

A QUARTERLY
PUBLICATION OF
GILL ADVISORS INC.

Workplace Continuity



*Fusing the Principles of
Business Continuity with
Facilities Planning to ensure
Workplace Continuity*

Q2 2004

Dawn of a New Direction: Workplace Continuity

When I began Gill Advisors Inc. in early 2003, the mandate and value proposition of the company was straightforward. Due to a spate of recent events, BCP assumed a far more important position within organizational strategy. Holistic thinking was to be the order of the day, as planners were to consider multiple scenarios when crafting business continuity plans. We noticed that despite the important role played by facilities in this mix, the nodes of interconnection didn't quite, well, connect. Enter Gill, a company dedicated to "Bridging the Chasm Between Real Estate Strategy and Business Continuity Planning."

Turns out our going-in assumptions were correct. However, in the course of more than a year, we also realized that our primary tagline - "Real Estate Continuity" didn't fully capture the scope of our mission.. Our value proposition was built on integrating elements of facilities, business continuity, IT, management strategy and decentralization - in short, fundamental aspects of the contemporary workplace.

Let's back up for a minute. In the

last newsletter, I wrote about a recent speaking engagement in Ottawa. It was there I bumped into Stan Kaczmarczyk, the Director of the Innovative Workplaces division of the General Service Administration (GSA) in Washington. In the course of our meeting and email exchanges following, Stan suggested a far more succinct definition of the direction in which we are all going: *Workplace Continuity*. It made perfect sense, and thus started the ball rolling on a fundamental change of our scope and direction. The most visible manifestation of these changes is the new name of this publication. With thanks to Stan, we now have the ability to add more flexibility to the value proposition of Gill Advisors Inc.

In fact, the newsletter banner change also coincided with two more speaking engagements where I was able to discuss the nuances of the new concept. Not surprisingly, these sessions were entitled: *Workplace Continuity* (you can find out the details of these discussions in this newsletter).

Most importantly, the refocusing comes at a time when we are about



to expand the scope of our discussion, and the forums we use to communicate new ideas. Gill cannot be all things to all people, therefore, it seems logical that, with our momentum and the partners in place, we are in a position to begin segmenting our services to very specific verticals.

If you follow the Gill weblog, you will see these changes develop over the course of the next few months. If change is going to take place, there's never any better time to tweak the gears than the summer. I hope you enjoy yours.

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"Quotable"

"Any architect or engineer who works on a tall structure is morally and professionally obligated to become somewhat of a safety obsessive."
James Glanz, New York Times

"As work becomes more decentralized, office buildings may change, too. Partly, that will happen as Generation Y... finds itself doing more and more collaboration to solve difficult problems. Thus, many companies are starting to enlarge and redesign common areas in office buildings so they're more spacious and homey."
Olga Kharif, Business Week

"Real estate consultants say that currently, India adds approximately 8-9 million sq ft of space, which can at best be increased to 11-12 m sq ft a year on a pan-India basis. Even if 80% of this supply is made available for the IT/ITeS sector, it falls way short of the projected demand of 20 m sq ft of real estate."
Sanjay Verma, Co-Managing Director, Cushman and Wakefield India

"The bottom line is that none of the organizations mentioned or indeed any business, will effect any behavioral change in turf protection, power silos until the recognition, rewards and penalty processes are put in place to support the values, strategy and expected behaviors."
Jo Verde, JeMM Consultants

Addressing the GSA's W4 Conference in D.C.

You might recall our discussion involving the great work coming out of the Innovative Workplaces Division of the General Services Administration (GSA). In June, the GSA hosted the *Worldwide Workplace Web (W4)* Conference in Washington, a forum that brought together thought leaders from around the world to discuss the impact of a changing workplace.

Delegates to the conference came from the U.S., Canada, Mexico, the United Kingdom, Sweden, Norway, Finland, Holland, and Japan. Together, the group shared ideas and anecdotes about the impact of lifestyle considerations, technology, risk and environmental concerns on the places people work which in

turn influences fundamental change to those workplaces.

