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TELECENTERS AND DIGITAL MOBILITY





ACTIPOLE21 MANIFESTO

Whereas, one of the top priorities of an entrepreneur is to reach his goals with optimized resources and motivated and dedicated employees, and this, in accordance with current societal and environmental requirements;

Whereas, for the entrepreneur, the employee and the community, these goals are synonymous of success, growth and territorial balance;

Whereas, the most essential aspiration of both employees and entrepreneurs today is to improve working conditions, for some through better working conditions and for others through innovation and a stronger competitive edge;

Whereas, it is a fact that mass commuting is a huge waste in many respects, impacting the quality of life and the environment, a source of stress for the employees and their managers, a loss in company performance;

Finally, whereas to continue with existing organizational models would result in regression and dead end;

Knowing that to fulfill their mission and reach their objectives, employers and employees must be able to benefit from new organizational models as well as new working environments.

Knowing that in order to take their societal and environmental responsibilities and reinforce wellbeing at work, leaders and local authorities cannot avoid two major challenges:

- *Reinforcement of the relationship between employers and employees, local authorities and citizens and emergence of new mobility and flexibility practices ;*
- *Increased use of innovative technologies and of new behaviors in order to benefit from collective intelligence and networking relationships.*

The Manifesto signatories commit to promote and stimulate the development of sustainable city, territory as well as office and work. They want to encourage and guide towards positive goals rather than simply witnessing or acting under pressure.

Among the various forms of evolutions, they recommend the emergence of new networking environmental models that will actually be real living spaces, stimulating, enriching and friendly:

- *Polyvalent centers located close to residential areas, public spaces and public transport hubs ;*
- *Headquarters that will adapt themselves to this new organization;*
- *Centers organized in shared and private working areas, user friendly and flexible, provided with secured and best-in-class technologies, offering bundled services to their users;*
- *Seamless collaborative technology solutions for teams that could be either co-located, spread over working centers, at home, at the customer's, on board trains;*
- *Inter-operable and tailored solutions to the user's specific needs.*

All these innovations will give people and employers, continuity in their everyday life and communications between worlds viewed at first as distant. If there are developed in a coordinated and balanced way, they will lead to strong competitive gains for local economies and governments. Combining these innovations with other policies is therefore a transversal factor benefitting the economy and working conditions in the city and beyond

Name: _____

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- 2** **ÉDITORIAL** François LEBLOND, *Former prefect, president of COFHUAT*
FOREWORD by Nathalie KOSCIUSKO-MORIZET
DIGITAL AGENDA FOR EUROPE Neelie KROES, *Vice President, European Commission*
- 5** **TELEWORK AND NEW MODEL OF TELECENTER NETWORKS**
AN INTERVIEW, Pierre DARTOUT *an interdepartmental delegate for spatial planning*
A SUSTAINABLE TOWN AT THE HEART OF STRATEGIC PRIORITIES
ACTIPOLE21: TOWNS AND BUSINESSES WORK TOGETHER TO PROMOTE SOCIAL INNOVATION
**DO TELEWORK AND GREENHOUSE GAS EMISSIONS REFLECT OUR FEARS
AND OUR DIFFICULTY TO THINK DIFFERENTLY?**
TELECENTRES CAN ACTIVELY CONTRIBUTE TO PERFORMANCE AND COMPETITIVENESS
ADVANCITY, THE COMPETITIVENESS CLUSTER FOR SUSTAINABLE TOWNS
- 11** **BENEFITS OF WORKING IN TELECENTERS – THE REASONS
FOR THE INVOLVEMENT OF BUSINESSES AND ADMINISTRATIONS**
TELEWORK, AN EQUITABLE PRACTICE THAT PROVIDES MUTUAL BENEFITS
EXPERIMENTING TELEWORK ON A BIG SCALE IN ATOS ORIGIN FRANCE
**SCHNEIDER ELECTRIC IS COMMITTED TO DEVELOPING TELECENTRES AND PROMOTING
ENERGY EFFICIENCY**
TELEWORK AND MUCH MORE...
ADVANTAGES AND DRAWBACKS OF TELEWORK FOR WORKERS
- 16** **TECHNOLOGICAL CHALLENGES: THERE ARE READY
COMPETITIVENESS AND TELECENTRES**
**HOW IS IT POSSIBLE TO RESERVE AND MANAGE WORKSPACES WITH ASSOCIATED
SERVICES?**
WORK, TOWNS, TERRITORIES, TELEWORK AND TELECENTRES AND THE UBIXITY CHALLENGE
- 20** **ACTORS OF SPATIAL PLANNING AND TELECENTERS**
INTRODUCTION
**FORGES-LES-BAINS (IN THE ESSONNE DEPARTEMENT) IS A GOOD EXAMPLE OF THE
INTEREST AND DIFFICULTIES OF SETTING UP A TELECENTRE IN A PERI-URBAN AREA**
TEN4ALSACE
**THE LOCAL COUNCIL OF THE FINISTÈRE DEPARTEMENT IS INNOVATING AND OPENING
THE WAY TO TELEWORK**
TELECENTRES SUPPORTING RURAL DEVELOPMENT
SOKRATE TELECENTER
TESTIMONY OF PHILIPPE LAURENT, MAYOR OF SCEAUX
THE TELECENTRE OF MURAT, A TOOL FOR LOCAL DEVELOPMENT
- 28** **TELEWORK ABROAD**
**CISCO TAKES UP THE CHALLENGE OF A SUSTAINABLE AND CONNECTED CITY,
AMSTERDAM'S SMART WORK CENTERS**
**IN THE UNITED STATES, THE GENERAL SERVICES ADMINISTRATION (GSA)
IS AT THE FOREFRONT OF THE TELEWORK INITIATIVE**
NEW FLEXIBLE TELEWORKING PROJECTS IN FINLAND

EDITO



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President
of COFHUAT

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In previous issues, Cofhuat has already had the occasion of mentioning the role new information and communications technologies play in spatial planning, and of insisting on the fact that now, wherever you are, you are never alone. It is possible for a doctor in the countryside to ask questions to other colleagues, for a school teacher to talk about subjects that are not in schoolbooks, and for an industrialist to keep abreast of what French and foreign competitors are doing. Changing places is no longer as necessary as before.

This is the general context in which the notion of telecentre has progressively come to existence, but its development was more particularly due to two issues, namely, the reduction of travel time for employees, and the will to adapt the management of businesses in order to make the most of new technologies.

Many employees, who spend a lot of time commuting, would like to be able to carry out at least part of their assignments nearer home. Many managers practice continuous change management which questions a lot of functions and makes it less necessary for everybody to be present on site.

Telecentres are a compromise between the employees' wish to avoid being tired and their wish to avoid feeling isolated as home-based teleworkers. There is an ongoing reflection in some big businesses to achieve cost savings and the promotion of tasks. But employees from different businesses will be able to work in one place only if local councillors take an active part in the discussions. Telecentres cannot develop in a cultural desert.

I want to thank all the people who have participated in this issue. Our aim is to present what already exists so as to give ideas to those who are intuitively interested in such a way of working, but hesitate because they lack adequate information. Up to now, the Cofhuat's Letter was sent to the mayors of towns of more than 5,000 inhabitants. We are doing our best to send it to towns of 2,000 inhabitants and more, so that as many communities as possible know good practices. Our working group will be at the disposal of all those who want to get involved in that process to help them finalize their project.

TRIBUNE

Foreword by **Nathalie KOSCIUSKO-MORIZET**

State Secretary in charge of the Développement
of Digital Economic



TELECENTRES AND DIGITAL MOBILITY: WHEN BUSINESSES SEND SUSTAINABLE TELEWORK TO LOCAL COMMUNITIES

In spring 2009, I wanted to represent the government when the National Assembly debated the bill on “creating and keeping jobs” that MP Jean-Frédéric Poisson and his colleagues had introduced. I really wanted to do it because that project is a high priority for me. I think that “the time has come for telework”. The time has come, for commuting is resource-consuming and polluting, and that in this age of sustainability, we must find solutions to reduce such a consumption of energy and reduce greenhouse gas emissions. The time has come, moreover, for workers wish they could reduce time spent commuting, tiredness and travel costs. The time has come, lastly, because now technologies are ready and ultra high-speed access to the Internet is going to develop in the whole country, pursuant to the 2009 law on the digital divide, thanks to which €2 billion will be invested in ultra high-speed infrastructures.

In 2009, I asked the Strategic Analysis Centre to write a report on telework in France and in Europe. This report was delivered at the end of last year, and may be accessed on the website www.strategie.gouv.fr. It suggests that telework is beneficial in terms of productivity when it is done part of the time, and that the optimal situation is when employees spend only half of their working hours teleworking. Beyond that, the risk of being cut off from the business increases, and negative effects may appear. The report also tackles the issue of France’s

falling behind other European countries in terms of telework. Apparently, the main hindrance in France is a psychological one, for the organization and assessment of work are traditionally based on work in the office. We first of all have to get people change attitudes!

The government wishes to promote innovating technologies via investments for the future. As was announced, €4.25 billion will be allocated to digital projects, either as grants and repayable advances, or as acquisitions of an interest in businesses. The development of telework may quite possibly be a potential subject of investment, if private consortiums launch telework networks projects. That realization may be integrated in the “digital town” part of the Funds for a Digital Society that has been created to manage investments for the future. It will be for the General Commissariat for Investment, which is run by René Ricol, and for concerned ministries to assess the opportunity of calling for projects on that theme.

The present issue of Letter from COFHUAT bears witness to how much industrialists, big businesses and local communities are involved in telecentre projects. It is a confirmation, as I was writing in my introduction, that “the time has come for telework”. Telework is no longer some theoretical curiosity, it can become a concrete reality, provided everyone gets involved. ●

DIGITAL AGENDA FOR EUROPE

Neelie KROES

Vice President for the Digital Agenda
European Commission



For the first time in human history more people live in cities than outside of them. Making cities sustainable is therefore a key concern of all policymakers and is why this is an important focus of the Digital Agenda for Europe.

As with cloud computing and smart grids, teleworking is a way for information and communication technologies to boost sustainability. Teleworking can suit all types of individuals and companies and helps us to use all the skills of all those interesting in working. It is one of those rare ideas where all parties win. It is family-friendly, environment-friendly and business-friendly. The European Commission is also practicing what it preaches. Thousands of our staff, including senior staff, have worked from home or on the move since 1997.

To give a major boost to the numbers of teleworkers across all sectors and types of businesses we must see teleworking as more than simply working permanently for a company from home. Teleworking can take place on the move, on an occasional basis and include the replacement of travel with video-conferences. Our workplaces must become more flexible to enable this, and managers ought to understand the value of allowing these contributions.

Reports and surveys frequently find that there is greater demand for teleworking than availability of telework options. This is despite the generally positive views that employers and governments have towards the idea of teleworking. It is therefore common sense that more innovations and partnerships are needed to meet this demand. Ideas such as teleworking in centres and wireless teleworking will be critical here.

Teleworking in centres can offer several advantages over working from home. Firstly, it is an intermediate solution enabling those who simply cannot work from home to still parti-

cipate. Secondly, a structured environment remains on offer. Thirdly, smaller companies or a dispersed workforce can still be supported if companies combine their efforts into a shared centre. Such partnerships are the spirit of the Digital Agenda in action.

For many teleworkers the benefits of centres include the higher-quality connections with colleagues that come with a fully-enabled office and greater child-care options. Other actions such as creating enterprise-level social networks, instead of merely static intranets, can also improve transitions to teleworking. Such innovations help workers and managers to see that technology enables rather than stands in the way of collaboration.

There is much that can be done by different levels of government to make teleworking more attractive for all parties. Excellent broadband networks enable fully functional teleworking. We need to ensure the appropriate amounts of radio spectrum are allocated to wireless broadband through EU-level coordination. And we need to increase the trust and security of networks so that at the corporate and individual level Europeans are comfortable sharing information.

The need to coordinate such a range of actions means there is great value in having an ongoing debate about implementing the Digital Agenda for Europe. Those that are rolling out broadband and those that promote the new digital services must talk to each other! At the European Commission we can help make the connections.

And we are also here to remind people that efforts to deliver digital working must be supported by an all-inclusive digital culture. We cannot allow a European society divided along digital lines. I believe passionately in the effort to get 'every European Digital.' For ICT to reduce divides rather than create new ones, we need to see teleworking in its full context: it will succeed only as a product of a fully digital society. Reaching the disconnected, using new financing arrangements to bring broadband access to all citizens, and a greater emphasis on e-skills in school classrooms, to give just a few examples, will all build long term support for teleworking. This is because comprehensive digital investments create a 'virtuous circle' of activity, and teleworking is part of that circle.

