



The SWAGguide

[Strategic Workplace Advisory Guide]

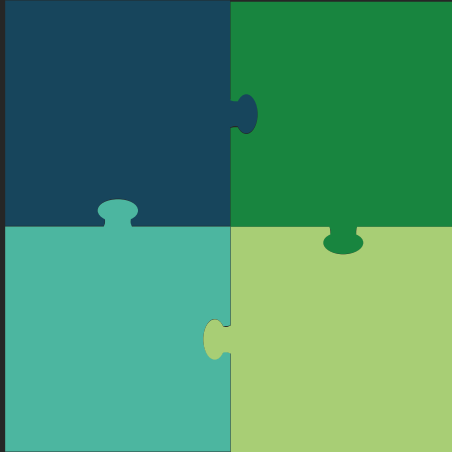
Bringing together all of the **workplace modernization** pieces for project teams, facilities & accommodations groups, organizational leaders and anyone else just looking for answers.

*Presented by the Strategic Workplace
Advisory Group (SWAG)*

* DRAFT *

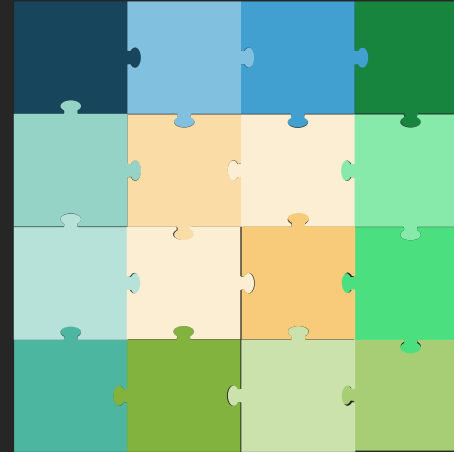
This guide has two parts:

Part 1: Level-setting



A click-through narrative that sets the foundation for part 2.

Part 2: Practical solutions



Best practices and recommendations for workplace modernization projects.

Part 1:
Level-setting



Modernizing the workplace is fun, exciting and,
in most cases, really overdue!



BEFORE

The reality is that most GoC workplaces still look like this!



AFTER

A much needed upgrade...
with A LOT of added perks!

But as you likely already know, it's about much more than new furniture, especially in today's context.

Cool Office!

... but where do I put my stuff?

Can I use any space?

What if I need assistance?

Do I need to sit near my manager?

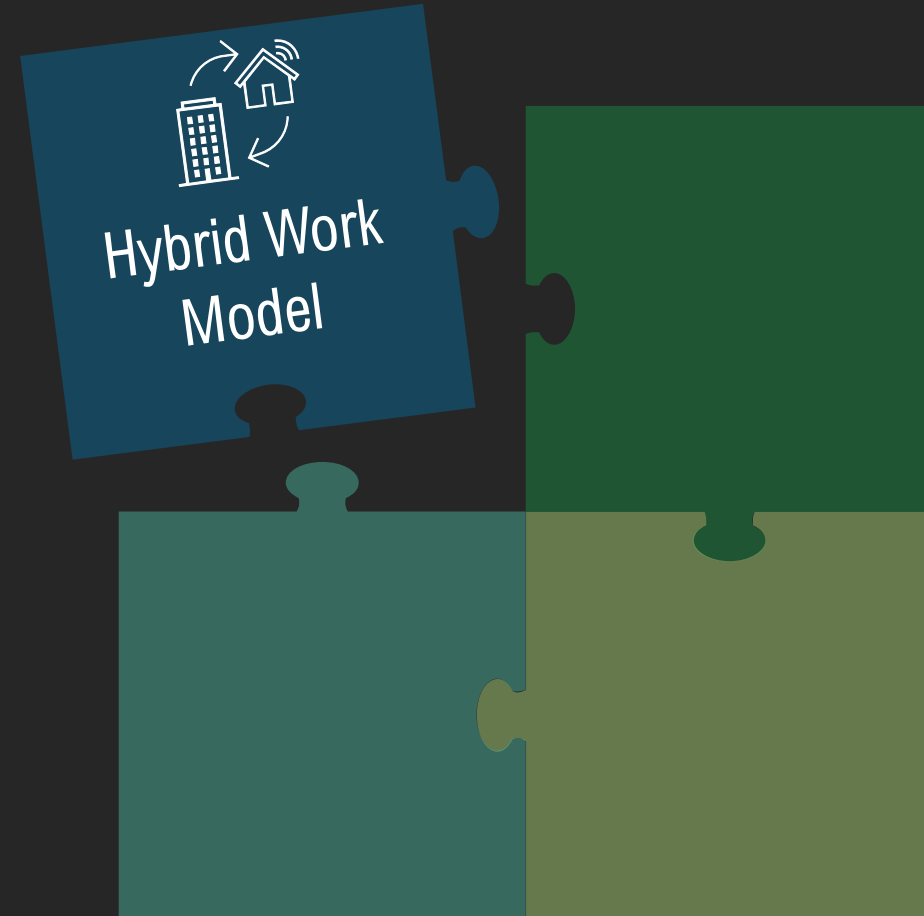
?



