

# 01.

## THE OPPORTUNITY

Puzzle Partners (Puzzle) was engaged to transition 600 emergency services personnel, including their 24-hour operations centre, to their new headquarters, during peak season, and to provide change management services to prepare them for the move. The new headquarters also provided an operational base for five other emergency services organisations, as well as a media and broadcast centre.

The new headquarters is located in one of Australia's largest event and entertainment precincts, which at the time of the move was playing host to a major sporting event and royal visit. These events resulted in strict site access security protocols. The transition program included engagement with precinct officials and local council, including provision of the paths of travel for the move, and all transition logistics.

Change and communication support was focused on improving employee sentiment, preparing people to move from offices into open plan, and providing practical solutions for new parking and transport arrangements.

Puzzle needed to navigate a complex command and control structure and hierarchical project governance, typical of an emergency services organisation. And work in close partnership with the corporate affairs, IT and facilities teams.

Most importantly, a successful transition needed to ensure there was zero disruption to the emergency operations centre.

## 02.

### OUR APPROACH

#### **military precision transition planning**

Puzzle's transition program was planned and executed with military precision, including:

- Redundancy planning, with A, B & C scenarios mapped out, and BCP protocols in place as last resort
- Transition run sheets were developed for all scenarios, planned down to the minute
- Detailed risk management planning and mitigation Stage gate planning, with go/no go decision meetings to ensure building, technology and operational readiness
- A three-stage move was implemented, including a pilot group to complete User Acceptance Testing at the new headquarters
- Dual emergency centres in operation, before final “switch” to new headquarters
- Detailed relocation guides and checklists for employees, including briefing with transition team
- Developed day one agenda, briefed support resources and managed the on-site control centre
- Puzzle team on client site in the months leading up to the move, to ensure easy communication and access throughout the planning period

## 02.

### OUR APPROACH

#### **innovative communication program | targeted support for senior leaders**

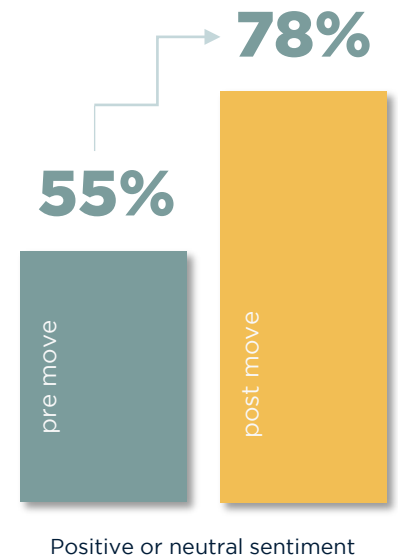
Puzzle worked in partnership with the in-house communication team to develop and deliver a creative change program, including:

- Workshops to support managers' transition to open plan
- Hosted drop-in briefing sessions for project milestones
- Senior leader engagement and communication program, providing tools and materials for managers to support their teams
- Developed and managed a program intranet site
- Delivered a design pop-up, showcasing new furniture and technology
- Designed and delivered an interactive floor plan, showcasing the various spaces & settings, building features and team locations
- Developed materials, messages and targets to support the site clean-up campaign
- Developed detailed facilities guide and welcome kits
- Planned and delivered site tours for staff, to help them familiarise themselves with the new headquarters and precinct, prior to the move

## 03. THE RESULTS

### zero operational disruption | more than 20 point bump in employee sentiment

- The transition was delivered with zero disruption to operational services, and all staff were up and running within two hours of arrival on day one
- Broadcast interviews were held from the media centre on the first evening in the new headquarters
- Employee sentiment was tracked throughout the program, with the final results showing more than a 20 point improvement in employee sentiment





This was just one of our 1000+ workplace adventures. We'd love to help you with your next adventure!

contact us

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