The conference was significant for our company, as we were invited to present our most recent paper, *Workplace Continuity*, to the group. We thought that, in addition to presenting theoretical aspects of the concept, we might sex things up a bit and demonstrate the role new technology will play in this type of environment. Seriously, we invited Adam Spencer, President of Emexis Integrated Solutions Inc. to join us to show how remote computing using Tablet PC solutions can be strategically integrated into an evolving workplace.

I was impressed by the degree to which organizations such as those

assembled at W4 are open to change. Indeed, it's the role of those who attended the conference to lead the charge in adopting new work practices, and seeing so many like-minded individuals in one place was encouraging.

With regard to the content of our discussion, we will spend the next several weeks preparing a white paper that explains the nuances of Workplace Continuity, and post it on our website. We are confident that this will provide planners with a more comprehensive picture of the nuances that need to be considered when charting a new strategic course.



Adam Spencer, of Emexis Integrated Solutions and Tony Gill at the W4 Conference in Washington. Note the cast on Adam's right hand - clearly, he's been doing too many demos.

Linking DHS to PSEP: Security + Economic Flow

We have previously discussed the formation of Canada's new Ministry of Public Safety and Emergency Preparedness (PSEP). In this quarter we tried to tie its formation to the U.S. Department of Homeland Security and draw some connection points. At first glance, big differences emerge; for instance, the budget for Homeland Security exceeds US\$38 billion, while PSEP's is \$5 billion (Canadian).

However when the deeper reasons for PSEP's formation are better understood, the clarity of the longer-term mission emerges. The primary driving factor for PSEP's

formation was to create a set of uniform standards on both sides of the border, which would work towards preserving the unique trading relationship that exists between the two countries. As the U.S. and Canada are by far each others largest trading partners, it is vital that both countries align security protocols so disruption to the flow of trade is minimized.

Prior to its formation in December, PSEP existed under two different ministries. Therefore, it was vital that in order for all interconnected functions to operate efficiently, these functions all had to be

brought together under one umbrella.

The most important channels for trade are road, rail and sea; therefore, measures had to be put in place to better coordinate security standards at border crossings, while not disrupting the efficiency and free flow of trade. Indeed, over the past two years, incidents have occurred that created delays at border crossings, but for the most part, both sides are doing their part to enhance the infrastructure with a unified approach.

"As the U.S. and Canada are by far each others largest trading partners, it is vital that both countries better align security protocols so disruption to the flow of trade is minimized"

Transportation of Hazmats: Proximity-based Risks

Consider the following situation. Your organization has thoroughly prepared for an unexpected event (e.g. earthquake, or blackout). You feel secure knowing you have addressed the risk through appropriate mitigation strategies.

As you sit in your downtown office, it happens - a noxious odor overwhelms you. Before you know it, the entire office is evacuated. Within minutes, you learn that you won't be returning to the office for the next week. For some, it's time to make vacation plans, for others this is far more serious, as they must be in continuous or near-continuous operation.

The cause of all this? A faulty switch on a nearby rail line has caused the derailment of a train, and the combination of hazardous materials has created a deadly cloud of poisonous gas. I mention this because it was just such a scenario (or the possibility of an overturned tanker-trailer on a nearby highway) that was discussed in a recent forum I attended with BCP planners who expressed concern that such an incident is just waiting to happen unless stricter measures are put in place to regulate the transportation of hazardous materials (hazmats) in areas close to densely populated urban centers. Amidst all the hypotheti-

cal conjecture that takes place among planners, this one seemed very logical and frighteningly possible.

In fact, the largest North American evacuation of people before 9/11 occurred outside of Toronto in 1979 as a result of a train derailment. Measures were put in place to prevent a reoccurrence, but that was a quarter-century ago. New standards need to be put in place that align with the new realities of risk mitigation. The group is currently strategizing how to influence amendments to the Acts governing the transport of hazmats. We'll keep you posted on their progress



The aftermath of a train derailment in Mississauga, Canada in 1979, where 23 cars ran off the tracks. More than 200,000 people were evacuated as a result.