Workplace modernization is about enabling a modern *way* of working, and there are four crucial pieces required to make sense of this puzzle.



Defining a clear hybrid work model is vital to manage the impacts it will have on the space and the people using it.



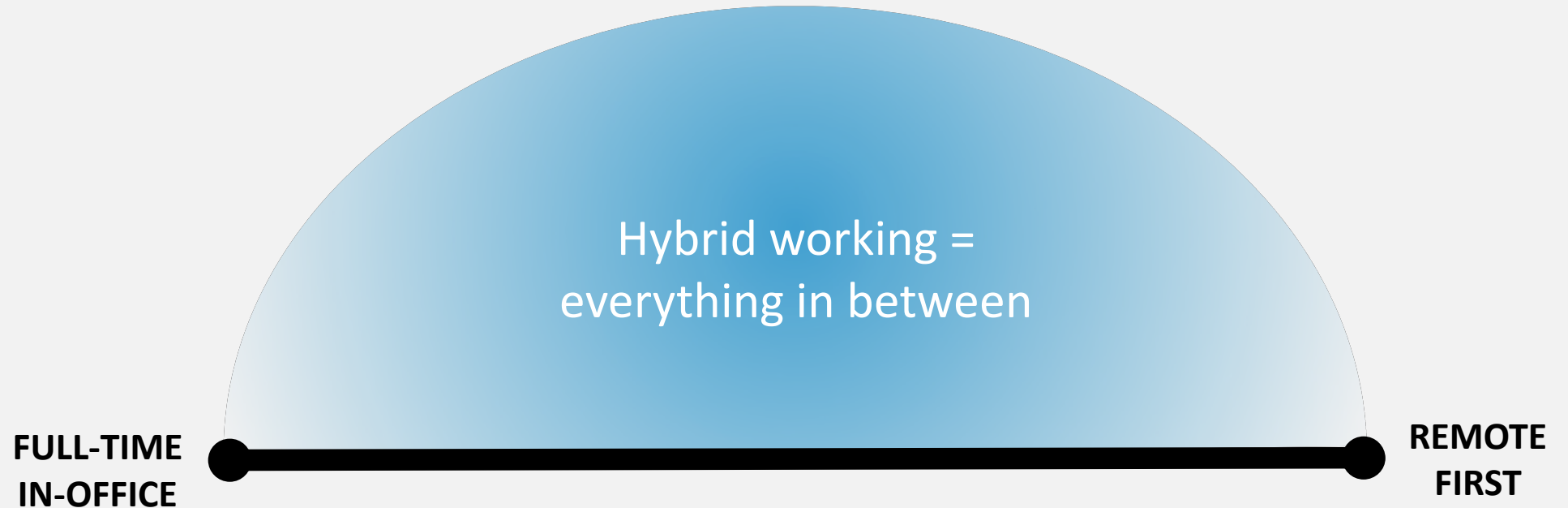


Hybrid Work Model

What is Hybrid Working ?

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Hybrid working is a flexible work model that provides a spectrum of work locations and arrangements, typically a balance between the office and remote work locations.



Most people have experienced a version of this over the last couple of years. However, a hybrid work model is more than just working in different locations on any given day...





Hybrid Work Model

What defines a Hybrid Work Model ?

