

Making Moves

How One Transit Authority Used Change Management to Shape Workplace Transformation

Overview

A major regional transit authority (Authority) was at a crossroads. Its workforce of approximately 3,000 office-based employees were spread across 10 aging buildings, some of which had not been fully renovated in decades. Facing **rising deferred maintenance costs, potential safety issues**, and an **increasingly fragmented workforce**, the Authority knew it needed to consolidate. With the aim of driving operating efficiency and improving employee experience, the Authority decided to **reduce its administrative office footprint into three buildings**.

However, the Authority's leadership recognized the challenges in moving a large portion of their workforce, many of whom who had become comfortable in their existing work environments and locations. Not only would it be a physical move for many of the workforce, but a **shift in ways of working**. This included everything from digitizing paper records to transitioning away from a 1:1 seating model into an agile model that includes assigned, hoteling, and touchdown seating.

To ensure a smooth transition, the Authority sought The Clearing's help in **developing a change management, engagement, and communications strategy** to guide its workforce through the shift.

The Clearing's Approach

The Clearing sought to set the Authority up for future success by focusing on three key areas:



Establishing a **successful physical transition** to the three new office buildings to ensure **workforce readiness** from day 1



Ensuring **comfort and acceptance** of new ways of working as the workforce took advantage of **new space types** (e.g., hotel seating, informal collaboration areas) and technologies



Leveraging the new buildings and variety of space types to **break down silos** and **encourage collaboration** among different departments and dispersed teams

Our Four-Phased Strategy

To design the most effective change management, engagement, and communications plan, The Clearing segmented the move into four phases. Each phase was tailored to meet the Authority's needs and ensure effective, transparent communication with the workforce.

PHASE 1: PREPARATION

Generate positivity and lay the groundwork for the move.

- Engaged the workforce to define new behaviors needed to coexist in a more open work environment
- Established a workforce communication cadence to inform on the vision, case for change, and project progress
- Hosted workforce engagement events such as town halls, senior manager alignment meetings, furniture pop-up, and chair fair
- Identified thousands of boxes of paper records and began digitizing them
- Reviewed, updated, and outfitted the workforce on office policies and procedures to reflect new spaces, telework, and seating models



PHASE 2: OUTFITTING

Build excitement and increase the cadence of pre-move communications, engagement, and support.

- Regularly engaged the workforce through listening sessions to learn about the new work environment
- Stood up and managed governance bodies to align senior leaders and workforce liaisons on the future work environment
- Outfitted the workforce on the move by developing packing guidance, hosting move orientation sessions, and sending weekly move tips
- Conducted trainings on new technologies and spaces available in new buildings
- Previewed the future office buildings for the workforce



PHASE 3: TRANSITION

Conduct final move preparation and facilitate the transition.

- Continued weekly cadence of workforce communications
- Developed and deployed digital signage and wayfinding for the new buildings
- Deployed new building guide to share critical building operations details with the workforce
- Created welcome day resources and hosted welcome day events



PHASE 4: POST-OCCUPANCY

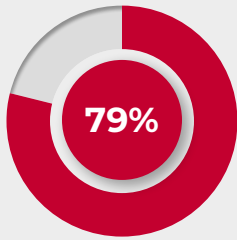
Provide ongoing support to ensure the workforce is supported as they begin working in new buildings.

- Deployed communications to answer questions and support post-move troubleshooting
- Distributed move/building satisfaction surveys, analyzed the data, and provided recommendations
- Conducted lessons learned sessions with project team members and workforce liaisons to adjust move preparations for subsequent moves

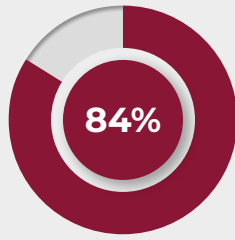


The Impact

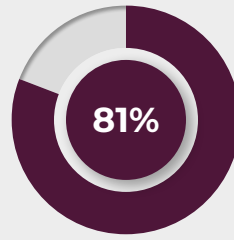
Post-occupancy survey results report positive findings around move support and communication provided by The Clearing.



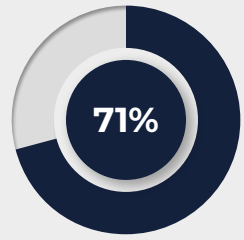
of the workforce were satisfied with the **support** they experienced during the move



found the move **communications** they received valuable



attended at least one **engagement event** prior to the move (e.g., listening sessions, chair fair, etc.)



of respondents felt **"informed"** or **"very informed"** throughout the move, with only 6% feeling uninformed

The Clearing's hands-on support resulted in the Authority achieving:

To date, more than **10.6 million** paper records have been digitized and **30,000 pounds** of paper shredded, reducing move expenses and storage space requirements

Workforce readiness for **new ways** of working and collaborating




Adoption of new workplace practices and tools to enable **increased productivity**

Overall **workforce enthusiasm** about workplace change



Interested in learning more about The Clearing's approach to Workplace transformation?
Contact us today to talk with our team of experts.

Ready to Chat?

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