Advisor Profile: ABS Information Systems Inc.

The origins of Gill Advisors Inc. trace directly back to a research paper written between 2002 and 2003 about how events such as terrorism would affect the places where people worked. These findings were presented at a conference in Ottawa, where the idea for the company took shape.

In the course of preparing for that conference, there were two companies who believed in the direction we were going and lent their time and valuable advice to the project. They were *Streamlogics* (who we profiled previously), and *ABS Information Systems*. ABS President Nick Bhasin meticulously described the processes, challenges and costs of data backup and connectivity

between decentralized locations, as well as the infrastructure required to support change. Many of the technical nuances we discussed were explained in great detail by the ABS team.

As it turns out, in the course of our broader discussion over the past year, the topics Nick and his team alerted us to have emerged as probably the most important ones that must be tackled in creating a flexible workplace.

ABS is a founding Advisor within Gill and continues to offer their expertise to our company as well as our customers. They provide a wide suite of IT and consulting services to a broad range of clients. Some of the areas they

specialize in include corporate ISP services, web hosting, networking and hosting (e.g. disaster recovery, remote access VPN, web/email filtering), as well as (not surprisingly) a broad range of business continuity services.

The single factor that stands out as the one that provides us with the greatest degree of comfort with ABS is its longevity. ABS was founded in 1974, and over the past thirty years has remained on the leading edge of integrated office systems, the last ten years being dedicated to advanced IT solutions. For more information about ABS, they can be accessed on the Internet at www.absinfosys.com, or reached toll free at 1-888-325-0227.

“the topics (ABS) alerted us to have emerged as perhaps the most important ones (required to create) a flexible workplace”



The Evolving Architecture of Workplace

Long before the combined impact of risk and technology made planners think about alternative workplace considerations, the “location-based” work model ruled the day. The idea was simple: gather people in one location to do work. Clearly, a hallmark of the manufacturing-based economy.

As society moves from this model to one that is more knowledge-based, the configuration of workplace is bound to change.

Over the past few years, the idea of a dispersed workplace has been adopted by many firms looking to

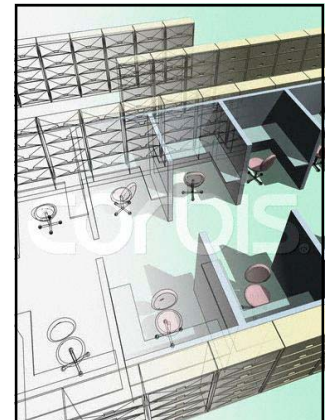
achieve an optimal degree of redundancy. Typically, this involves spreading an organization out to several locations and connecting them with some type of advanced IT infrastructure.

Despite the many advantages associated with this configuration, there are substantial downsides - the most significant being cost. In fact, the cost factor can be so large that they more than outweigh any benefits associated with the proposition.

Given this apparently irreconcilable set of circumstances, how can the goals of redundancy and cost management, not to mention a number

of other significant organizational factors, be achieved? The answer lies in the configuration of a workplace that places a great amount of emphasis on remote technologies, “smart” central hubs, and most importantly, management expertise. The result is a new architecture that must be carefully assembled according to the individual characteristics of each organization.

If you would like more details about this area we are developing, feel free to drop us an email. We'd be happy to share with our findings with you and discuss how they apply to your specific organization.



14th WCDM: No Surprises Here, A Great Event

I first mentioned the World Conference on Disaster Management (WCDM) shortly after launching our weblog in 2003. At the time, I identified it as being in the “must-attend” category. It's one of the few forums that presents a wide spectrum of issues associated with disaster management and business continuity. When the program for this year's event was announced in January, I was sure to clear the slate to ensure my attendance.

Fortunately for us, our participation extended from conference attendee to conference participant. As it happened, we were asked to

present a session on Day One, so I used the opportunity to discuss how facilities and facility planning play an increasingly important role within the realm of BCP - a major theme of our business.