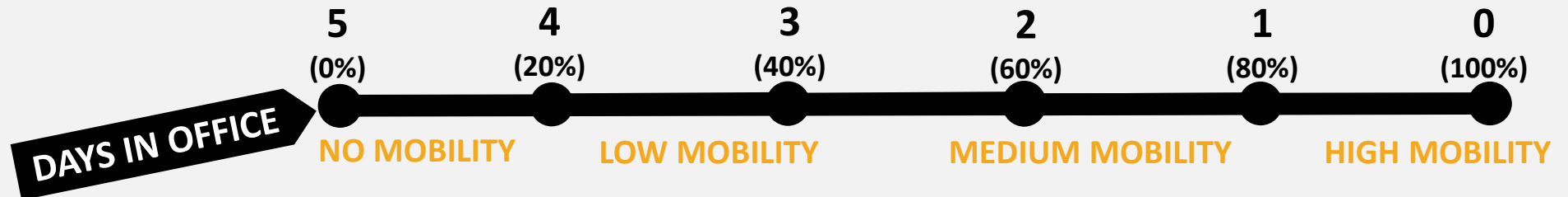


DRAFT

There are two major factors that define a hybrid model. The first being **level of external mobility**. This refers to the movement between the primary workplace and an alternate work location. Simply put, we are talking about days in office vs remote days.

EXAMPLE: If you have 1000 employees and a 40% external mobility rate, you can expect 600 people to be at work every day, not including daily vacancies.

EXAMPLE: If you have 1000 employees and a 60% external mobility rate you can expect 400 people to be at work every day, not including daily vacancies.



External mobility will determine the percentage of employees that need to be accommodated in office space on any given day. Not included in this number is the percentage of **daily vacancy**, due to regular leave, vacation, etc.





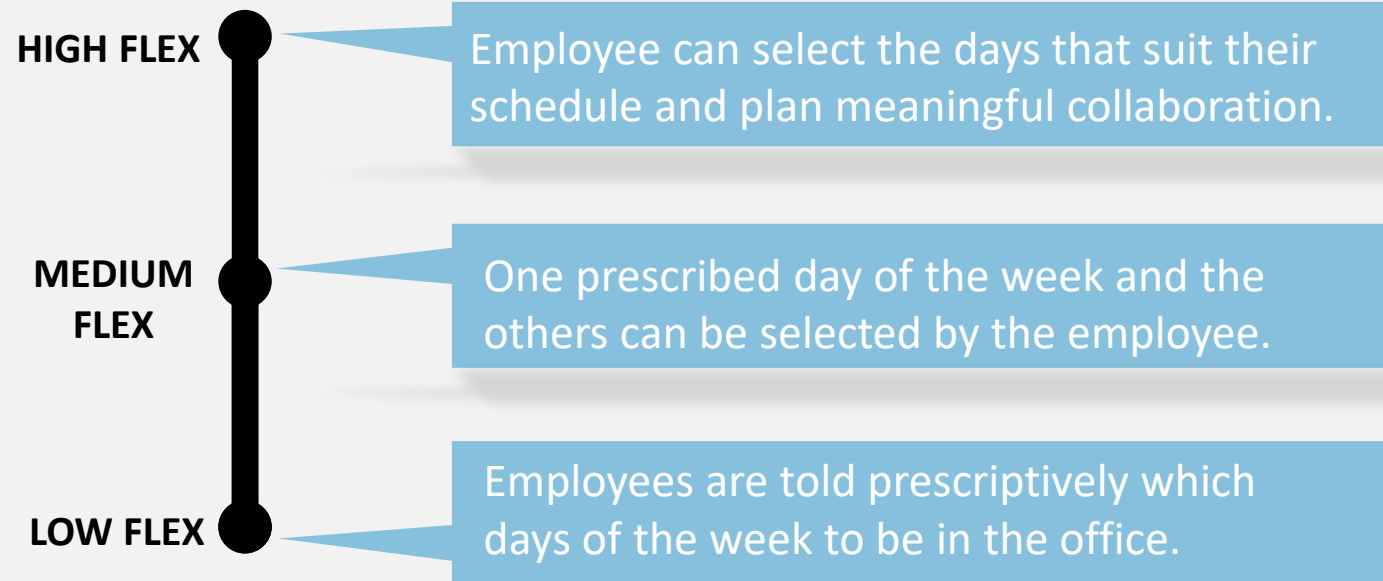
Hybrid Work Model

What defines a Hybrid Work Model ?



DRAFT

The second factor to be considered is the **level of flexibility**. This refers to the choice an employee may or may not have to self-select the specific days on which they work from the office.



We will touch on how to manage occupancy in the workspace utilization portion of this guide.

Although predictability is helpful for managing the space requirements, flexibility is proven to empower employees to plan their own meaningful interactions and create positive work environments.