Europe must spend the next decades learning to do more with less. With teleworking contributing to greener workplaces and cities, to more productive companies, and to ongoing work-life balance, we are several steps closer to that vision. ●

TELEWORK AND NEW MODEL OF TELECENTER NETWORKS

INTERVIEW

with **Pierre DARTOUT**

Interdepartmental delegate for spatial planning

www.datar.gouv.fr



What are the main collective advantages of the development of telecentre networks?

Telework is first of all a tool for spatial planning, for it makes it possible to avoid too long travel time and to prevent traffic congestion in towns.

ICTs and telework are a real opportunity for a better distribution of people throughout the country.

It is a means of competitiveness for businesses, for such a new way of considering relations to work and to management improves productivity, in particular because employees are less anxious and tired, and because it gives them a better, more structured and enlightened view of the objectives of their employers, that is, of management.

Daily commuting for someone with a car corresponds to an annual average of 900 litre gas. Choosing telework allows to reduce polluting activities and travel costs.

And not being subjected to travel time gives workers more flexibility for leisure activities, resulting in a better quality of life.

France seems to be really late as far as telework is concerned, when compared to most of its neighbours. What hindrances are still remaining?

In the United States, there is an estimated 28 million teleworkers (19% of the working population). In Europe, the proportion of teleworkers in the broad sense of the word represents 13% of the working population. But numbers are much higher in Northern Europe (27% in the Netherlands, 22%

in Finland and Denmark, 18% in Norway and in the United Kingdom) than in Southern Europe (9% in Italy and 9% in France).

Such belatedness does not reflect the interest of 55% of the French population for telework, but rather the vagueness that exists in the definition of telework and of its regulatory framework. Many teleworkers are not considered as such, because some businesses prefer not to officially declare that mode of working. But above all, there are cultural hindrances, such as the ignorance of that mode of organization or equitable problems within teamworks, which can prevent the development of telework.

Isn't a reaction urgent in some areas? Either in densely populated urban areas, or, conversely, in rural areas?

Telework gives the possibility of choosing one's home more freely. More than one city-dweller in three would like to live in the country. Telecentres may be integrated in rural areas, as well as in the outskirts of big towns. For, when in town areas, they reduce the need for transportation at a time when gas is expensive, and allow shared access to digital services. In France, there are more than 4,000 public spaces with access to the Internet which could be used as telecentres. For such a network to succeed, it must be based on a good meshing of the country. It is important, therefore, to lean upon that of digital public spaces.

Given the number of years the DATAR has spent intervening in the domain of telecentre networks, and given new technical evolutions, how can public policy contribute to accelerating its development?

On the issues of dematerialization and of the setting up of a modern kind of management within businesses and the administration that will allow for telework to develop, the French are slower to change attitudes than elsewhere in Europe.

Public authorities would nonetheless like to promote that new mode of working (articulated within regional public policies, in particular thanks to European subsidies). The Digital France 2012 plan has given priority to the promotion and development of telework. The last call for projects for rural excellence has encouraged projects on the building of a network of new generation telecentres.



I have initiated an experiment in telework within the DATAR, which has been advocating such a mode of working for several years, in order to show that the administration is capable of showing the way.

Could public-private consortiums which associate developers contractors and private telecommunication companies initiate the development of networks of telecentres, and reach the threshold that would promote their success?

Despite the setting up of the National Network of Telecentres, the number and diversity of the projects initiated in France do not allow for the structuring of a global offer that

would be dense enough to correctly cover the country and visible enough for businesses to use that resource within the framework of a programme of telework. There is a threshold to reach for the meshing to be dense enough to meet businesses' expectations.

Public authorities must help building the network, but it is up to the private sector to maintain its exploitation, through economic models that are to be developed within a policy of offers of services to the public. Only partnerships will make it possible for the development of facilities, jobs, and services throughout the country to be shared. Discussions are currently being held in the Datar on that issue. ●

A SUSTAINABLE TOWN AT THE HEART OF STRATEGIC PRIORITIES

Marie Christine SERVANT

Departement of Digital Development of Territories, Caisse des Dépôts

The Caisse des Dépôts and its subsidiaries form a long-term investment public group working for the general interest and the economic development of territories. The strategy of the Caisse des Dépôts focuses on four priorities - housing, towns, universities, SMEs and sustainable development. The issue of sustainable towns is at the core of its strategic priorities. The State has also entrusted the Caisse des Dépôts with the management of the Fund for the Digital Society which concerns the €4.25 billion of the digital part of the investments for the future, and which aims in particular at supporting the development of new uses and services and innovating digital content.

The towns of tomorrow will have to find innovating solutions to meet people's needs and societal stakes while avoiding an overconsumption of resources. The limitation of urban spatial sprawling will result in a functional diversity and will bring the workplace closer to employees' home.

Given the share of transport in the use of resources and greenhouse gas emissions that are responsible for climatic changes, and given the impact of the location of people in local ecosystems, it seems quite fundamental to support the development of "tools" that allow a better mastering of mobility. It is obvious that the new Information and Communication Technologies will have a key role in the setting up of new proceedings.

Within that context, the evolution of telework practices, which have historically been mixed with home-based work, is a key element, and will be a determining factor for the towns of the future.

Setting up new workspaces addresses several issues.

► **issues of development and attractiveness** for territories, by promoting the diversity of uses and by relaxing transportation constraints;

► **issues of comfort and efficiency** for employees who try to reduce travel time, and for independent workers who would thus benefit from efficient logistical means;

► **issues of competitiveness** for businesses trying to reduce their fixed costs which would benefit from shared infrastructures.

Even though the new success of some foreign initiatives suggests that those new modes of working will massively spread, some questions must still be answered before it is possible to plan the general use of those new workspaces:

► **How is it possible to guarantee** users a safe environment?

► **How can spaces** interoperate?

► **What level** of standardization is to be aimed at?

► **Which economic model** will allow those new spaces to be sustainable?

► **Which critical size** (number of spaces) is necessary to mobilize businesses?

► **What measures** of change management must be provided for in companies? ...

Local authorities have to understand how those projects can be articulated with other initiatives such as the development of business incubators or public services (for example day-nurseries).

As a real-estate investor and partner of local authorities, the Caisse des Dépôts plays a key role in launching those initiatives. That is the reason why it is working on those which have already been set up abroad in order to better identify possible economic models as well as the pre-requisites that are necessary for such spaces to be sustainable. ●

ACTIPOLE21: TOWNS AND BUSINESSES WORK TOGETHER TO PROMOTE SOCIAL INNOVATION

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The business world has been completely transformed by information and communication technologies, and this is not finished, far from it. Jobs change, tasks are performed differently, and distance becomes a common parameter to be managed by means of new tools which have allowed the dematerialization of many processes. Quite paradoxically, work and the way it must be done within the framework of an employment contract, which is a subordination contract, have not changed as fast. Management methods are falling in step with difficulty, while work opportunities are increasingly being concentrated near towns. Travel conditions have become unbearable for many employees and weigh heavily on their lives and health. Though it is not possible to record them, they deeply impact the quality of employees' work and therefore the performance of businesses.

Moreover, beyond the investments and exponential costs of transport network that all those trips are the cause of, time spent commuting and daily tiredness have a lasting impact on the quality of people's lives and on our towns'.

Why still impose such a detrimental way of living upon employees who could work elsewhere than on the usual premises of the business, when all that is needed to change work organization already exists? Today in France, the employee's home is the only alternative taken into consideration in telework contracts, for other solutions are seriously lacking. But, though many workers would like to work at home part of the week to avoid commuting, not all of them have the possibility of doing so, and when they do, do not always find an ideal environment there. Such a lack of alternatives creates a de facto social injustice. There are those who can work at home and those who cannot. To that may be added another reality, for some businesses would readily agree to their employees working nearer their homes, but not at home! This is where ACTIPOLE21's action gets all its meaning, as it aims at labelling third places which offer all the guarantees that are part of the employer's legal responsibility, while enabling employees to work nearer home and thus win back "time to live".

If, thanks to telecentres, employees can carry out professional activities in safe conditions and welcoming and efficient spaces that are close to their homes or to



their clients, then everybody, even local communities, will come off better.

For all innovations, pioneers must take risks and prove that reality shows it is high time daily life were looked at differently.

It is no accident that the head office of ACTIPOLE21's network is situated in Antony, in the suburb of Paris, and that the town council has agreed to its being there. While employers consider that "the pledge is fulfilled" and set up telework in telecentres, local authorities, beyond the development of a new economic activity, see that the inhabitants are given the possibility of living a better life, in particular because time is being saved and tiredness avoided.

The town, the transport management, the region and the State will engender significant savings. Finally, the quality of social life is improved while costs are reduced. Like Antony, several other towns near Paris and in France are starting to take those approaches into account in their development. Their initiative must be praised. Could it be a virtuous circle? For, for development to happen, everybody, that is, the State, local authorities, businesses, the administration and employees, must participate. But even though local authorities can make it easier, it is up to businesses and the administration to first set up telework in telecentres, which will benefit them, as well as their employees. ●



DO TELEWORK AND GREENHOUSE GAS EMISSIONS REFLECT OUR FEARS AND OUR DIFFICULTY TO THINK DIFFERENTLY?

Eric PARENT

Associate Manager, Climat Mundi

Whenever an assessment of the quantity of greenhouse gas emissions of businesses of the tertiary sector is done, it shows that between 10 and 30% of the greenhouse gas emissions of a business are due to employees commuting. This is no surprise, for when employees are hired, most of the time their cars are, too. With an average commuting distance of 52 kms per day, 2 tons of greenhouse gases per person and per year are ejected, which corresponds exactly to the maximal quantity of emission per person and per year all activities taken together that will keep warming below IPCC's 2C danger level.

Given such a assessment, it seems quite obvious that the first measure to be taken is to cut off some of the commuting, and therefore to resort to telework.

But I am always counfounded when I talk with people in businesses about the measures that would help them reduce greenhouse gas emissions (and so costs and exposure to the rise of energy prices) and see the separate place that is given to telework.

Beyond the categorical sentences I hear ("the management does not want to hear of it," "that will never do"), the facial expressions of the people that I talk with - half smiles, nods, more or less visible pouts - show that this is a sensitive area, and even a danger zone, if I am to believe the tone of some who have already tried. Another reaction may be complete lack of interest. My proposition is simply not noticed.

It is quite striking to see that such strong reactions are very often coupled with a great or even complete ignorance, on the part of those people or of their management, that,

1. telework does not mean "everybody out all the time," but "some people at home, sometimes, and following a plan";
2. there are numerous successful examples in big businesses,
3. profits are real, for the business (teleworkers' productivity, decrease in absenteeism, decrease in commuting accidents) as well as for workers (savings in gas and car maintenance, better balanced family and professional lives, decrease in anxiety), and for the environment (reduction of greenhouse gas emissions, of nitrogen oxides, and particles),
4. methods of setting it up do exist,
5. a national crossprofessional agreement has been signed by all trade unions,
6. etc.

1 Source : "Commuting being intensified by peri-urbanization" - Insee 2007 (<http://www.insee.fr/fr/ffc/ipweb/ip1129/ip1129.pdf>)

It is obvious that the problem is not due to the objective difficulty of the operation. Organizing telework is not more complex in itself than many business issues (reorganization, mergers, relocations, rollout of structuring IT projects). For swine flue, businesses had no real problems working out plans for work continuity which included telework.

Why are people resisting so much the idea itself when it is mentioned within the broader issue of the reduction of greenhouse gas emissions? The principal reasons invoked are the fear of a (illusory) lesser monitoring of employees, coupled with a fear that the business's data may not be safe. Why not? All right. But those are two issues for which solutions exist, as for all company issues. And besides, this was also the case for the plans of work continuity. Why rejecting it so categorically, when the broader issue is that of climate change?

I think that, at a deeper level, such a rejection reflects our collective reaction to the issue of climate change. It is very difficult to imagine - and therefore to set up - "another world" "organized differently" for decision-makers without immediate pressure, or if the principal beneficiary is someone else (employees in the case of telework, future generations in the case of climate change).

Is there a solution? As a consultant, I would say explain, demonstrate, convince, and hope that the rise in gas prices will produce a feeling of emergency as soon as possible. As the price of oil has been multiplied three-fold in seven years, there might be reasons to hope that telework will be considered to be a solution relatively simple to set up, and within reach of most people. ●

Eric Parent is an associate manager of Climat Mundi, the consulting firm in greenhouse strategy that he created in 2006. Before that, he managed different subsidiaries or country department within the water and waste departments of Veolia Environnement (France, Argentina, Poland), and within Egis, an engineering group. Climat Mundi is one of the leaders in carbon strategy in France. It helps head offices to define a strategy and improve the operational and commercial performance of businesses, in a world which is constrained by carbon, that is a world where

- clients like, and even demand, to be informed on greenhouse gas emissions and on the reduction of impacts on the climate,
- regulations on greenhouse gases and energy consumption are increasingly tougher,
- energy is increasingly expensive.