It was a great experience to have been called upon by the organizers to present at this conference, which we value so much. We plan to use this opportunity to develop entirely new content that we hope to use as the basis for a presentation we might use if asked to participate again next year. In the meantime, it might be worthwhile for you to start thinking about

including your own organization in next year's event. Not until one actually participates in such a comprehensive forum can anyone adequately appreciate how the issues discussed will have a direct impact on your organizations bottom line.

With the conference spread out over four days with a combination of keynote sessions, combined with a wide variety of breakout sessions, there's ample content to pick and choose from. For more information, you can visit www.wcdm.org throughout the year, not just at conference time.



The India Discussion Widens

Last fall, we began to talk about an issue that has been steadily gathering momentum: offshoring to India. I previously participated in forums where offshoring wasn't discussed specifically in the context of cost savings, but rather, in the context of business continuity, so it made perfect sense.

Not surprisingly, as the offshoring juggernaut steams ahead in India, it has become a hotly debated topic in the U.S., where the domestic tech sector must now compete with this new powerhouse. This issue has become a favorite in political circles, especially in this election year.

After watching this subject with great interest over the past year, a number of things have occurred to me. For one, there are many organizations who, despite understanding the value associated with some type of India strategy ability to fulfill some basic BCP directives, continue to sit on the fence simply because they don't have enough information to make an informed decision to move forward. Secondly, I am struck by the number of people who believe that despite best efforts, India remains an underdeveloped economy that is just a good place to put call centers.

There had to be more to the story than that, so I decided to find out

firsthand. At the end of April I went to India and spent five weeks connecting as many dots as I could, so when I returned, and someone asked me what was going on there, I could come up with some valuable insight for them.

The trip was an eye opener, as I was able to interview people and tour operations from many different economic sectors. The challenge, was to come up with a more comprehensive picture. As we begin the summer, I have more time to develop new content for the website. Much will be about India, and I look forward to sharing my discoveries and learnings with you.



A fleet of Domino's Pizza delivery scooters in India - globalization occurs in all kinds of forms.

Changing Politics, Changing Policy?

Much of the groundwork required to formulate new BCP standards has emerged over the past few years in places where governments seem to have had long-term mandates. It is interesting to note that, in 2004, elections are taking place in countries that are playing a big role shaping the new landscape.

I was in India during May when the old government, which had done much to transform the economy into an international player, was swept aside. In Canada, despite the fact that new Prime Minister Paul Martin was sworn in just last De-

cember (Martin's grip on power seemed so unassailable that his swearing in ceremony was seen by some as a coronation), a financial scandal forced him to call an election, and he has barely retained power in a minority government.

And who could ignore what's going on in the U.S., where President Bush and Senator Kerry are running neck and neck in the run-up to the '04 Presidential election. This is a significant race, as both candidates not only deal with higher profile issues such as Iraq, but spar on issues such as gas prices, renewable energy sources, and outsourc-

ing - topics that clearly resonate in this forum.

Taken together, we see how a different landscape might influence policy change in many places. Protectionism might be the order of a new day in the US and India, while Canada puts fiscal responsibility front and center. The big issue to watch, however, seems to be what type of legislation will be formulated by these governments (as well as the UK) that mandates BCP at all levels. Might changing policy be the order of a new day? We're staying on top of the politics of policy, for sure.

"It is interesting to note that in 2004, elections are taking place in countries that are playing a big role shaping a new landscape"

The Widening Impact of Teleworking

One of the major themes we've been exploring is the impact of teleworking on the workplace. We have been fascinated by what we have found. To put this into perspective let's review the early teleworking landscape and see how things have evolved.

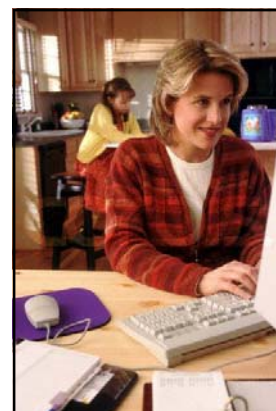
Once upon a time the basics of a "teleworker's toolkit" consisted of a phone line, a modem, a fax machine and some file folders. The first big advance was email, which allowed a remote worker to exchange messages, with a "tethered" central base.