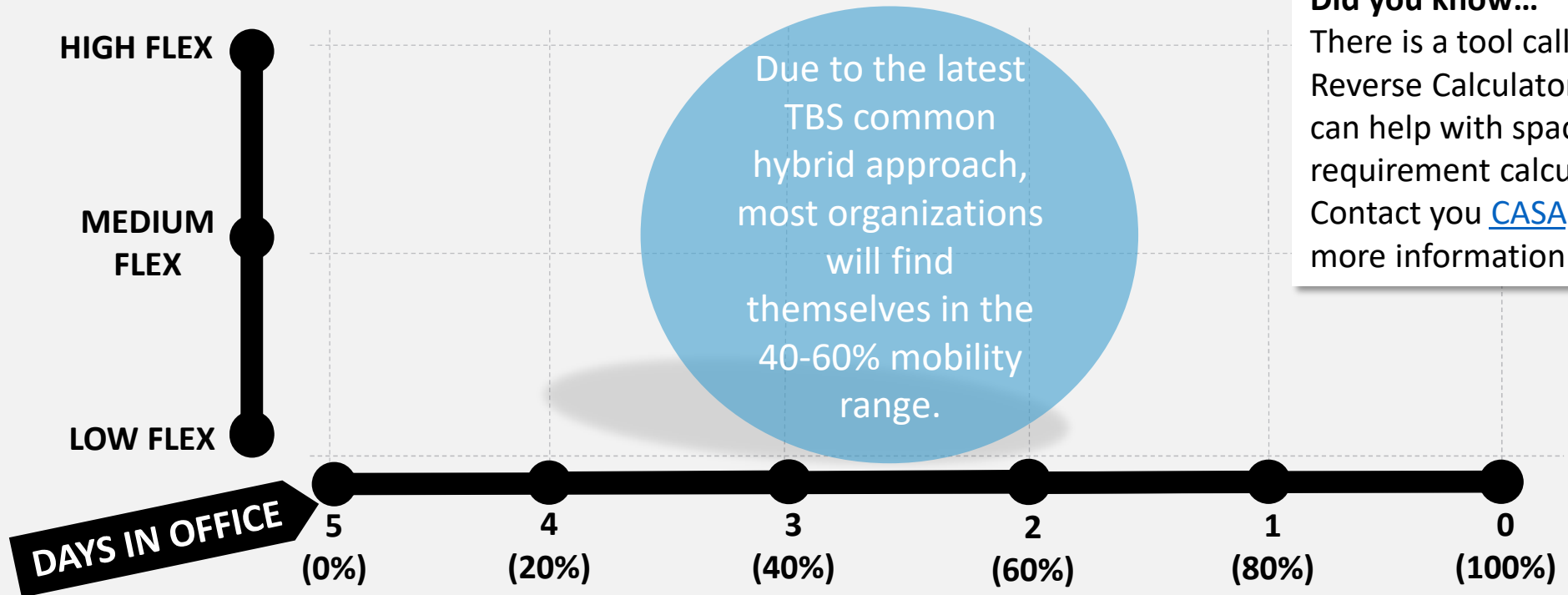
Hybrid Work Model

How does it all relate



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When you combine both of these factors, you can properly define the hybrid model. You will gain valuable insight into the space required to accommodate the workforce, as well as how to effectively serve the people using the space.



Did you know...
There is a tool called the Reverse Calculator that can help with space requirement calculations. Contact you [CASA](#) for more information.

The higher your mobility, the more flexibility you gain with your space, and the more flexibility you can provide to employees the better the user experience.





No matter which hybrid model is defined by your organization, it will have a major impact on your overall portfolio strategy.



Portfolio Strategy

Why is this important

In response to the government-wide shift from 'office-first' to a hybrid work model, the federal workplace portfolio must be re-aligned to ensure responsible and efficient use of space, while supporting modern and flexible ways of working as well as anticipated future shifts such as decentralized hiring practices.

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A [PSPC Client Accommodation Service Advisor \(CASA\) and/or Service Delivery Manager](#) can guide organizations in finding answers to questions like these...

- How much space is now needed for a hybrid workforce?
- Which existing spaces should be reopened, retained or released?
- How can the GCcoworking program fit into a portfolio strategy?
- How can organizational growth be absorbed within the current portfolio?
- ...



