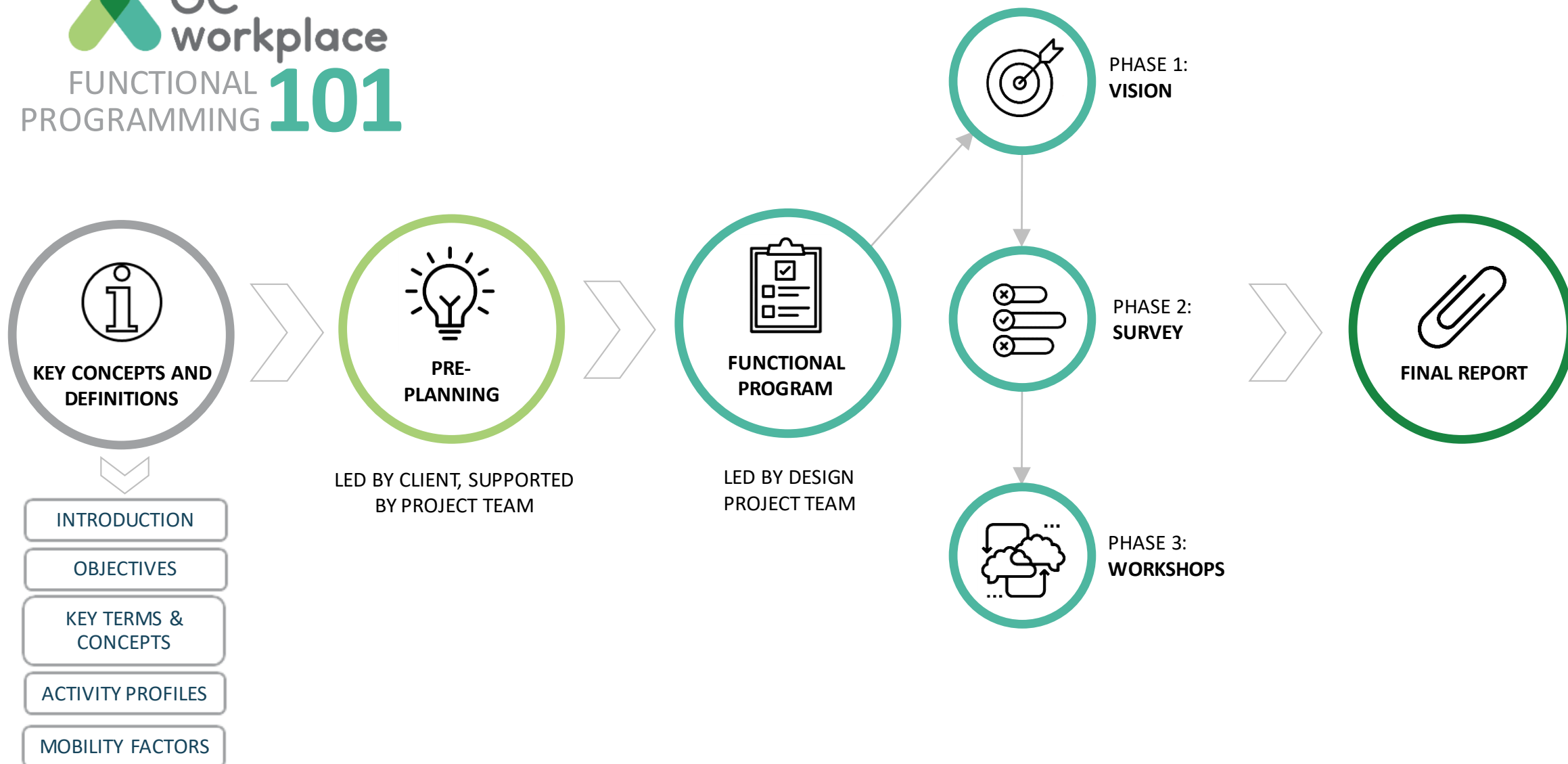


GC workplace

FUNCTIONAL PROGRAMMING 101





The **functional program** is a process conducted prior to a workplace fit-up project which captures in detail the functional and technical requirements of the workspace so that it may be designed to meet the specific activities, needs and work styles of those who will be occupying the space. The functional programming may be produced by the project team or through a consultant firm depending on the size and complexity of the project.