TELECENTRES CAN ACTIVELY CONTRIBUTE TO PERFORMANCE AND COMPETITIVENESS

Jean LANGLET

Chamber of Commerce of Boulogne sur Mer

For most employees and employers, working cannot be separated from the business or institution site where employees work. But travel costs, the environmental impact of transport, the number of hours that are lost on the road have produced reflections about how to separate tasks from the place where they are carried out.

A network of telecentres is a strong competitive advantage which increases the attractiveness of a region, and which, in a voluntarist logic of development, may be implemented through a plan.

This article looks at what is gained from the reduction of commuting that the establishment of telecentres produces, from a global economic point of view. The reflection will be based on the public statistics of 2008 issued by official organizations.

Transport represents 50.91% of the French primary consumption of oil. It was 20.2% in 1973. The average price of imported crude oil being €496 per ton, this makes €22.4 billion for a final energy consumption - transport of 45.17 billion tons. According to the INRETS and INSEE organizations, the proportion of commuting is an esteemed 21%. If we take into account the different modes of transport, areas loosely urban and big towns, it is possible to consider that 62% of transport is done by private cars. **The deposit at stake is therefore €2.92 billion.**

It is quite reasonable to assume that 70% of the working population can work for 20% of their assignments outside the business premises. Given the cost of an oil barrel, **this amounts to potentially save €408 million**, which will also reduce the deficit of our balance of trade.

This amounts to 36% of the price actually paid by the final consumer. Out of leverage, **about €1.2 billion will be injected under the form of purchase power into the economy.**

The reader may object that the State will miss out on taxes. This will not be the case, for the savings will be used for consumption, generating VAT. This will at the utmost create a discrepancy in tax collection.

Up to now, only the financial constituent of energy has been mentioned. To it must be added what will be saved thanks to the reduction of hours spent commuting and accidents, as well as to the adjustment of infrastructures. Moreover, telecentres will principally be established in areas where office space costs less than in big cities. Finally, telecentres would efficiently contribute to France's pledge to reduce its emissions of greenhouse gases by 20% by 2020.

If other countries adopt that new model of work organization in Europe, the potential saving will become immense, and will amount to billions of euros.

The fear of being isolated is a powerful obstacle to telework. Telecentres are an efficient remedy to that, but are not a profitable investment for one business alone.

This will only be realized if public and local authorities are determined to develop telecentres and initiate their development. That decision and those issues are within the province of councillors who feel concerned by environment issues and by a harmonious development of the country as well as by public finances for everyone's benefit and who keep in mind that **profits will be renewed and added each year.** ●

SIMULATION OF PROFITS IN FRANCE

	Source	Year	Calculs	Hypothesis	Unity
Primary consumption of oil	Meeeddm-observeatoire de l'énergie	2008	88,72		Millions of ton
Final energy consumption - transport	Meeeddm-observeatoire de l'énergie	2008	45,17		Millions de ton
Transport % of total primary consumption			50,91		%
Average price of imported crude oil	SOeS, DGDDI	2008	496,00		€/Ton
Transports			22,40		Billions euros
Proportion of commuting	Insee-SOeS-Inrets	2008	21,00		%
Transport is done by private cars	Rural and land loosely urban areas	2008	76,00		%
Big towns	2008	55,00			%
Average		62,00			%
Deposit at stake			2,92		Billions euros
Hypothesis of working population			70,00		%
Hypothesis of telework			20,00		%
Potentially save			0,408		Billion euros

ADVANCITY, THE COMPETITIVENESS CLUSTER FOR SUSTAINABLE TOWNS

Interview de Thierry DELARBRE

What is the role of ADVANCITY, the competitiveness cluster for sustainable towns and urban ecotechnologies, on the issue of telecenters?

The members of ADVANCITY work on the development of more fluid, more accessible, and cleaner ways of travelling, as well as on alternatives to "travel at all cost." The hours spent commuting in the Ile-de-France region and the anxiety it engenders are common knowledge. There is a real need for centers that are equipped for telework, halfway between home and the usual workplaces.

The aim is to make telework compatible with today's professional requirements. The actual trend is towards the development of home-based telework, which does not offer the same quality of social relations as the workplace. The huge possibilities of technologies linked to telepresence and to telework cannot be disassociated from social demands.

WITE, the innovating project which was labelled by ADVANCITY in 2009 and which has been selected by the Unique Interministry Fund to be funded, is a concrete move forward.

It is a platform of services with a unified communication and collaboration environment, which will provide computer services respecting data confidentiality to telecenters.

The users will have all their applications on a flash drive, for example, and in a few seconds they will be able to access them from any workstation in the center.

That is the starting point of new grouped teleservice offers that users will have the possibility to choose from.

How do you organize the cooperation of private and public entities of research and development in that domain?

It is the daily work of a competitiveness cluster, which creates a sort of complex alchemical mix of expertise and innovation management.

In order to innovate fast and well, it is increasingly necessary that you share and combine efforts.

WITE aims at removing technological obstacles and nurture reflection on uses. Specialists in information systems and telework solutions are working together on that project. There are INSIA, I-PORAT, Interspheres, EasyCare, which is in charge of the project, and Atos Origin group. Media Mundi, Citica and the economic and social sciences department of Telecom

ParisTech are sharing their social and economic expertise and helping on the issues of economic, cultural and social obstacles of a system that upsets traditional modes of interaction.

What role can information and communication technologies have in the new approach to city planning and the conception of buildings?

In essence, ICTs are an important factor of mutual enrichment of technology and uses. They are present in ADVANCITY's projects. In buildings for example, they give important information on energy consumption, water leaks, and the ageing of the construction.

As far as transport is concerned, clever information given to travellers is going to help them limit wasting time due to changes. In the future, thanks to smart grids, it will be possible to optimize the energy of a district or of a town.

For all this to be conceived, new digital tools have to be created that will enable engineers and research departments to model, simulate and make experiments in a situation as close to reality as possible, by working together with contracting owners and future users.

We are proud that the platform of Urbaconcept has been selected among 17 preselected projects by ministers in charge of competitiveness cluster policy and by the Caisse des Dépôts following a call for innovating platform projects.

Thanks to Urbaconcept, all the tools and resources necessary to model a town or a district will be regrouped in order to simulate the effects of city planning or mobility. ●



BENEFITS OF WORKING IN TELECENTERS – THE REASONS FOR THE INVOLVEMENT OF BUSINESSES AND ADMINISTRATIONS

TELEWORK, AN EQUITABLE PRACTICE THAT PROVIDES MUTUAL BENEFITS

Marc THIOLLIER

Senior Executive, Accenture France

In spring 2010, telecommuting started to blossom and grow vigorously throughout Accenture, a global management consulting, technology services and outsourcing company with 5,000 employees in France. I intentionally chose this metaphor from nature to suggest an initial, underlying phase of maturation. Throughout 2009, management and employee representatives held ongoing consultative meetings to discuss the issue of telecommuting. *tion de l'entreprise et les représentants du personnel.*

40% of the workforce adopts the system in six months

At present, 40% of headquarters' employees telecommute either one, two or three days per week on a fixed basis. The agreement signed in early 2010 not only concerns marketing, hiring, corporate services and other internal staff, it also extends to IT and business process consultants, depending on their type of client project. Thanks to homeworking, employees in the Paris area save several hours of transportation time every week.

One of the keys to the project's success is that it must be beneficial to both parties, i.e. the company and employees. Accenture employees who have chosen to telecommute part of the week have noticed an immediate improvement in their quality of life—no more transportation worries, enhanced concentration and greater efficiency due to the quiet environment at home. Note that those who have opted for telecommuting have done so on a voluntary basis. That's another important condition for success. It must be left to the employees to decide whether this arrangement suits them or not. Similarly, it's up to them to decide if they want to return to the office full time after having participated in a homeworking arrangement.

For the project to succeed, a number of false preconceptions must be overcome. At first, telecommuting was thought to be incompatible with certain functional jobs, such as management assistants and payroll managers. Nonetheless, employees in these positions were also able to work out arrangements with their supervisors to achieve a better work-life balance. Two examples come to mind. One person used the time saved from commuting to and from work to take up fencing lessons. Another took driving lessons and got a license. The advantage of working at home is that once you've finished your day's work and switched off your computer, you're free to undertake other activities or spend time with friends and family.

As a company specialized in consulting and technology services, we are able to leverage a wide range of innovative techniques to help us deploy the new system. Unified communications lets us converge fixed and mobile telephony, instant messaging and electronic services to connect to employees' computers. It's no longer necessary to stop and think if it's better to call an employee's office, home or cell phone. Single number reach allows direct access to multiple destinations or the possibility to conduct a video conference. It automatically directs the call or message to the employee, wherever he or she may be.

Increased employee motivation

As mentioned above, telecommuting must be an equitable agreement that provides benefits to both parties. For Accenture, the major benefit of telecommuting is that it enhances employee pride in working for a firm that's at the forefront of organizational and management policy. That in turn builds their motivation and company loyalty.

Financially, it helps save on office rental costs by reducing the number of people in the Paris head office at the same time. Most important, the workspace has been rearranged and redesigned to facilitate collaboration and co-design.

While not a miracle solution, telecommuting offers definite long-term advantages, provided that the system has been carefully planned beforehand. However, not everyone is convinced for the moment. Some managers can't get used to not seeing their team members every day. But they too will eventually be won over, thanks to emulation, word of mouth and the obvious fact that telecommuting actually improves time spent at the office. ●



EXPERIMENTING TELEWORK ON A BIG SCALE IN ATOS ORIGIN FRANCE

Philippe SÉNÈQUE

Human Resources manager, Atos Origin France

After an agreement on telework was unanimously signed by the five trade unions, **Atos Origin** has progressively set up home-based telework that concerns all the staff of the business in France.

An innovative work organization that associates well-being of employees with operational performance of the business

That 2-year experimental agreement has set up a new work organization within the company that is at the same time more flexible and stimulating. While information technologies create conditions that make it possible for premises not to be the unavoidable workspace anymore, teleworking promotes well-being at work and enhances operational performance.

The pilot phase implemented in spring 2010 has allowed us to confirm the following hypotheses. Saving commuting time and offering an environment favorable to concentration results in reducing employees' anxiety and enhances their efficiency.

As they do not have to go back home at the end of a day's work, teleworkers declare they experiment a better quality of life, since, for example, they have more time for leisure activities. Christine, a teleworker who is part of the pilot phase of the programme, declared, "I save more than two hours a day. It's fantastic. I am in great shape, I am smiling all the time. This is really positive because you have the feeling that you are present for everything. You have time for your life at work and at home." The possibility of working without being as much interrupted as in a professional environment is also a guarantee of efficiency for the tasks you must concentrate on, as Dominique, who teleworks one day per week, said, "I make sure that I allow for periods of time when I can concentrate on in-depth files, which I prefer working on at home, because I work much more efficiently there."

Such fulfillment is also a positive factor of human resources management, for it contributes to our colleagues' motivation and loyalty.

Moreover, thanks to the reduction of commuting, and of greenhouse gas emissions and thanks to energy savings, our business contributes to the sustainable development of the community.

The setting up of **Campus Atos**, which regroups our activities that were scattered all around Paris onto one site, is consistent with that telework policy. It is the sign of a will to rethink the relation to work and workspaces, as it offers open

shared spaces where exchanges are made easier and work can be done from various places.

A flexible system that is adapted to the realities of the business

Within the framework of that agreement, volunteers can ask to work from home for up to 50% of their worktime. In order to offer a framework that is compatible with the different activities, telework can be done on a basis of fix or variable days. The telework endorsement may also be temporarily suspended so that activities that are not compatible with telework are taken into account.

As for our conception of the system, two key principles have guided us during the negotiations. First, we really did not want to cut off colleagues from their teamwork, so the proportion of work from a distance is limited, and there is a constant pursuit of a balance between such a mode of work organization and its adaptation to the operational constraints of our business.

Manager-employee relations are the keystone of the system

Telework is agreed to on the basis of a "double willingness" - first, that of the employee, who chooses to be part of that mode of working and that of the manager, who will afterwards legalise their agreement and see that it is compatible with operational constraints.

Our telework Charter states the commitments and the duties of each party, as well as the necessity of a confidence relation between the manager and the employee, which is the absolute basis of a good daily working of the system.

In order to help everyone play their part as well as possible and become familiarized with telework, a system of training has been set up to accompany those persons. From a global point of view, the management of that new work organization is an important issue for the success of the system. Offering the possibility of working from a distance is an important departure from classical work organization and may unsettle managers who are used to seeing their team everyday. That is why a communication and training effort is being made. Of course, that management is not enough in itself, for it is the positive sharing of experiences and the evolution of organizational culture that will best overcome resistance.