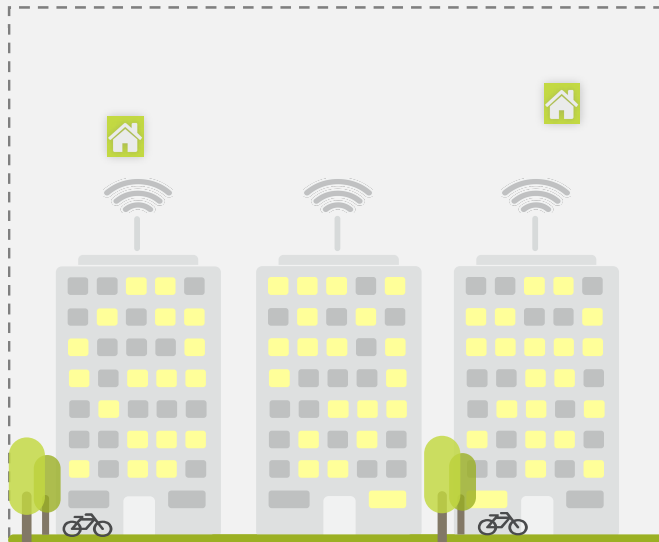


Portfolio Strategy

What is the future of federal office space?

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Where we **were**...



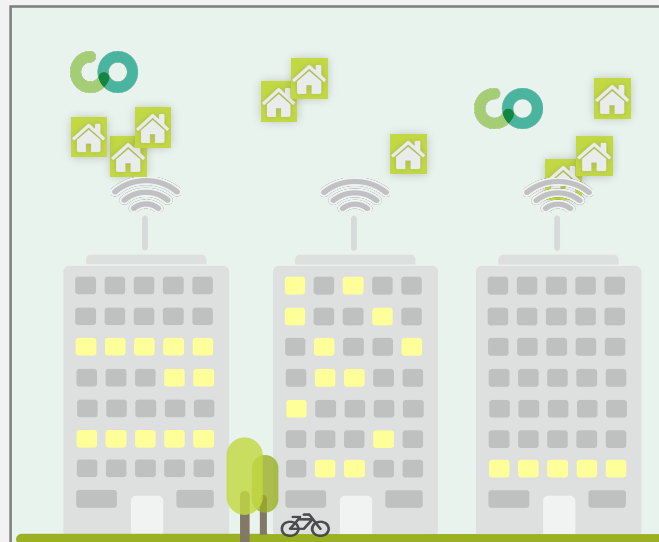
Everything is assigned

- ▶ Floors to departments
- ▶ Workstations to employees
- ▶ Static/individualistic workplaces

Little to no variety or flexibility for employees

GCcoworking not yet available

Where we **are**...



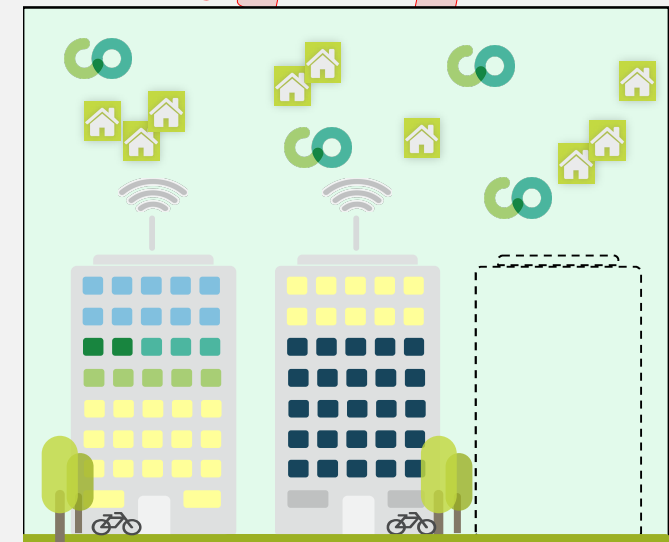
Return to Office

- ▶ Departments going unassigned
- ▶ Many consolidating/releasing space
- ▶ Consideration for some interdepartmental space

Some variety and flexibility

GCcoworking sites available nationally

Where we're **going**...



Office Long Term Plan

- ▶ Continue modernizing workplaces
- ▶ Right-sizing departmental space
- ▶ More interdepartmental space

More variety and flexibility for employees

Expansion of GCcoworking





Portfolio Strategy

What are the benefits of variety and flexibility?

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With hybrid working, mobile technology and digitized work being the norm, employees gain access to various work locations to support their work activities, schedules, needs and personal preferences. Along with a culture of trust and purposeful collaboration, this helps to enable a healthy, modern and productive workforce.





Portfolio Strategy

What is GCcoworking ?