The **importance** of following a rigorous design consultation process cannot be understated, as user requirements and activities form the basis of each GCworkplace design. For this reason, all functional programming for GCworkplace design must include the **three-phased consultation approach** outlined in this document, as well as the corresponding tools and templates that can be found in the GCworkplace Interior Design Resource Centre.

GCworkplace Interior Design Resource Centres
are available on the following platforms:



[GCpedia](#)

Available internally to
GC employees



[GCcollab](#)

Available internally, and
externally by invitation



It is important to define the final objectives of the functional programming from the start to ensure a better understanding of detail level sought and the final analysis. This will guide you to the right process.

STRATEGIC

If your project is a “**strategic**” functional programming, then it is probably intended for a work program, an entire branch/department, or a building complex. The tools presented in this document will **not** collect the level of information needed for this study since they will be too specific for the overall study.

Rather, this type of functional programming is used in cases where clients would like to prepare for a modernization or in order to learn about the general operation of the organization, for informative purposes.

Recommendations

- ✓ Use more strategic functional programming tools, often thru an interior design consultant, rather than what is offered in this guide
- ✓ The Workshop phase can be used to **supplement** the professional analysis

SPECIFIC

If your functional programming is “**specific**” enough for a specific **refit project** and you need detailed **user-centric** information, then the tools offered in this document are necessary and useful. This process will allow you to define an **activity profile** that reflects your client's needs in terms of the ideal design for the workplace.

This type of functional programming will also help you collect more detailed data about each group operations and activities performed in the physical workplaces.

Recommendations

- ✓ Use any information that may have already been identified in an existing Strategic Functional Program and supplement with the three-phased approach outlined in this document.

**ACTIVITY-BASED WORKING:**

A mobile and digitally-enabled way of working that allows employees to untether from a fixed workpoint and choose a work setting that best suits their various tasks and preferences.

WORKPOINT:

Any space where an employee can perform their work, with the support of mobile technology and wireless network access. Includes both individual and collaborative settings in open or enclosed configurations to support a variety of tasks and varying degrees of interaction or concentration.

SPECIAL PURPOSE SPACE:

A non-standard or "non-recurring" space (area not typically found in all offices) which is required by a department to accommodate activities that are unique and essential to the delivery of departmental programs.

INTERNAL MOBILITY:

The average frequency that employees in an organization change between various tasks and activities throughout a typical day, and the associated patterns of movement throughout the workplace.

EXTERNAL MOBILITY:

The average frequency that employees in an organization perform work outside of the workplace, including telework, field work, external meetings, or the use of alternate work sites.

SPACE UTILIZATION:

The average rate at which workpoints are occupied in a typical day.

USER-CENTERED DESIGN:

User-centred design puts a greater emphasis on the functional needs and work styles of workplace occupants to create an environment that caters to their unique activities and business processes, offers individual choice and flexibility, and empowers a more autonomous way of working whereby employees have greater control of the factors and settings that most contribute to their individual and group productivity.

This means it is essential to engage with end users to inform the design solution.

GCWORKPLACE DESIGN adopts an Activity-Based Working (ABW) strategy, which allows maximum flexibility while reducing vacancy and underutilized space, and can most easily achieve the five key design principles:

1. User-centered design
2. Promote equal access
3. Design for activities
4. Zone by function
5. Plan for change



The **GCworkplace Activity Profiles** provide three models for workpoint distributions based on three different profiles of employee interaction. These profiles demonstrate how GCworkplace design can be adapted to different types of organizations based on their unique types of activities performed in the workplace, typical duration and frequency of these activities, patterns of interaction within and among teams, and overall functional and technical requirements. The Activity Profiles take into account varying levels of mobility within the workplace, as well as mobility between the workplace and alternate work locations.

AUTONOMOUS



The **Autonomous profile** is best suited for work environment with **limited** movement between different activities and low task variety features the highest proportion of individual workpoints.

BALANCED



The **Balanced profile** is best suited for work environment with **moderate** movement between different activities and task variety. It has the most balanced distribution of workpoints, with an equal proportion of individual and collaborative workpoints.