In any case, the experiment within **Atos Origin** has opened the way for a new relation to work, which is consistent with our Social and Environmental Responsibility policy, and looks towards future organizations. ●



SCHNEIDER ELECTRIC IS COMMITTED TO DEVELOPING TELECENTRES AND PROMOTING ENERGY EFFICIENCY

Thierry DJAHÉL
Manager,
SCHNEIDER ELECTRIC

Telecentres are buildings that will have to combine technical performance with sustainability

Telecentres offer offices of a new kind which are going to develop exponentially in the next few years. Schneider Electric is naturally integrated in such a challenging context, thanks to its know-how in electricity supply and building monitoring, and also because it has the vision of a technique-integrating industrial that is close to client applications. The group promotes outlets for new technologies, thanks to its professional activities and international influence.

For Schneider Electric, the concept of telecentres is an important issue, for it means access to the best innovation in building conception and exploitation, thanks to the collaboration of different technological leaders in related domains.

The main characteristic of a telecentre is that part of the staff is physically far from their business, from their managers, and that they must use new technologies to work and to communicate their work to their colleagues, to their clients and to their suppliers.

The conception of such a new generation of workspaces, which must have state-of-the-art computer and telecom facilities, must also be given particular attention. For a high level of performance will be required for all aspects of the building, management and operation continuity. That innovating kind of building, which is mainly equipped with facilities (such as meeting room, copying machines, fax machines and video-conferencing equipment) that are shared by the people who work in it, must at the same time respect fundamental working principles.

In addition to its strategic settlement on a geographical territory, the concept of telecentre must meet first-rate requirements concerning its different possible organizations. It must be conceived so that spaces will be highly flexible, and may be constantly reorganized. Thus, an open-space may be transformed into partitioned offices, and a meeting room may become a space for demonstration, without impacting on the service continuity or on the operating cost. Such a flexibility is essential for a maximal level of operation to be reached. It will progressively be a determining element of the real-estate value of the building. Fine modularity of the surfaces will also be an essential criterium so that they will be best occupied and the allocation of the spaces will be best tailored to clients' needs.

The other main point will be for operators to guarantee that clients will be provided with a high level of comfort that will allow them to reduce their ecological and environmental footprint.

For example, a system of area control of lights, blinds, heating and air-conditioning will ensure an individual and collective management of energy. That essential function will aim at optimizing the needs in energy of each client. Systems of dynamic digital display will complement the automatic functioning devices of the building, promoting interactivity and information exchange and increasing workers' awareness.

For Schneider Electric, a world leader of energy management, the issue is mainly that of safety technical equipments, which will have to have a high rate of prefabrication. Their conception will have to be based on technical packages integrating a high level of industrialization so that their setting up will be eased, while construction time will be drastically reduced.

Thus, solutions of electricity distribution used for high power or voice-data-image networks will be based on industrialized and flexible principles.

Such equipments will have to be linked to an open and interoperable intelligent global pilot system, which will make it possible to integrate a set of measuring and energy-counting points. An associate system of telemanagement will take charge of the monitoring of the quality of the service and of the energy performance to guarantee sustainable energy savings. It will be possible to access the information system from a distance thanks to automatic data processing mainly based on the web, from which experts will carry out real-time



© Schneider Electric

improvement actions.

It will progressively become interesting to plan the establishment of telecentres in buildings that will be built or renovated according to low-energy house or energy-plus-house labels.

Their development in our country will be completely successful when it simultaneously takes into account all those characteristic objectives, which are an essential condition to project a model image in an effervescent environmental context. ●

TELEWORK AND MUCH MORE...

Stéphane de LAAGE

ORCOM

ORCOM*, an accounting firm, has been integrating and developing online tools which promote work from a distance and a safe access to client data for five years.

For any multiple-site business, relations among colleagues and the instant availability of client information are recurrent issues. ORCOM is no exception to the rule and has been thinking about it for some years.

“For us, telework and mobility were obvious,” ORCOM Paris’ manager, Guillaume Monier, explained. For the last five years, communications means, such as videos, mobiles, the Internet and Intranet, have been a tool for our colleagues’ competitiveness and for the flexibility of our business, and have even been made available to our clients.

Our colleagues work more efficiently, and optimize the time they spend at the hotel, on the train or on the plane, and remain operational even when they are compelled to stay at home because of exceptional circumstances.

“But working at home is one thing, and having all the clients information as well as the usual explanatory tools at one’s disposal wherever one is, is another,” Guillaume Monier

added. ORCOM has therefore adopted measures that would allow it to achieve its goals - laptops for the colleagues who worked in the field, and USB flash drives for unlimited access to the Internet. The digital filing of all the documents allows the immediate consulting of reports, payslips, statutes and employment contracts of a client, from any ORCOM office.

It is thanks to a collaborative and full-web software for company management, that monitored exchanges of information have become possible. The application programme was developed with the joint contribution of all the departments - legal, social, accounting and human resources, giving it its cross-department performance.

A perfect collaborative tool

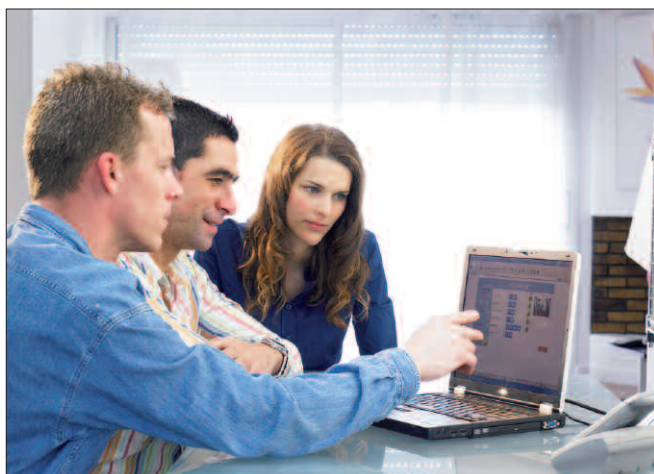
A portal on the Internet is also at our clients’ disposal. It is dedicated to them, so that they can start a procedure, or freely consult their financial and social files. Safety is guaranteed and there are different levels of access. Our clients are no longer subjected to opening hours and authorization from adequate departments.

Numerous tools of collaborative management have been set up for them, such as online software for payment, accounting, management of absences and days off, on a remote server, which is open 24/7.

What seemed to be a complete revoution a few years ago is now an indispensable tool for the businesses which want to work fast. The technology that is compatible with Web 2.0 makes telework possible, which makes life easier, enhances performance and favours dematerialization.

“After five years of practice and constant evolution,” Guillaume Monier concluded, “the result is meeting our hopes”. ●

* ORCOM Paris, which was created in 1964, now has three main activities - check of accounts, audit and consultancy. There are about thirty colleagues in the 13th arrondissement of Paris and more than 350 on twelve different sites in France.



ADVANTAGES AND DRAWBACKS OF TELEWORK FOR WORKERS

Jean-Paul BOUCHET
Secretary-general, CFTD

A telecentre cannot be born in a cultural desert. It cannot be born without meeting a need either. For the function of telecentres being to accommodate workers and/or salaried employees coming from different businesses, such a mode of working and location of activities corresponds to their expectation.

Our trade union (which represents salaried employees) cannot leave that issue aside. No one questions the advantages of telecentres from an environmental and technological point of view, but what are the advantages and drawbacks for workers? In order to answer that question, we have given teleworkers a voice, we have taken time to listen to them with **OBERGO**, the French monitoring centre for working conditions, telework and anxiety.

One of the first risks that mobile workers, or teleworkers, have pointed out is isolation. Those full-fledged employees who are not quite like the others, because of their working conditions and professional activities, have often mentioned that when you are out of sight, far from the teamwork, far from the managers' concern, there is a risk of feeling isolated. Telecentres offer the advantage of being a space where relationships are built. They can be at the origin of social ties that will prevent that risk of isolation.

Another risk that was regularly mentioned was that of the absence of frontier between professional and personal lives - those famous blurred frontiers. Telecentres create the condi-

tions for breaking up a sequence. I go to work before I start working. This is no guarantee of frontier, but it may contribute to it.

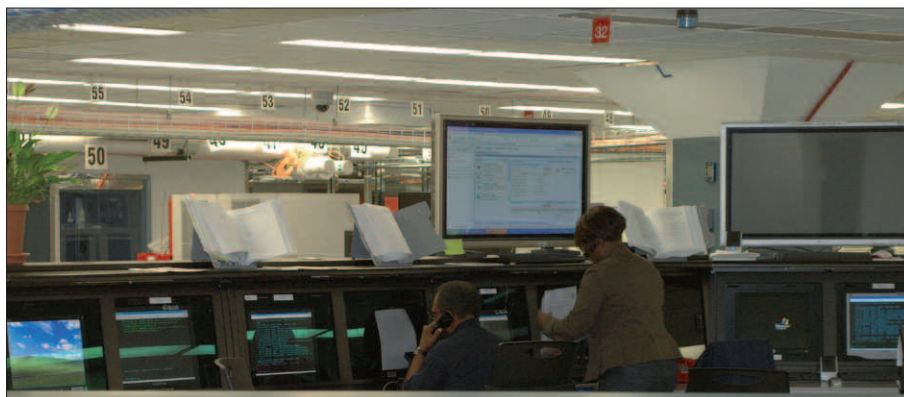
To a lesser degree, mobile and home-based workers have underlined problems of equipment, equipment maintenance and lack of comfort. Telecentres may provide satisfactory solutions to that as well.

The development of telecentres could encourage businesses to constantly move, which is often at the origin of telework agreements or illegal telework, and results in unavoidable social consequences.

Means and infrastructures shared by businesses, travel time and costs reduced, spaces of social relationships created for workers, who will therefore avoid isolation, sustainability, possible optimal use of means by communities, telecentres as "one-stop service providers," etc. With a little imagination and creativity, such facilities could be used variously.

The development of telecentres will depend a lot on the will of all actors to combine economic, social and environmental projects, by creating conditions for dialogue and consultation.

This means educational work. This means creating of a whole set of spaces for dialogue and debate to find good solutions together, and above all avoid that each component - local authorities, Parliament, unions and management, works alone on those issues. ●



COMPETITIVENESS AND TELECENTRES

Christophe SARRABAYROUSE

CEO of EASYCARE and the leader of WITE 2.0,
the collaborative project of Advancity,
a competitiveness centre



What is the objective of the Wite 2.0 project and how is it integrated into the ecosystem of telecentres?

Wite 2.0 aims at giving a new technological answer to mobile and distributed businesses, that is, it aims at building the prototype of a unified platform of collective and collaborative telework, which will enable a group of geographically scattered people to work together, communicate and socialize simply and rapidly, and access those functionalities wherever they will be, and from any workstation.

Technological progress and organizational evolutions are transferring the responsibility of professional mobility onto three groups of people, namely,

- **employees**, who can become teleworkers,
- **employers**, who can organize the working of their business in a collaborative network,
- **authorities**, who can facilitate the creation and opening of third places and telecentres.

This project is a study of how those three groups of people can act together to promote alternatives to physical movements, and leads to the elaboration of a technological platform that will allow collective telework in a context of global mobility (business premises, telecentre, home, third places).

What technological innovations does the platform support?

The modes of interaction between individuals that are geographically scattered are called collective telework in opposition to individual telework as we have known it for 20 years. It has been little developed in France. Two words describe this new paradigm of work, i.e., **collaborative work and network**.

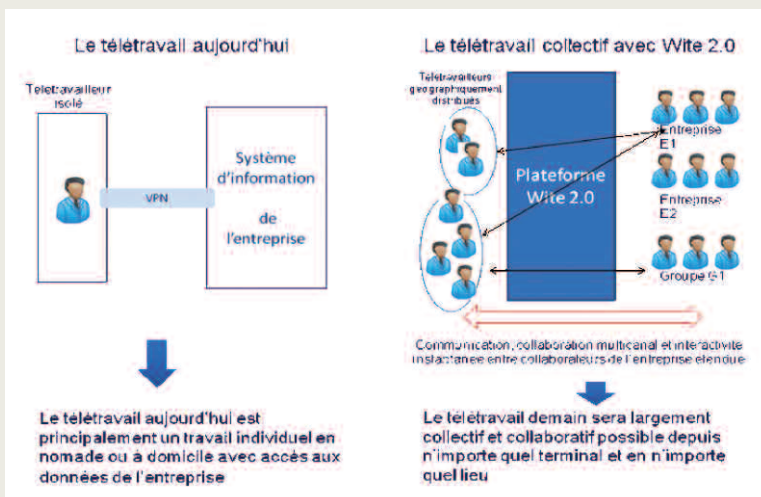
To address the issue of collective telework, there are heterogeneous solutions on the market which meet only a part of the needs from a functional point of view.