Still, teleworking was considered a fringe activity that seemed to be in a perpetual state of beta-testing. And those who were deployed as first generation teleworkers often considered themselves sacrificial lambs, given the isolation imposed by this new environment.

Against this backdrop, many organizations established tentative teleworking programs, but these proved to be more 'ceremonial' than anything else (e.g. a firm establishes a 1-2 day/week teleworking program for an employee, but this does little to reduce overhead, as office space would still have to

maintained for this employee).

Much has changed in the past couple of years, and this has to do not only with an increased awareness of organizational risk and the need to disperse workers, but predominantly with the double effect of new technology and the increasing availability of broadband Internet access. Increasingly, workers feel much more connected and are far more productive. We will be developing this area in the coming months as part of our Workplace Continuity initiative. Stay tuned for more.



Teleworking becomes more viable with greater access to broadband, better tools, and changing lifestyles.

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Workplace Continuity

Gill Advisors Inc. is committed to developing the concept of Workplace Continuity, which is defined as:

"The reconfiguration of organizational structures to align with the principles of decentralization, sustainable development, business continuity, managerial leadership and remote technology, resulting in enhanced security, better redundancy, greater competitiveness and enhanced worker productivity, flexibility and retention"

As this concept develops we will impart the knowledge gained to solutions we apply in the consulting assignments for our clients.

Gill Consulting Services

Maintaining a business blog is good thing, as it enables the organization to continually stay abreast of current events in its industry. After a while, it also becomes a valuable information source to clients, colleagues, and others who want to find out how the field is developing. The only downside, is that when a company dedicates itself to the ongoing production of new content and research, others start wondering what it is we do. We have actually received a number of emails

from readers who ask us to define our business, so we thought it would be helpful to use this forum to set the record straight.

Gill provides Workplace Continuity consulting services internationally to public and private sector organizations, whose threshold for operational downtime is minimal. Gill solutions are derived from expert research and case studies, as well as a network of organizations (Gill Advisors) with expertise in specialized areas that align with the princi-

ples of workplace continuity.

By using our services, organizations can optimize cost efficiency, worker satisfaction, and attain the functional redundancy required to maintain operations with Workplace Continuity. Gill analyzes the interrelationship between a number of operational silos within organizations, connecting them with recommended changes to management strategy and process architecture. We make sense of change.

Wha'chu talkin' 'bout Willis? (err, in Q3 2004, that is)

Normally, this space is entitled 'What's popping up'. This quarter, we are temporarily renaming it in honor of a fact that while standing in line for a recent flight to Phoenix, I met none other than Todd Bridges, who played Willis Drummond in NBC's TV's 70's classic, *Diff'rent Strokes*. Mr. Bridges may not have had immediate insight into the Gill value proposition, but certainly was gracious enough to chat and have his picture taken.

Research:

- The widening role of India; a holistic perspective on how offshoring plays a more significant role in BCP as India moves up the value chain
- A new paper formalizing the principles of Workplace Continuity, tying a number operational silos together
- An initiative targeted to municipal governments illuminating ways in which they can



use facilities to maximize BCP effectiveness

- Exploring the critical role of management in leading substantial change initiatives within their organizations
- We promised a University paper this quarter, this has been delayed as it will be the central component of a

broader initiative that will be launched over the summer

- More segments from recently delivered presentations to be published and posted to the Gill website

Watching:

- How a changing political landscape in a number of countries will influence policy making within the BCP realm
- The extent to which institutional real estate owners are incorporating BCP principles in their portfolio strategy
- The degree of large-scale teleworking initiatives, given a more favorable landscape for deployment
- How much incentive a tenuous energy situation influences the development of smarter buildings
- Innovative management strategies to support change



**Connecting the dots
to create a logical and
resilient workplace...**

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