoping out potential benefits and identifying return on investment. With BT as a partner, you can explore, implement and rollout flexible working more quickly and effectively.

Working with BT can help you to:

Introduce flexible working more quickly. By adapting our existing frameworks and systems for your organisation, we can help you launch a programme in just a few weeks. We know where the possible pitfalls are, so you can avoid them.

Reduce the operational risk. Using processes and practices that have been tested and proven in the field by others is a low-risk implementation approach that allows you to keep your organisation operating effectively at every stage.

Achieve the scale that delivers business benefits. You will see the real benefits of flexible working when a significant percentage of your people choose to work flexibly. Our methodology not only supports and encourages home and mobile working but also flexible working in your offices, which often produces the greatest return.

Bring about a lasting cultural change. Our team will help you communicate the benefits of change to your employees. We support you and your employees during the transition. Our hosted services, self-service portal and end-user support ensure all employees enjoy the same high level of assistance and provision.

Minimise the burden on your own resources. Many of our solutions are available as fully managed services, where BT assumes responsibility for regular service delivery, maintenance and upgrades. This leaves your people free to concentrate on what they do best.
## The BT flexible working services portfolio

A range of products and services, all proven with BT customers in the field, provides a low-risk model for developing your flexible working, learning and enterprise social networks.

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<th>Product</th>
<th>What it is</th>
<th>How you benefit</th>
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| **BT Workstyle Managed Services**    | Proven, practical framework for introducing flexible working  
A structured programme  
Addresses people, property and technology issues  
Policies, processes and templates based on BT’s own experience | Rapid (weeks, not months) scoping and roll-out of new workstyles  
Employee-friendly portal to manage the transition process, with helpdesk and service structure  
Employee communications & cultural change programme  
Support for introduction of MBO  
Review/re-plan of office accommodation |
| **BT Learning & Knowledge Solutions**| Virtual Learning Environment (VLE) hosted by BT  
Single portal employee access to courses and training resources  
Open source and commercial software models  
Enterprise social networking and people development tools | A full suite of learning, development, objective setting and corporate social networking capabilities  
Automatic tracking and monitoring of training activities  
Prompting and follow up for mandatory training  
Audit trail to demonstrate compliance  
Management reports  
Comprehensive performance reporting  
More effective training  
Lower administrative costs |
| **BT Managed Broadband**             | A management wrap around a corporate broadband service  
End user self-fulfilment, service options and bundling of anything from bespoke routers to home furniture | Choice for employees  
One stop shop for home broadband provision and services  
Removes burden of procurement and support from your IT department  
Ensures you meet your duty-of-care obligations to employees |
| **BT Property Solutions**            | A single intelligent IP network for all your building services  
Property and FM services to link the technology and people aspects of flexible working to the property angle which so often form the core of the business case | Centralised access and control of multiple building systems (heating & lighting, fire & security, ventilation etc.)  
Lower operational costs and improved environmental performance  
Creation of flexible environments  
Software tools to optimise use of property resource |
| **BT Enterprise Broadband**          | Secure, centrally managed broadband for remote working, small sites and temporary locations | Cost effective, corporate grade broadband for remote workers  
Fast solution for short term connectivity or emergency back up  
Term free commitment  
Tried and tested helpdesk diagnostics and tools to give corporate control over the broadband network  
Single, itemised bill |
| **BT Enterprise Connect**            | A low cost and flexible broadband solution for private networks  
Bypasses the Internet to connect directly into the MPLS network | Secure home working, site to site connection or connection to secure devices and machine to machine transactions  
The same flexibility and control as BT Enterprise Broadband |
| **FWS Consulting**                  | A range of consultancy offerings to ensure you have the right strategy and baseline for developing a flexible working strategy | Rapid benefit case creation  
Solution design workshops to ensure that you have an informed roadmap  
Services that complement core BT offerings, such as diversity policies and readiness advice |
BT – pioneering flexible working and learning

BT is an expert practitioner of flexible working and e-learning. Of BT’s 94,000 employees, 65,000, including senior people, work flexibly in some way. Workstyles include home-based, mobile and office-based flexible working.

Extensive enterprise social networks support formal and informal learning. The BT intranet home page gives our employees access to a wide range of internal wikis, blogs and podcasts and e-learning replaces traditional classroom learning with an online, anytime, anywhere model.

We are now planning the next generation of flexible working. Worksmart 2015 is a major global programme that will involve every business function – property, people, technology and security – and further transform working practice at BT.

“Flexible working is central to BT’s competitiveness. Not only does it help us continuously improve our cost base and productivity but it brings important human benefits, such as a better work life balance and underpins the resilience of our business in turbulent times.”

Dave Dunbar
Head of BT Flexible Working Services

“BT has removed the costs and risks of trying to manage the technology ourselves. In fact, in one particular team 17% of the people resources have been freed to focus on tasks that add real value.”

Allan Jackson
European Telecoms Manager
H. J. Heinz Company
Offices worldwide

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British Telecommunications plc. 2012.

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Registered in England No: 18000

http://www.blog.bt.com/LetsTalk/index.php/2012/05/the-roots-and-drivers-of-more-flexible-working-models/