The Wite project is innovating in that it aims at developing a unified telework environment, based on virtualization, instant communication, and the interoperation of systems.

What future is there for the Wite 2.0 platform?

It is clearly linked to the development of telecentres, in particular in peri-urban areas. Numerous projects around that theme are being elaborated, as for example the **Ubixity** project near Paris.

The **Wite 2.0** platform could eventually become a reference for telework platforms and could equip entire or parts of telecentres.



www.easycare.fr

HOW IS IT POSSIBLE TO RESERVE AND MANAGE WORKSPACES WITH ASSOCIATED SERVICES?



There are many new information and communication technologies which contribute to spatial planning, to energy efficiency and to the optimal use of real-estate resources. Among them, the information systems dedicated to the monitoring and running of work environment allow businesses, administrations, and public institutions to get the best out of them.

For more than 10 years, **INTERSPHERES**, with its application software for physical management of property holdings based on the graphic engine Aperture, and **ICADE iPORTA**, with its offer of a portal of services dedicated to real-estate jobs, have offered the most pertinent solutions on the market.

The two software publishers, which have perfect complementary offers, have joined forces to elaborate a common solution that ensures the management, governance and monitoring of public and private real-estate holdings, so that they are best used, while meeting the great challenges of sustainability and energy control.

Thanks to that software suite, it is possible to

- **create better collaboration** between residents, suppliers, property managers and owners,
- **facilitate access** to and use of information,
- **structure** the execution of business processes in a performance approach,
- **better develop** and use documents that are increasingly more numerous and complex,
- **have a visual** representation that allows to immediately control that data is relevant,
- **work with competitive** management tools,
- **ensure** new productivity gains.

At the beginning of 2010, **ATOS Origin France** chose that com-

mon solution to manage its real estate, movable assets and computer facilities, as well as associated services.

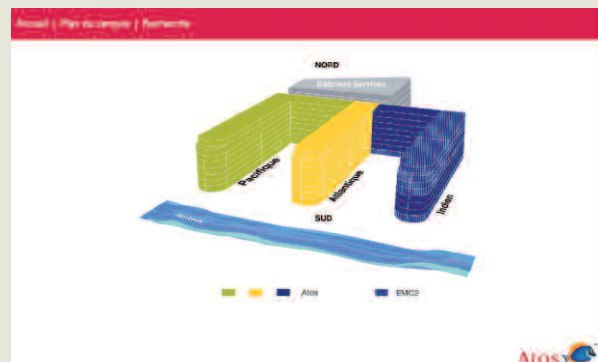
The project aims at

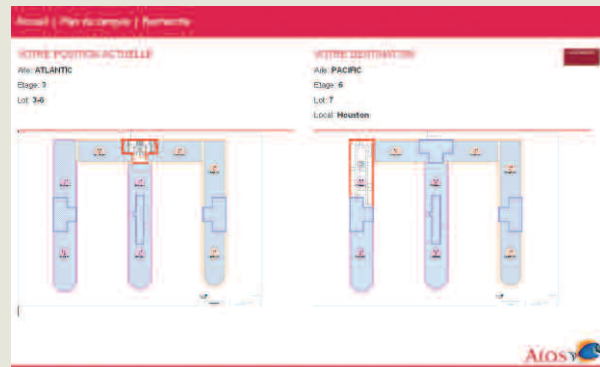
- **facilitating** the management of spaces and associated resources,
- **optimizing** the surface that is needed,
- **simulating** and monitoring individual and collective movements and allocation of space,
- **offering** competitive services to colleagues, and creating optimal conditions for the working of existing or new sites
- **harmonizing** and monitoring management processes relative to service supplies or to the management of assets.

That project concerns all the service lines of the **Atos Origin group** (Consulting, Systems Integration, Infoference and Worldline) in France, except Data Centers, that is, 40 buildings in 30 towns plus its new corporate head office in Bezons. This means more than 70,000 m² and about 5,000 users. The second phase will consist in equipping Germany, the United Kingdom, Spain and the Netherlands, i.e. about 200,000 m² and 15,000 users. In Bezons, innovating improvements combined with the dynamic management of easement and profits and services provided by the solution in a manner particularly well-adapted to a flexible, distributed and globalized organization, have set Atos Origin within the group of nimble companies.

ICADE iPORTA represents the “real-estate IT solutions” of **ICADE**, a share-listed real-estate company, and a subsidiary of the Caisse des Dépôts. **ICADE** is a real-estate company, and offers promotion and associated services for offices, tertiary sector holdings, shopping centres, public and health facilities and housing. Mastering those different fields of activity allows **ICADE iPORTA** to propose solutions that are tailored to the needs of its clients and to work globally on current real-estate problems.

Contact : **Gérald HORLANDE** (call +33 1 41 57 79 15).





INTERSPHERES is a company with expertise in FM solutions for geolocation of property holdings and IT centres, whose historical heart has been built around Aperture technology, which is established worldwide. Our partnership agreement with **ICADE iPORTA**, which was signed one year ago, has allowed us to have a global offer that is particularly relevant for the optimization of the outsourced workspace use that future networks of telecentres will be.

Our offer will evolve so as to be integrated into a unified platform of telework that will completely adapt it to the management of the spaces at the disposal of telecentre users and to the management of the associated services.

Contact: **Christine RICHARD** (call +33 1 47 03 10 90).

The users of those new spaces will be able to

- ▶ **reserve** the resources they will need for their professional activity (workstation, virtual or non virtual meeting room, IT means, communication means and various services),
- ▶ **order** personal services that will make their private lives simpler (concierge service, day-nursery).

The users of telework centres will optimize their operation thanks to

- ▶ **management** of spaces (allocation of surface, calculation of legal surfaces, geolocation of facilities),
- ▶ **dynamic allocation** of spaces by pre-planning and regulation, with management of internal and external excesses.

WORK, TOWNS, TERRITORIES, TELEWORK AND TELECENTRES AND THE UBIXITY CHALLENGE



The group of small businesses that include **Neopole** (offices, workstations), **OREOR** (real estate), **Assecuris** (virtualization, data center, unified communication, etc.) and their partners, are creating pilot telecentres foreshadowing the development of the **Ubility challenge**, which consists in realizing a dense network of telecentres in the Ile-de-France region. This concept is based on a vision and definite analyses and choices which will be presented in this article.

Starting from a concrete practise of those activities and from

more than ten years of reflection on the predictable evolutions of the city, of work, businesses, real estate and technologies, we have developed the **Ubility challenge**, which is a vision and a strategy to meet the challenges posed by those evolutions. We aimed at finding an action, a kind of business that would be capable of carrying out that action, and would constitute the first step of a denser network.

Teleworker is first and last

This may be a truism, but we must not forget it. If teleworkers are not satisfied, telecentres will not last long!

Conviviality, exchanges, broad range of services for the business and the people, ergonomics, easy use, freedom of choi-



ce, all those little pleasures make all the difference and make teleworkers feel at ease, and feeling like coming back.

But there are no or few teleworkers without the involvement of businesses

The company, the employer, must get something out of it, or telework will be no more than a particular case, for certain activities, certain jobs, and a few isolated sectors of the economy. For big businesses to get involved into such a process, there must be a strong string of telework with several links, one of them being the existence of a network of telecentres that will be dense enough and offering competitive prices. Without such a network of telecentres, big businesses will hesitate to start changing, and the process may not get under way.

Let us add that if telecentres are not of a critical size, they cannot be efficient, competitive and profitable at the same time. Our answer is to offer businesses integrated telecentres that will be part of bigger complexes of the needed critical size, among the whole range of flexible property offers they need.

Offering telecentres and nothing else is not enough. Aiming at helping the client business to improve its productivity, through focalizing onto safety, confidentiality, personalization, and ensuring internal cohesion between all its sites, a new property industry offers that new freedom of choice and upgradability that are part of business competitiveness. Real estate which was often a problem does no longer hinder necessary strategic evolutions and becomes a solution.

No ground-swell if citizens, town planning, towns and territories are not involved

Towns, local authorities, and territories must not be forgotten, but rather, if possible, involved.

One of the ways of considering the concept of Ubixity is to see it as a "flat business centre", distributed over the Ile-de-france region, in cities, in districts, and, above all, working in symbiosis with the district and the city. Local communities have everything to gain by it as it promotes the apparition of an advantage for their constituents and energize the trading,

craft and entrepreneur activities of their cities.

Instead of wealth and jobs being mainly attracted to a few specialized and ultra concentrated areas, we are offering that alternative solution, not as an opposition, but as a complement to the business centres that will remain concentrated and centralized. Less congestion in centralized areas, a more humane distribution of work, more diversity, less ghetto logics - the region, the city and its districts have a lot to gain, while having to ensure that the operations will be economically viable.

The State has an essential role to play to benefit from and promote that type of innovation.

The State and its representatives are directly concerned by criteria of well-being, health and reduction of anxiety and tiredness of salaried workers. In that sense, they cannot but be interested in that progress. Less commuting means less oil consumption. In the end, together with the multiplying effect on congestion, the result is far from being insignificant.

But a benevolent State must also be a far-sighted State, therefore our representatives cannot neglect the production factors that will make it possible for benevolent functions to develop. The creation of wealth is the result of the improvement of the competitiveness and productivity of businesses. The State can find some breathing space and start a virtuous circle by promoting such investment for the future.

To sum up

Teleworkers, businesses, local councillors and politicians, the State, all have a part to play in that major transformation.

It is part of Ubixity's global vision to play on all aspects of society, and it is its trademark.

We are convinced that in order to initiate that movement of telework, telecentres, new forms of sociability, new towns, new forms of work in a restructured city, there must be a powerful initial impulsion and a powerful driving force. This is on such a conviction and vision that we want to base and build our challenge, which in the end will benefit all those initiatives and brewing movements.



ACTORS OF SPATIAL PLANNING AND TELECENTERS

INTRODUCTION

Didier SERRAT

Executif Director of la COFHUAT

Be it in urban, periurban or rural areas, numerous local, public or private actors take up the challenge of innovating and promoting the concepts of telecentre and telework by confronting them to reality.

Concrete solutions are found to various problems such as desertification, isolation, migration and traffic congestion.

The different examples that are presented in the following pages show a will to cleverly break with the previous statu

quo, or with the disordered development of our country.

Each example illustrates the need to combine different know-hows and to experimentally associate complementary actors, which are two principles at the heart of the action of COFHUAT.

Let us bet that the progress of the experiment will accelerate, for the serious problems of our way of life call for quick answers! ●

FORGES-LES-BAINS (IN THE ESSONNE DEPARTEMENT) IS A GOOD EXAMPLE OF THE INTEREST AND DIFFICULTIES OF SETTING UP A TELECENTRE IN A PERI-URBAN AREA

Antoine LESTIEN

Mayor of Forges-les-Bains

Building a telecentre is at the heart of the project of rejuvenation and re-energization of Forges-les-Bains for its downtown area. The issue of telework in a third place is not new, and realizations already exist, in particular in rural areas, but such a kind of development is still an innovating one, especially in the Ile-de-France region. Actually, the setting up of that kind of facilities is of an obvious interest, but it is not without difficulties, which have been clearly evidenced in Forges-les-Bains' project. Beyond general considerations on the advantages of telework in a third place, concrete reports of experiment on the setting up of such facilities are necessary if they are to be developed.

Like many small and medium towns in the Ile-de-France region, Forges-les-Bains has to face two difficulties, which are those of transport and socio-economic desertification.

Travel time is quite important for inhabitants because road infrastructures are completely congested, and because it is impossible to solve that problem by resorting to public transport (the network is insufficient, it is impossible to serve the whole area, etc.). In addition, the issue of spatial planning is a crucial one for those peri-urban areas that are subjected to the desertification of the local socio-economic life. Towns in

the outskirts of Paris, especially small ones, are thus progressively transformed into commuter-towns, which leads to the vicious circle of the disappearing of shops and local economic life. Whatever the form and pace of that evolution, the problem of what will happen to those towns is the same, i.e, an area where people only come to sleep cannot be balanced, and this results in a certain number of malfunctionings. Relocating the different dimensions that are part of the life of a community is thus a crucial issue for those towns.



Telecentres may be an answer to the double issue of transport and regeneration of peri-urban towns, as they partially relocate the inhabitants' professional activities.

Setting up telecentres should not a priori meet any difficulty anymore. On the one hand, studies suggest that in numerous businesses, the proportion of employees that may carry out part of their job in a third place is quite often rather important. On the other hand, the development of new information and communication technologies (ICTs) now allows to consider work from a distance in a new and completely operational manner. However, given the current situation, there is very little incentive to the development of telecentres. There remain two main difficulties.