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[GCcoworking](#) is a network of modern workplaces located across the country where employees from over 40 departments can work as an alternative to their homes or primary workplace. GCcoworking locations enable interdepartmental networking which can lead to new partnerships and new ideas.



Supports
GCworkplace
Vision



Supports
mobility &
flexibility



Supports
work-life
balance



Provides
access to tech
enabled space



Supports
collaboration
& co-creation



Reduces
commute times
& GHG emissions



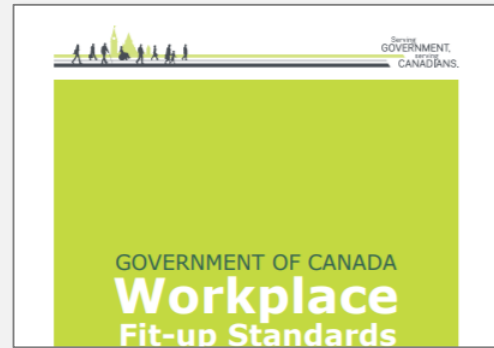


Portfolio Strategy

What is meant by workplace modernization

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Many departments are choosing to adopt an unassigned workplace strategy to ensure an efficient and responsible use of space for the new reality of hybrid working. While this strategy can work in any office space*, a workplace purposefully designed to be unassigned will result in a better overall employee experience. Thankfully, GCworkplace was developed to be flexible in design and utilization.



All Fit-Up Policies & Funding Accountabilities

As well as design standards for:

- Ministerial and Deputy Head
- Quasi-judicial
- Call/Contact Centre



Design standard for all GENERAL PURPOSE OFFICE SPACE in effect since April 2019



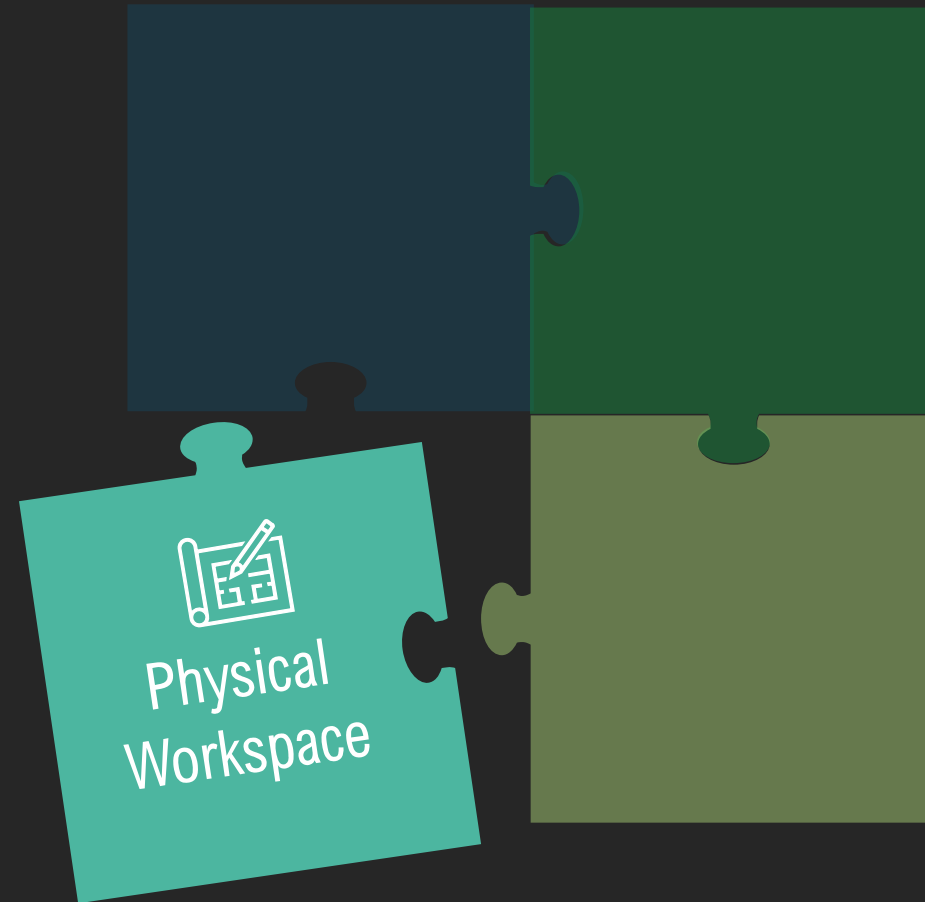
Any non-standard / non-recurring space - area not typically found in all offices, for example:

- Labs
- Warehouses
- Clinics

***TIP!** Strategies for using traditional workplaces in an unassigned way can be found in Part 2 of this guide



A modern portfolio strategy is further enabled by modern workplaces. 📍 GCworkplace, the current design standard for all general purpose office space, is the ideal workplace design concept for a hybrid workforce.