INTERACTIVE



The **Interactive profile** is best suited for work environment with **high level** of movement between different activities and high task variety. It features the highest proportion of collaborative workpoints.



Internal and external mobility refers to the variety of activities that are performed within or outside the primary workplace. It is essential to assess mobility levels to understand the degree of interaction among colleagues in order to determine the optimal planning approach as it may affect the recommended Activity Profile.

Workstyle is the how employee think, structure, organize and complete tasks based on personal preferences and organizational needs.

Mobility and workstyle are interrelated because they influence each other. They are both assessed through the functional programming survey.

UNDERSTANDING MOBILITY FACTORS

Depending on **physical presence** in the workplace

Some employees may have roles that require working outside the workplace or have unpredictable schedules that make use of the workplace uncertain.

Depending on **workstyle**

Some employees may work more independently and may have personal preferences in how they perform their tasks.

Depending on the employees' **lifestyles**

Motivation for going into the office can be influenced by factors related to an employee's lifestyle and thus lead them to be more mobile. In this category, we can find employees who would like to reduce their commute time, work from home or any other lifestyle-related needs.



The design consultation process can be supported by client-led pre-planning activities as part of the transformation process.

PRE-PLANNING ACTIVITIES

Before starting the functional programming activities, it is essential to ensure that the client got on boarded and that a change management strategy is underway in order to guarantee a success for the fitup project.

The following activities can help prepare both client organization and project team to embark on a successful design consultation process:

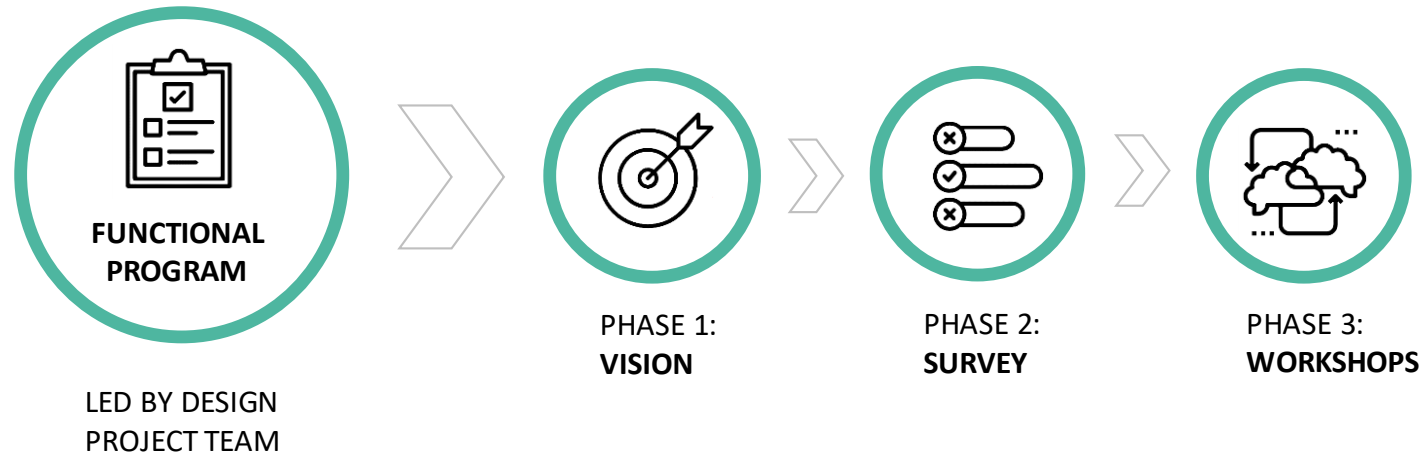
ASSEMBLE CHAMPIONS AND KEY PROJECT STAKEHOLDERS: Identify, from the start, leadership champions to support change management and communication strategy, and begin to identify key project stakeholders such as functional group leads from each business unit, as well as from each key-enabling sector (IM, IT, security, facilities, OHS, HR).

UNDERSTAND THE ORGANIZATION VISION: Take note of the organization's vision and ensure that it is consistent with the fitup project.