The first one is due to the weakness of the development of telework and of the way businesses take that new employee's way of working into account, be it in work relations or in individual practices. On that point, France is lagging behind other countries. Even though there have been recent evolutions (such as the modification of the legal framework, the setting up of a national cross-professional agreement, the fact that social partners are progressively taken into account), there still exists a quasi cultural reluctance to introduce the possibility of working from a distance into work organization by diassociating working activity from physical presence on business site.

The second difficulty is linked to a problem of spatial planning. For a business to be able to significantly develop telework in a third place, it must be possible for it to offer that possibility to a significant number of its employees. As far as the Ile-de-France region is concerned, where employees' houses are scattered over a large surface, this implies that telecentres will be scattered over the whole surface. But there is almost no offer of that kind.

Initiating the system is an issue that concerns businesses

and local authorities at the same time. Social partners who wish to set up the possibility of teleworking are compelled to make do with home-based telework for lack of a real offer of third places. Most current social agreements in businesses do not even mention that possibility because there are no concrete propositions. Conversely, since telework in telecentres is not mentioned in those agreements, employees are not encouraged to work in third places. Because there is no demand as such, there is no incentive to telecentre development.

Beyond that relatively little encouraging situation, the local authorities who would like to develop a telecentre must face several intrinsic difficulties, such as that of the role such facilities will play in the community, the identification of real and potential needs, the effort of businesses whose employees work in that area, the conception of the telecentre, the definition of the economic model it will be based upon and the way it will be managed, etc. Some of those issues, for example the study of needs or functional analysis, are part of a classical logic of project. However, Forges-les-Bains's project has clearly revealed the more specific difficulties that are tightly linked to the general situation. In particular, it seems to be necessary that the businesses whose employees live in the area be involved, but the global situation of telework in France does not help.

All those problems that are to be solved do not question the interest of those particular spaces, in particular in the region of Paris. The current evolution of migratory flows between home and workplace shows that it is urgent that the relation between inhabitants and the territory be thought anew, the partial relocation of employees near their home being nevertheless one of the answers for the future. It is necessary however to really identify the problems that are linked to relocation and their solutions, be it at the level of public and private contracting owners, or public authorities in a necessary system of management measures and incentives. ●

TEN4ALSACE

Jean-Christophe UHL

Uhl-Bonaventure Informatique (UBI)

Far is the time when the Romans created ARGENTORATUM, the predecessor of Strasbourg. Since then, that town has adapted as well as it could to the successive demands of modern life and to the increase in its population and needs of mobility. But one has to admit that, for some years, our roads and motorways have strangely looked like the Peripherique at peak time. All drivers dread having to cross our city at certain times, for the motorway is completely jammed. Cars are not the only solution, it is true, but the bus service to business areas is not always optimal.

What we live in Strasbourg is unfortunately what inhabitants of the other big cities of the region daily live as well.

And things are not going to improve, for the real estate high prices next to towns often compel young couples who want to become home-owners to settle further away. And quite often the man and the woman work in different places. Among the consequences of such sociological changes, daily trips get unreasonably long and public transport cannot keep up.

Things have changed, and the region must adapt.

As Strasbourg' mayor has recently underlined at a round-

table on transport, the problem comes from the fact that everybody wants to do the same thing at the same moment. Developing roads and public transport could be a solution, but since no one wants to pay for those expensive infrastructures, thoughts of postponing some trips in order to better distribute them in time have been maturing. Why not simply avoiding them completely when it is possible?

A group of managers and actors of the local digital economy has been created to think about the setting up of telecentres which could partly address that issue by covering the whole area of Alsace. This ThinkTank, which is called **TEN4ALSACE** (www.ten4alsace.org) thinks of developing third places that would allow part of the working population to partially telework. Those third places that would be settled next to homes, would have Ultra High-Speed Internet access and would offer a whole series of services. The employees would therefore work in a place that would be professionally adapted, accessible, and out of their homes, helping them to avoid mixing work and leisure.

It is clear that without Ultra High-Speed access to the Internet, this will not work, and according to the authorities of region of Alsace, a network of optic fibre already covers the whole region but is underused.

It is necessary to ensure that telecentres can communicate among themselves and with business users. That is why a national label like Actipole21 label, must be created so that a network of interoperable telecentres can be set up.

This is a considerable issue for small towns. Teleworkers,



who are more involved and more established in the local economy, will become full-fledged citizens.

Big cities are not excluded, for the high density of people would justify the existence of bigger telecentres with numerous associated services (restaurants, day-nurseries, delivery point, car-sharing, sport facilities, concierge services, rooms for professional training, video-conference, etc.). Strasbourg, Haguenau, Colmar et Mulhouse must each have at least one principal telecentre of that sort, to which client offices, scattered in all the local communities of the area, would be linked, before the idea can make any progress.

A pilot site is currently under consideration and we are at the disposal of those who would like to share our reflections and analyses. ●

THE LOCAL COUNCIL OF THE FINISTÈRE DEPARTEMENT IS INNOVATING AND OPENING THE WAY TO TELEWORK

Gwénola MARTIN

DGA Ressources, Project Manager

Anne BUQUEN

Chef of project, Conseil Général de Finistère

Starting in September 2009, the Finistère's local council launched an experimental phase of telework with 27 voluntary employees. 2 or 3 days a week, teleworkers worked at home or in a telecentre. Such an approach was fully within the objectives of the agenda 21 of the departement and of the Plan for the Transport of Businesses, for it contributed to preserving the environment through a reduction of commuting and travel costs, and showed a will to favour quality of life at work while ensuring the quality and continuity of public service.

The experiment lasted eight months, until July 2010. The 27 voluntary employees were a representative sample of work categories that were as diversified as possible, and spent a lot of time commuting.

Concretely speaking, the experiment was organized around 3 different systems

- **Home-based telework.** Agents must have access to the Internet. The local council gave them a mobile phone and a laptop to access usual applications of the local council.
- **Telework in a local telecentre.** There are services of the Local Council all over the area, in community units such as Local Centres for Community Care and Local Council Technical Agencies. Those were the local telecentres.
- **Telework in partner telecentres.** Conventions were signed with constitutional partners (local authorities, public services of cross-departmental cooperation), for facilities to be

made available.

Setting up telework implies a deep change of organization and management modes for local authorities. Specific systems were set up to manage such changes. A contract between teleworkers and their managers gave precise details on the activities that could be realized through telework, on availability time slots, and on timetables. Performance indicators were established for teleworkers and managers so as to follow and assess the experiment. A steering committee and a telework project group ensured the cohesion and dynamics of the experiment. J2 Reliance, a consultancy firm based in Finistère, was there to guide local authorities.

The assessment of that experiment was made in July 2010 and measured profits in terms of

- ▶ **Commuting**, for when the 27 teleworkers worked at home, 2,000 km of commuting were saved, that is, 32 hours of travel, and 162 kg carbon.
- ▶ **Better balance** of social time, with a reduction of anxiety linked to commuting and a reduction of risks of accidents.
- ▶ **Productivity**, thanks to a work based on reciprocal confidence and associated with an objective and performance contract.

In order to ensure necessary conditions to a successful generalization of telework, an expansion of the system was set up for eight months, based on voluntary work in 9 head offices or departments of the local council.

The employees who took part in the experiment did not



alternate between home and a telecentre. Out of 27 teleworkers, 15 chose to work at home, 12 in a telecentre, and 1 in an institutional partner telecentre (local authorities). Those choices were made by employees and managers together. Among those who chose to work in a telecentre, some wanted to maintain a contact with colleagues, and others wanted to differentiate their private and professional lives.

Telework is an advantage for the departement in terms of economic development and expansion of the area, in particular as it helps fighting against the loss of economic activities of some rural areas, keeping jobs attractive for businesses whose head offices are outside Finistère, promoting the maintaining of workers while limiting daily commuting and contributing to the reduction of anxiety through the improvement of work conditions and a better balance between professional and private lives. ●

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TELECENTRES SUPPORTING RURAL DEVELOPMENT

Xavier de Mazenod

Founder of Zevillage.net

Vice-president of the national network of telecentres

www.zevillage.net www.boitron.fr

Telecentres can help promoting a policy of rural development and land planning. They must be part of a strategy of reception, offer services with added value and federate a human network.

On 21 September 2010, Boitron, a small 350-inhabitant city in the Orne departement, inaugurated its telecentre, which was the 1st of a network of 10 telecentres.

The idea was not a new one, since the Gers and Cantal departements had created their own networks of telecentres 4 years before, with the help of Europe and the Datar, an interministry delegation for land planning and regional attractiveness. But the Orne departement wanted to go further and set up a policy of reception of tertiary activities based on those infrastructures.

Following the initiative of Zevillage, a social network of teleworkers in France, the local council of the Orne departement voted to financially support a plan for the building of 10 telecentres within 2 years, with strict terms of reference that would favour rural projects and avoid bargain effects. The projects could be supported by local authorities, private entities or council chambers.

A partnership with the regional council of Basse-Normandie allowed the automatic financing of ultra high speed access to the Internet for each telecentre which was labelled by the departement. An agreement allowed the multiplication of ultra high-speed endpoints in rural areas, as part of the strategy of the region.

The mayor of Boitron, the president of the regional council and the vice-president of the local council are inaugurating the telecentre.

Members of the network of teleworkers are discovering the telecentre, which is still being built.



The terms of reference provide for moderate minimal facilities that are adapted to rural areas, 2 independent offices, a meeting room, and a ultra high speed access to the Internet (symmetrical 30Mbit/s for Boitron) that allows to access innovating uses of collaborative work from a distance, communication, high definition videoconference, file sharing, video broadcasts, distance training. Complementary services can be considered, but are not obligatory. €20,000 have been invested in the conversion of the former school in Boitron, plus €57,000 in the UHS connection via radio link.

A 24/7 access by card and a user-friendly space are recommended. Such detail is important, for it symbolizes the spirit of those third places that are between home and office. Access must be permanent, for teleworkers sometimes have deadline demands or communication needs that are determined by time difference. A user-friendly area, for one of the added values of telecentres is the function of reception of a human network.

Teleworkers have chosen to be isolated at home to work. But they may sometimes feel the need to go out of their isolation or the need for some other competences. They may even sometimes practice coworking, that is, share a workspace and belong to a network of teleworkers that will provide exchange, openness and even work or assignment opportunities.

A telecentre without a social network dimension is doomed.

Shared services will reinforce the activity of each telecentre in the Orne departement, such as access to distant training by the Echangeur in Alençon (training and ICT ressource centre) and to webschools run by teleworkers themselves, each teaching in their area of expertise.

Provided the financial plan is moderate, provided there is ultra high-speed access to the Internet and a network of teleworkers, a project of telecentres can be an efficient tool for the development of rural areas. ●



SOKRATE TELECENTER

Eric JOYEN-CONSEIL

President Director General, Groupe Alexandrie

The **SOKRATE telecentre** is a workspace shared among organizations, companies and administrations.

It is situated in a favourable environment

Near a shopping centre, in a business park, with shared staff canteen, day-nursery, green spaces, a forest, sports and leisure facilities, and a good public transport and road service.

Equipped with all the modern media communication

Such as ultra high-speed access to the Internet, a videoconference room, collaborative work tools, a data center and conviviality spaces such as a cafeteria, arrival lounges, restaurants inside and outside, meeting and (self)training rooms, the **SOKRATE telecentre** belongs to a technological business park

which is a real workplace, ideal for innovation and performance. Here are its specific advantages:

- it allows permanent, occasional, or **pendular multi-modal** work,
- it is shared **among big companies**, small businesses, public entities, independent workers,
- **the management** of surfaces and services is flexible,
- **It is part of ACTIPOLE21**, the national network which offers several levels of services.

The **SOKRATE telecentre** can meet permanent needs as well as punctual or occasional ones, and may be a solution for independent workers or small businesses who do not want to be

North of Rouen, the ALEXANDRIE Group with its SOKRATE telecentre offers about 2,000m² offices for permanent or pendular use to workers of private or public businesses.



... tied by property.

It offers safe modern work and communication tools, such as the Internet, videoconference, collaborative work platform and tools.

This solution is fully integrated in the new solutions of the Grenelle laws. It

- **allows employees** to save commuting time and money,
- **reduces** greenhouse gas emissions,
- **organizes and optimizes** work time - life quality,
- **avoids** isolation,

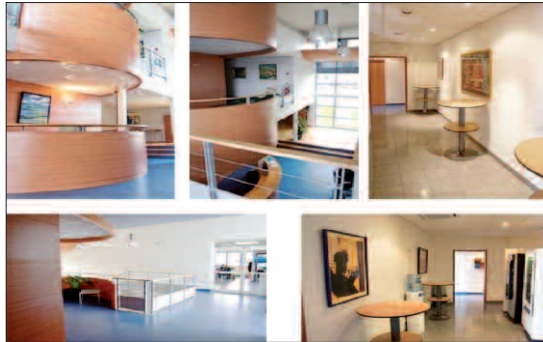
- **creates dynamics**, creativity, value,
- **improves** efficiency.