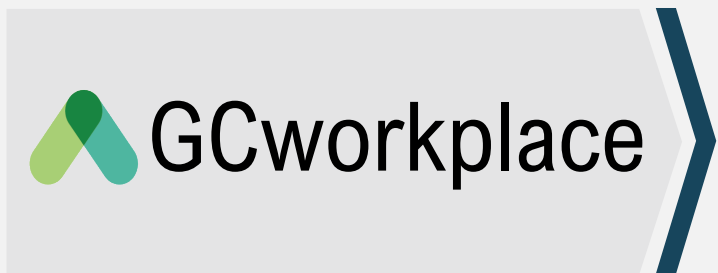


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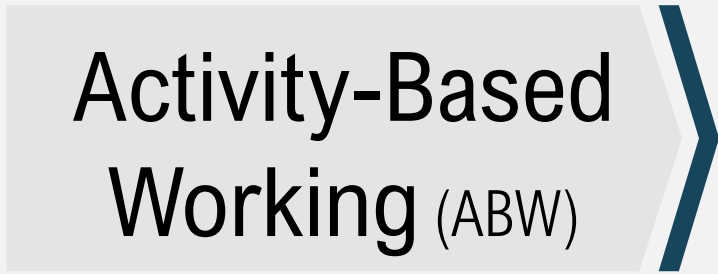
Why is this important ?

Although modernizing the WAY we work can be done in almost any office space, the user experience is more enjoyable in a workplace that is purposely designed to support this flexible way of working*.



is the Government of Canada’s General Purpose Office space design standard. It is a modern, efficient and inclusive workplace which supports a flexible way of working.

is designed to enable



is a flexible way of working that offers all employees equal access to a variety of workpoints, allowing them to choose the optimal setting to perform their tasks and functions.

[ABW Video](#)

*[Workplace Performance Survey results of the inaugural phase \(Sept. 2017-Aug. 2019\)](#)



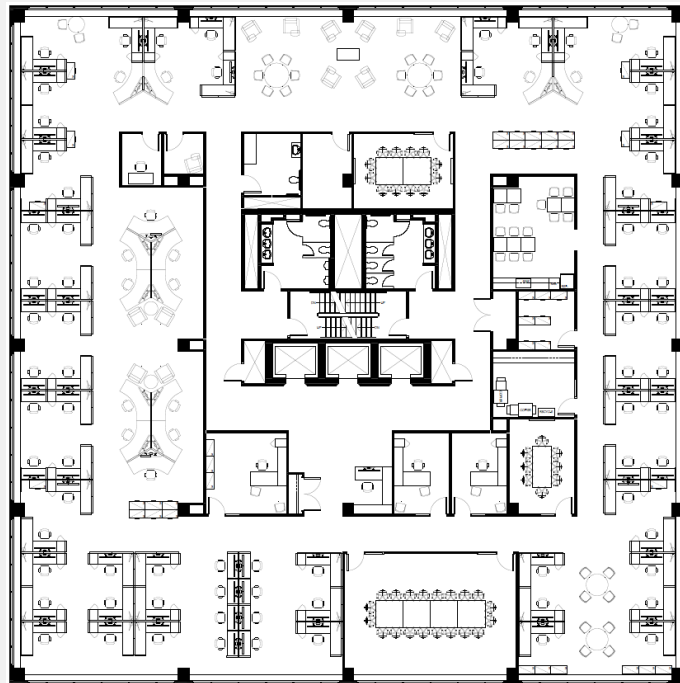


Physical Workspace

What's different from traditional office design?