TRACK ACTIVITIES: Begin documenting key business processes and unique activities

ASSESS SPACE UTILIZATION: Establish a baseline utilization rate of existing space

COMMUNICATE: Build a narrative to engage employees at all levels of the organization

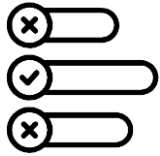




PURPOSE:

If not already done, it is imperative to *Get on board* and *Build the foundation* through the **GCworkplace Modernization Roadmap**. These steps will create awareness about GCworkplace and establish the **workplace vision** to anchor and guide the design process.





PURPOSE:

Once the overall vision has been established, it is important to **survey the entire population** who will be affected by the workplace modernization in order to establish baseline data regarding individual functional requirements, activities being performed, typical patterns of interaction and mobility, and general work styles and preferences of the surveyed population.

PROCESS

1. Project team requests that an electronic survey be set up by sending an email with the following information to the [GCworkplace Mailbox](#):
 - ✓ Client organization name, unabbreviated, in English and French
 - ✓ Address of fit-up project, if available
 - ✓ Approximate total FTE population number
2. A unique survey link for the project is created by Workplace Solutions.
3. The PSPC Design Manager (or Interior Design National Centre of Expertise) will then input the Branches/Groups into the survey. It is also possible to segment the survey responses by adding a question related to their group or their job title, if this does not contravene the obligations in terms of respondents anonymity. Note that this is only possible if you have the resources to analyze the additional data load.
4. The GCworkplace Design Survey is then sent out by a client representative to all employees who will be moving to the new space. Please note that it is important to send communications to employees in advance, clearly explaining the survey reasons and expectations.
5. Once the survey is closed, data is exported by PSPC Design Manager (or ID NCOE) for analysis and reporting using the GCworkplace Design Survey Report Template.

To access GCworkplace Design Survey Template >>



[GCpedia](#)



[GCcollab](#)



PURPOSE:

Once the baseline data has been collected, it is necessary to **dive deeper** with the functional group representatives and project stakeholders identified in Phase 1. It is strongly recommended to conduct focus groups rather than individual interviews in order to obtain a negotiated consensus between all project stakeholders. For example, information relating to Special Purpose Spaces or particular IT or security requirements would be captured in these workshops.

PROCESS

An interactive workshop format is best—more than one may be required depending on the project scope, and additional interviews may be held with functional groups at the discretion of the design professionals. The workshops would ideally include any functional representatives such as branch/division heads who will be required to provide detailed program-specific requirements, as well as representatives from each key-enabling sector (IM, IT, Facilities, Security, OHS, HR).

- GCworkplace **GENERAL PURPOSE OFFICE SPACE** Workshop template
- GCworkplace **SPECIAL PURPOSE SPACE** Workshop template

To access GCworkplace Workshop Templates >>



[GCpedia](#)



[GCcollab](#)



After all three phases of consultation are completed (vision, survey, workshops), a **Final Functional Program Report** is prepared to reflect the data analysis and recommendations for workplace design. Here is an outline of suggested components, though the final report may vary based on project scope.

The **Functional Program Report** is the culmination of the results of a design consultation process, and may also include other client-specific information that would inform the design process, such as more detailed special purpose space (SPS) specifications, departmental planning guidelines or security briefs.

We recommend keeping the report clear and concise to make it easier to read and interpret.

It is also suggested to rather use a narrative approach to describe the survey results and to identify design recommendations as well as planning strategies.



SAMPLE FUNCTIONAL PROGRAM REPORT OUTLINE

PROJECT BACKGROUND

- Organizational mandate, structure, projected growth
- Space allocation (per SAS)
- Future space solution (if applicable)

PROGRAMMING METHODOLOGY

VISION STATEMENT AND KEY PROJECT OBJECTIVES

SURVEY RESULTS AND ANALYSIS

- Recommended Activity Profile
- General workstyle findings
- Individual workpoint findings
- Collaborative workpoint findings
- Support space findings
- Storage findings
- Technology
- Security

DESIGN RECOMMENDATIONS

- General administrative office requirements
- Office space recommendations
- Special purpose space requirements

PLANNING AND DESIGN STRATEGIES

- Functional adjacencies and proximity recommendations
- Zoning strategy
- Stacking strategy (if applicable)