The SOKRATE telecentre is a real tool for land planning, as it allows national or international businesses to physically establish themselves near their prospects and clients. It is also an attractiveness tool for the businesses, which gives it the opportunity of attracting the strong competences and specific expertise of employees who want to stay in their area and living environment.

It is a real example for other initiatives.

A personalized reception, a cafeteria, rooms for conversation, friendly arrival lounges

Spacious nice and functional offices, several meeting and seminar rooms a videoconference room.



TESTIMONY

of Philippe LAURENT

Mayor of Sceaux

You have launched a reflection on the creation of a telecentre in your town. Where has that idea come from? Was it due to the revision of the zoning? Or to one of your citizen working groups on town planning?

Sceaux is a town with many advantages for the development of high level jobs (strong and good image, excellent public transport system, 10,000 students, a high purchasing-power population). But there is very little free space on the town's territory. Before the zoning that has just been adopted and the reflection on planning sectors, we have been thinking for several years of a way to allow professional services and small innovating businesses to establish themselves on a permanent basis. The idea of telework seemed to be a good solution. Some inhabitants, who are already partly working at home and who want to work near where they live, but not at home, are calling for it.

What profits do you expect from such a realization, for the inhabitants as well as for the businesses that will indirectly benefit from it?

By helping some people to avoid to systematically travel to work, we are killing several birds with one stone, as we are eliminating commuting, at least for some days, which means substantial saving of time, and avoiding energy consumption that is due to such travelling (by car, most of the time), which results in energy savings, and a positive carbone balance. Workers stay in Sceaux, where they consume more, we make the town more attractive, which brings in more money. As for businesses, they need less workspace, and most of the time their employees, especially managers, are less anxious.

What are the conditions for such a project to be successful? An evolution of working methods? Investments in communication technologies? An acceptance of such a form of telework by businesses?



All those at the same time of course. This is a real revolution in the way work is considered, and in the relation to work and to the business. It is no longer the number of windows of one's office or its surface which determine power in a company. People must change the way they see things, must learn to trust and to give more importance to results than to means. All tasks may not be done by telework. But there is an absolutely necessary condition for it, which is to have ultra high-speed access to the Internet, so that communication with the business be fluid. Sceaux will have a complete network of optic fiber before 2015. Advertisements for potential users will also have to be well targeted.

Do you think that that sort of initiative should be part of a more general public policy, in particular at regional level?

Not directly at operational level, for it cannot be but a very local approach, which concerns the equipment of clever buildings, which are first the result of a local will. But the development of telecentres needs some infrastructures that more important authorities can help develop. Thus, in the department of Hauts-de-Seine, it is the local council which organizes and finances the systematic connection of dwellings to the ultra high speed network. This is a very important advantage. Aids for the building and equipping of bigger communities could thus help medium-sized towns to realize the first investment, which is the case, for example, for hotels, which are one of the pillars of the community economic development that we are promoting.

How will you mobilize private partners?

Private partners will be mobilized through Actipole 21, a network we are part of, for the promotion of the concept, the technical management of clients, communication, daily management of the centre, etc. I think big businesses that are interested because their managers live in different towns around Paris, for example, will like to deal with a network of telecentres. From that point of view, Actipole 21 is a factor of success.

Do you think that local taxes are adapted to the development of telework?

Not completely, especially as far as economic tax is concerned, in its real estate component, as well as in its added value part. There will have to be a reflection in good time, which will be quite soon. For where do teleworkers produce added value? Is it at the head office, or in the telecentre? This will have consequences on local resources and therefore on the interest towns will have in developing those community facilities. ●

THE TELECENTRE OF MURAT, A TOOL FOR LOCAL DEVELOPMENT

Bernard DELCROS

President of the Community of Towns of Murat



Murat is situated in the Cantal region, at the heart of the park of volcanoes of Auvergne. Because of industrialization, and in a few years, that rural area has lost more than half its population, who chose to move to towns in order to find jobs.

Taking up the demographical challenge was one of the main priorities of the community of towns which was created in 2002, and which is composed of 13 towns and 6000 inhabitants.

In order to welcome families on a permanent basis, the community decided to bet on new technologies to adapt its territory and improve its attractiveness.

That was why Murat's House of services was conceived and built in 2005, and the telecentre, which was the first in the Cantal region, naturally found a place at the heart of that workplace, which is well-equipped in ICTs such as a multimedia room, Internet access, video-welcome, videoconference, WiFi.

Since 2006, teleworkers have worked daily in the four offices. They benefit from a social and professional environment of state-of-the-art communication technologies that supports the development of their activities.

In order to secure the loyalty of teleworkers and attract others, the community of towns of Murat has set up an innovating strategy that is based on activities organized in the telecentre.

Securing our teleworkers' loyalty

In 2007, the group of towns decided to organize workshops on independent telework in its telecentre. That two-year experiment, which was supported by the European Social Fund,

first targeted people from the area, or from the Auvergne region, who had a real professional competence, but were nonetheless excluded from the business world because of their age, disability or hitch.

Each teleworker who was trained in the telecentre benefited from a personal accompaniment for the first two years of their activity, such as free access to the different spaces and ICT tools of the telecentre, monitoring by the trainer, network relations, etc.

Thanks to that system, a dozen local people found a professional activity through telework.

Attracting new teleworkers

In 2008, the community of towns decided to create the Telework Training Centre of Murat within the telecentre. The aim was to attract the attention of urban net entrepreneurs, who were looking for a life and professional environment adapted to their jobs, and to welcome them.

A new system was set up which targeted that specific group of people, offering free hosting, visits in the field, building of entrepreneur apartment blocks for new comers, wide access to communication via the website, a leaflet, press relation, telework forum, etc.

The combination of all those actions attracted people, who settled in the region.

A winner of a cross-town strategy which has already born fruit

Today, a dozen teleworkers, among which 3 salaried teleworkers, are regularly working in the telecentre. In 2011, a new telecentre, composed of 6 professional spaces, will be opened to meet the needs of other teleworkers.

In about four years, 450 people have signed up for training courses. Among those candidates, 120 have been received in Murat's telecentre, and 30% of them have created their own businesses.

In each training session of the community of towns, 70% of the potential candidates who want to settle there come from outside.

The telework forum is very well covered by the media, and it is an excellent communication vehicle for that new target.

Since 2009, eight new families have settled in the area and have benefited from a personalised accompaniment set up by the community of towns and their partners. ●



CISCO TAKES UP THE CHALLENGE OF A SUSTAINABLE AND CONNECTED CITYAMSTERDAM'S SMART WORK CENTERS



Patrick ANGHERT
Strategic Initiatives Manager,
CISCO city



Future towns are in the making and we already know what they will look like. They will take into account XXIst century men's objectives of life quality, improvement of working conditions and protection of the environment. They will be widely connected, and will call upon the digital, which will play a key part in the collaboration between towns and in social networking. Urban growth will no longer be the enemy of sustainability.

The connected town will focus on housing, occasional visitors and tourists, and will offer a bunch of adapted services that will combine urban mobility (such as telecentres, connected car parks, suggestions of intermodal transport that will contribute to fluid traffic in town), clever buildings (the digital will work as a tool for the optimization of real-estate), management of energy networks (SmartGrid), and protection of the urban space including domestic services (in-home services, digital life, Home TelePresence).

The success of the Smart Work Centers (*) in Amsterdam shows that a town can benefit from new models facilitated

by communication technologies.

Within the framework of Cisco's programme called Smart + Connected Communities, Amsterdam, together with an industrial consortium, started working from a double assessment - that daily travels towards town centers created massive greenhouse gas emissions, and that the development of telework and collaborative tools could provide sustainable solutions.

The idea was there, to create centres with workspace, meeting spaces, TelePresence rooms next to life areas and public transport facilities, centres that would offer various flexible services, either on site (day-nurseries, dry cleaner's, car battery charger for example), or shared between several Eco centres (bank, administration and concierge services).

Such land planning around interconnected multi-service centres will reinforce the attractiveness and competitiveness of towns, while bringing community services that combine protection of the environment and economic performance to local businesses, citizens and administrative agents.

For businesses, this means being open to the world, without the inconveniences of long travel hours. TelePresence erases distance and re-creates conditions for a face-to-face conversation with colleagues or remote clients.

The hundred Smart Work Centers that are currently established in the Netherlands offer ultra high-speed services. The network allows less densely populated areas to open up, by offering economic establishments that are usually concentrated in major cities. Teams of researchers on different sites can meet, the relations of businesses with ordering parties or international service providers are fast and less expensive.

South Korea has launched its own Smart Work Centers





programme, with a national plan that will develop 500 telecentres over the country, all of them equipped with TelePresence.

TelePresence, which will be at the disposal of businesses in the Smart Work Centers, is at the heart of a new social system, for Dialogue Café offers associations the possibility to build their network from a distance. It has also allowed remote families to see each other for Christmas, when distance and travel costs seemed to have cut ties for ever.

Such is the progress that the experiment of Smart Work Centers has brought to the development of towns.

The effects of the new information technologies are therefore similar to that of electricity in the past.

Sustainable and connected towns already exist and provide better life quality, better working life and better leisure time for the citizens.

* Urban, peri-urban or rural Eco centres, of 200 to 15,000 m², offer optimized professional connection and services adapted and labelled depending on the basin in question.

IN THE UNITED STATES, THE GENERAL SERVICES ADMINISTRATION (GSA) IS AT THE FOREFRONT OF THE TELEWORK INITIATIVE

Isabelle de MONTAGU

Atlantek, llc President,
correspondent of Distance Expert in Washington, DC

Although the Telework initiative has made the headlines lately with the passing of the Telework Improvement Act of 2010, the U.S. government Telework program is nothing new.

Jeffrey Woodworth, GSA Office of Communication and Marketing, gives a detailed analysis of the motivations and evolution of the program. The first government-wide Telework Initiative, formerly called Flexiplace, was established in 1990. Flexiplace was created in response to workforce concerns about a turn-of-the-century drop in the quality of the labor pool and the consequent fear that federal recruitment/retention would not be able to compete with private sector salaries.

Al Gore's National Performance Review aimed at creating "a government that works better and costs less", and Congress

passed a series of legislation that require "each executive agency to establish a policy under which eligible employees may be authorized to telework to the maximum extent possible without diminishing employee performance." In July 2000, President Clinton issued an executive memorandum to encourage the use of telework for federal employees with physical disabilities. Today, the Obama administration has given its strong support to the new legislation.

Two federal agencies sustain these initiatives: the Office of Personnel Management (OPM) and the General Services Administration (GSA). OPM is responsible for developing guidelines and insuring continuity of operations during emergencies and the GSA for developing and implementing Telework programs.



Congress has jumpstarted the initiative regularly, by setting priorities and funding GSA programs. These programs were set initially for the public sector, but since then have served as a model to include the private sector.

Goals were set high, and have been met: 85% of GSA employees are eligible to telework, and of those who are eligible, 48% telework at least one day per week. Today's objective is to reach 60% by 2012. Yet, challenges remain in terms of communication, misconceptions, and adoption of a result oriented managerial style.

As Martha Johnson, Administrator for GSA said during an address to the Telework Exchange Town Hall Meeting on October 7th, "The 21st century workplace is many things. Where it used to be based around hierarchical and controlled assembly lines, it is now characterized as flat, agile, non-linear, collaborative, flexible, and mobile. Managers used to be foremen with consolidated power, but they are now facilitators, resources, guides, and coaches. Technology now lets us be more mobile, but the work is also different and relies less on being watched and more on being connected. Telework fits that model."

OPM and GSA have put in place guidelines, websites, training and support tools to help both managers and employees in reassessing their work practices.

The GSA 2010-2015 Sustainability Plan calls for the creation of "a government that produces more while consuming less." The objective is to reduce the greenhouse gas emissions 30% by 2020 and real estate costs \$32 billion by 2012. These goals cannot be reached without the implementation of the Telework Initiative, especially in view of the results of a study presented by Ms. Johnson that show "a 200-1,500% return on

the initial technological investment after adopting a telework system thanks to increased productivity, reduced absenteeism, lower real estate costs, and reduced recruitment and retention needs."

Public/private partnerships have been put in place to communicate the value of telework and to implement the program. Telework Exchange for instance is a private organization that serves the "emerging educational and communications requirements of the Federal teleworker community." Through series of events, such as the Townhall Meetings, it is able to bring together federal agency executives, program managers, telework specialists and industry partners to focus on such issues as telework management and technology. The Fall 2010 meeting was attended by more than 700 participants.

The Federal government maintains a network of 14 telecenters in the greater Washington DC area, opened to both federal and private sector employees, following a public/private partnership approach with local universities, private entities or local economic development agencies.

Convergence between the public and private sectors is sustained by technologies such as video conferencing, Skype, web conferencing tools and new social networking environments such as LinkedIn or Diigo. Interestingly, a GSA project in Kansas City shows an increase in peer-to-peer communication among teleworkers of almost 55%.

One such convergence is presented by Cisco on its website and concerns the town of Meridian, Idaho. The city has increased its population by 85% since 2000 thanks to its economic dynamism and quality of life. This is due to a public/private partnership that connect the greater business community throughout Idaho and beyond by creating a SmartWork Center facility in downtown Meridian. As stated by Mayor De Weerd, "The Smart Work Center bridges the gap between the home office and a central office, giving Meridian residents and business owners the tools and services they need to work more productively and collaboratively in a downtown location that's convenient to where they live."

The GSA 2010-2015 Sustainability Plan calls for the alignment between private sector incentives and public policy. Its purpose is to "modernize the way that Government sources, develops and implements new ideas; accelerate innovation in green technology, business practices, and collaboration; attract and retain the best talent and change the culture."

Objectives that explain President Obama's view of GSA as a strategic asset both to his government as well as to the Nation. ●



NEW FLEXIBLE TELEWORKING PROJECTS IN FINLAND

Teemu RISSANEN

Managing Director of EurConseils Sprl
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Telework in Finland

The history of the Finnish telework and telecentres goes back to early -90's when the Finnish Flexiwork Association was created in 1993 and the first TeleCentre, named Taitoverkko (Skill Net) in a form of cooperative was inaugurated in the beginning of March 1995 in Järvenpää, 40 kms north of Helsinki to support people commuting daily to Helsinki. This centre offered a dozen of flexible working places for people working in large organisations, independent entrepreneurs and SMEs. It also acted as a hub for local small office services and local activities.

This telecentre was also used as the model for pilot telecentres / satellite offices opened two years later around Paris, on the level of the Periférique.

The expansion of telework in Finland has been steady. Based on a recent study of Gartner, actually some 32 % of Finns telework more than 8 hours per month on traditional way, which is one of the highest globally. Some new developments for flexible and mobile work patterns including the teleccntre or neighbourhood office concept are slowly emerging.

Telework – TeleCentre as part of industrial and economic conversion

The City of Valkeakoski is located approximately 35 km to the south of Tampere, the 3rd biggest city in Finland. (www.valkeakoski.fi/portal/english/). As a result of closing down of a pulp mill, Valkeakoski is regarded as a conversion area with its large number of unemployed, multi-skilled people. There are also around 4 000 people commuting daily to Tampere.

A Telecentre Project is in its initial phase, planned to get started in 2011. Appropriate premises are available in the

Valkeakoski Campus area, consisting of three educational institutes. The Telecentre will be a Hub for young people and for those willing to employ themselves by setting up their own business.

In addition to start-ups and spin-off companies the Telecentre is also meant for existing companies with special needs. Members of the Hub will collectively respond to these requests by finding creative solutions, either technical, artistic or practical. The third purpose of the Telecentre is to offer working space and facilities for its members. ERDF funding for the start-up phase project will be applied.

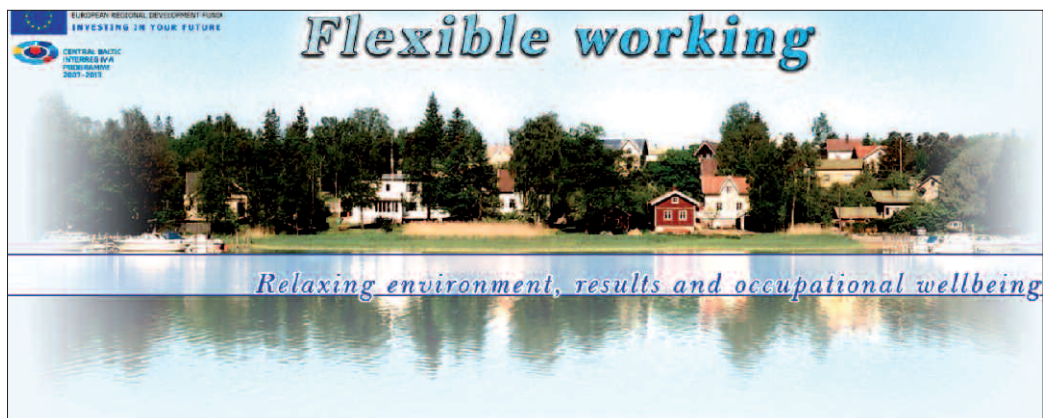
FLEX: Flexible working culture for professional and family life

The FLEX, two years project (<http://www.flexwork.fi>) running until the end of 2011 focuses on the archipelago and island areas of Finland (four sites), Åland (six sites) and Estonia (one site) with their pilot/target municipalities. It is financed by the Central Baltic Interreg IV A programme.

The project is lead by the University of Turku and the effects of flexiwork are studied e.g. by the Finnish Institute of Occupational Health (FIOH).

The project has three main task & objective areas:

- 1. Archipelago area is going** to be a more attractive and dynamic environment by offering means and opportunities for flexible work.
- 2. Examine and verify** the health, wellbeing and motivating benefits generated by new flexible work arrangements.
- 3. Studying** the effects of flexible work in regional development and promoting the effects of telework agreement by EU in national level.



Municipal and/or private autonomous Flexible work centres operate together with a new kind of local service concept. Employers, employees, local residents and summer residents will get familiar with the idea of flexible working patterns and use the possibility to work in the telecentre, in home, in summer residences. Employers (at the first phase 15 engaged) and employees participating in flexible work experiment will notice measurable positive impacts of flexible work on occupational health and wellbeing. Working periods outside the office are taken in a part of the yearly plan and action, thus combining work with leisure and tourism.

EETU – Flexiwork and telecentre, tools for the regional development

The EETU Project stands for Quality of Life, E-Work, Society and renewing work for the scarcely populated Pielinen Karelia sub-region in the east of Finland. The project was launched in April 2010 by Pielinen Karelia Development Center Ltd PIKES.

The project aims at creating solid foundations for flexible working methods, working life, re-structuring of the economy and regeneration of knowledge and creative entrepreneurship in the area. The project is going to set up telework centres in Nurmes and Lieksa (suitable locations, organisations and teleworkers are being identified) using the regional fibre network. The centres will offer services and working environments for workers and virtual organisations. The aim for the area of Pielinen Karelia is 80 new telework-based work places. In the region, there is, among others, already the national KELA call centre (The Social Insurance Institution of Finland) with 60 work places requiring high quality broadband telecommunication services.

The project is linked very closely with the rebuilding of part of both of the towns (see the photo) with high capacity broadband. For example in Nurmes, the railway station area is under fundamental development to become knowledge-intensive and creative small business park, which combines housing, employment and services improving the opportunities for teleworking and to ensure high quality of life – this combination attracts people to move from the crowded cities in the south of Finland. The project is supported by the ERDF.

Suurpelto, new suburb of the City of Espoo

Suurpelto, a new city area inside of the City of Espoo, right next to the Ring Road 2 and some 15 kms from the city centre of Helsinki, is designed to be a Garden City and a “DigiEcoCity” pilot project, unique even on a global scale. (<http://www.suurpelto.fi/en/frontpage.html>). The construction of the infrastructure started in 2007 and the first buildings in 2009. Suurpelto will further strengthen Espoo's competitive-



ness as Finland's wealthiest and fastest growing city accommodating actually e.g. the Helsinki University of Technology (part of the Aalto University) and the headquarters of Nokia.

Suurpelto is designed for 10,000 residents and 10,000 workplaces. The area will be built as an undivided and compact ensemble and the city centre will be covered. Homes, workplaces, stores, day-care centres, schools and culture, pastime and other services will be all within a walking distance.

The design of the city is based on sustainable development by using advanced environmental techniques and urban solutions for efficient logistics and innovative services.

Flexible working techniques and arrangements

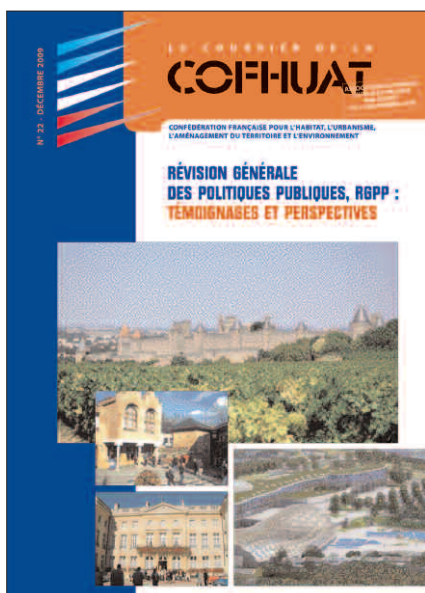
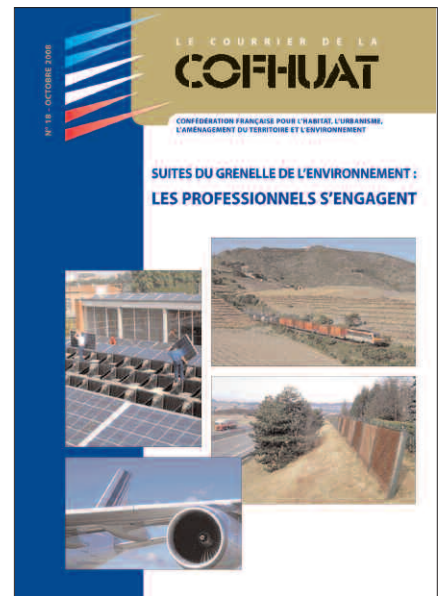
Modern office facilities, new advanced technologies and flexible working methods will be taken into use for the citizens as employees or entrepreneurs. There will be Neighbourhood / Near Office units and meeting rooms run by operators where employees can flexibly carry out their daily work patterns without travelling to their employer's premises. Meeting rooms with videoconferencing equipment and collaborative working methods will be in use to minimize work-based travelling, even globally.

Modern office facilities are flexible and easy to adapt to the needs of working groups, their growth and dissolution. Work places will support the use of the social media / web 2.0 within the ordinary and adhoc work community.

Part of the working day can be effectively carried out also at home, library or coffee shop. The employees have a better opportunity to optimize their time during the working day; hence the work efficiency and satisfaction at work will increase. ●



ET AUSSI LE COURRIER DE LA COFHUAT...





ECONOMIC ISSUES

HOW NEW FORMS OF WORK IMPACT ON THE OCCUPANCY OF COMPANY REAL PROPERTY

Monday 22th November 2010, 4.00 - 6.30 pm

More information : www.ccip92.fr

3.45 pm **Welcome**

4.00 pm **Welcom message from Pierre SIMON**, President of **CCIP** (Paris Chambers of Commerce)

4.05 pm **Last trends of the company property market in the Hauts-de-Seine departement**

2010 second semester dashboard of company property market in the Hauts-de-Seine departement, **Claude Ogier**, Managing Director of **Grecam**

4.20 pm **Introduction by François Bertrand**, Director of the **DRIEA IF** Territorial Unit of Hauts-de-Seine

4.25 pm **ROUND TABLE N°1 - BUSINESSES AND TELEWORK
WHAT PRACTICES AND WHAT BENEFITS?**

That round table will allow to confront expert analyses and testimonies from businesses which have chosen to use telework, telecenters and their associate services or to reorganize workspaces.

Introduction : Results from the survey on "Businesses and telework, an assessment of practices and trends" that was carried out in small businesses in the Hauts-de-Seine departement, by **Guy Detrousselle**, Research and Client Manager of **Médiamétrie**

Nicole Turbe Suetens, an Expert for the European Commission and the founder of **Distance Expert**, a firm specialized in the introduction and management of new forms of work using ICTs, **Nathanaël Mathieu** from **LBMG Worklabs**, a consulting firm advising companies and telework space owners on issues of telework organization, **Valérie Simier**, Workplace Manager, **Cisco systems France**.

5.20 pm **ROUND TABLE N°2 - WHAT IS THE IMPACT ON COMPANY REAL ESTATE ASSETS
IN HAUTS-DE-SEINE?**

Telecentres and third places - work places are being split up and a new property and service offer is emerging, which is part of a logic of optimization, productivity and business cost reduction. Those new sorts of workplaces, which are increasingly used, influence the way office space is being occupied.

Guillaume du Poy, Marketing Director of **Regus**, **Catherine Gall**, from **Steelcase Consulting & Services**, **Christian Ollivry**, President of **Actipole21**, **RATP** on future developments of stations as part of the Grand-Paris project.

6.10 pm **Discussion with the audience**

6.30 pm **Close**

ORGANIZATION – **Florence Amalou**