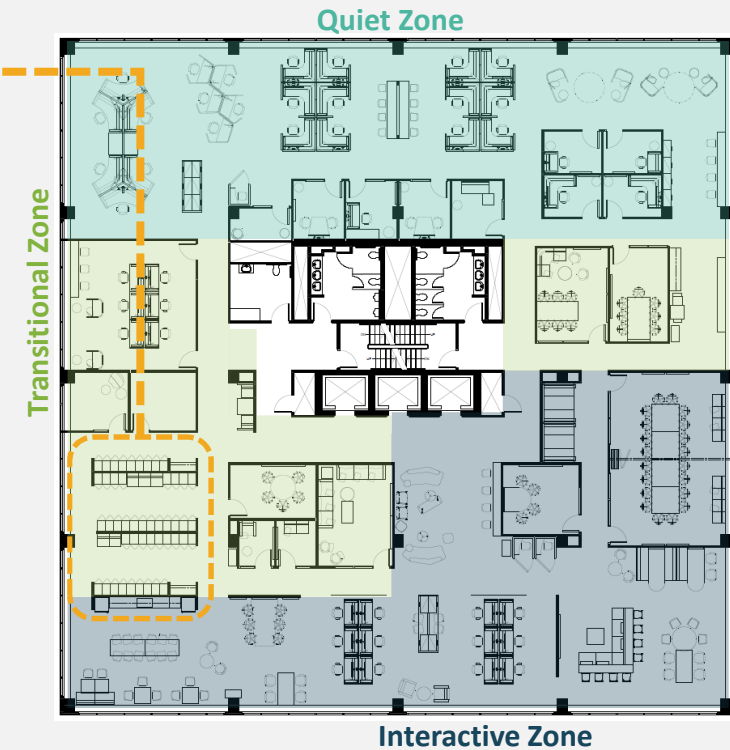
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GCworkpalce is largely based on the lessons learned from previous workplace initiatives, such as workplace 2.0, and studies of global workplace trends. Some key differences include different **acoustic zones**, a **variety of workpoints**, and **centralized personal storage** solutions, which come together to create a **workplace ecosystem***.



Traditional Workspace
Individualistic
One size 'misfits' all
No acoustical consideration

GCworkplace
Supports individuals & teams
Provides variety and choice
Acoustical & visual separation



***TIP!** The [design guide](#) can provide more information on the design principals of a GCworkplace.





Physical Workspace

What is meant by a workplace ecosystem?

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The ecosystem is a network of interconnected work settings, such as **workpoints, zones** and **other amenities**, that serves its population and their various activities. The ecosystem must remain intact for it to work effectively and provide flexibility and choice to users.



It is like a well-oiled machine, with each part working in harmony to create an efficient and productive working environment.



Maintain balance
in the workplace
(assigning focus
rooms to EX level)

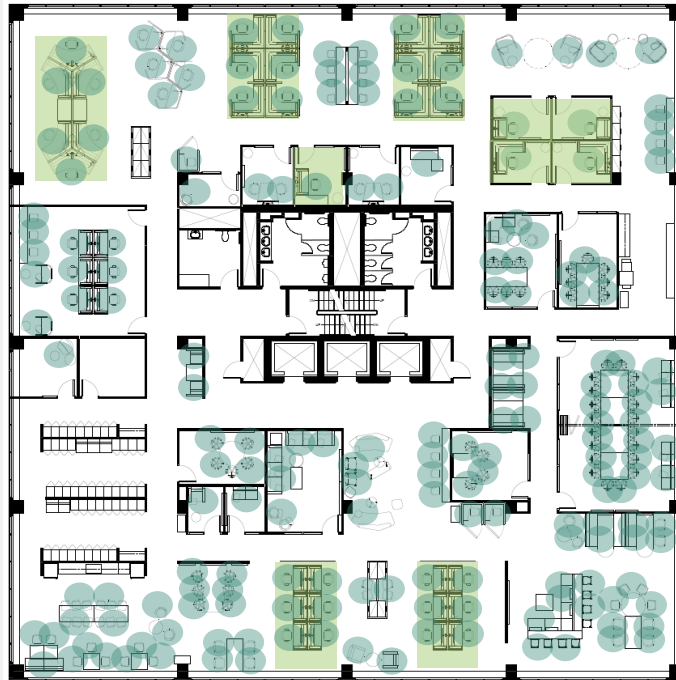


Physical Workspace

What is a workpoint ?

GCworkplace offers a wide range of work settings, which support various workplace activities, to then enable user flexibility. Workpoints are everything from an individual open workstation, to a seat in an enclosed project room. GCworkplace offers almost 2:1 ratio of workpoints to occupants*.

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WORKSTATION

one of the types of individual work settings within a GCworkplace

VS

WORKPOINT

any setting within a GCworkplace from where someone can work

***TIP!** The ideal quantity and distribution of workpoints is determined through [functional programming](#).



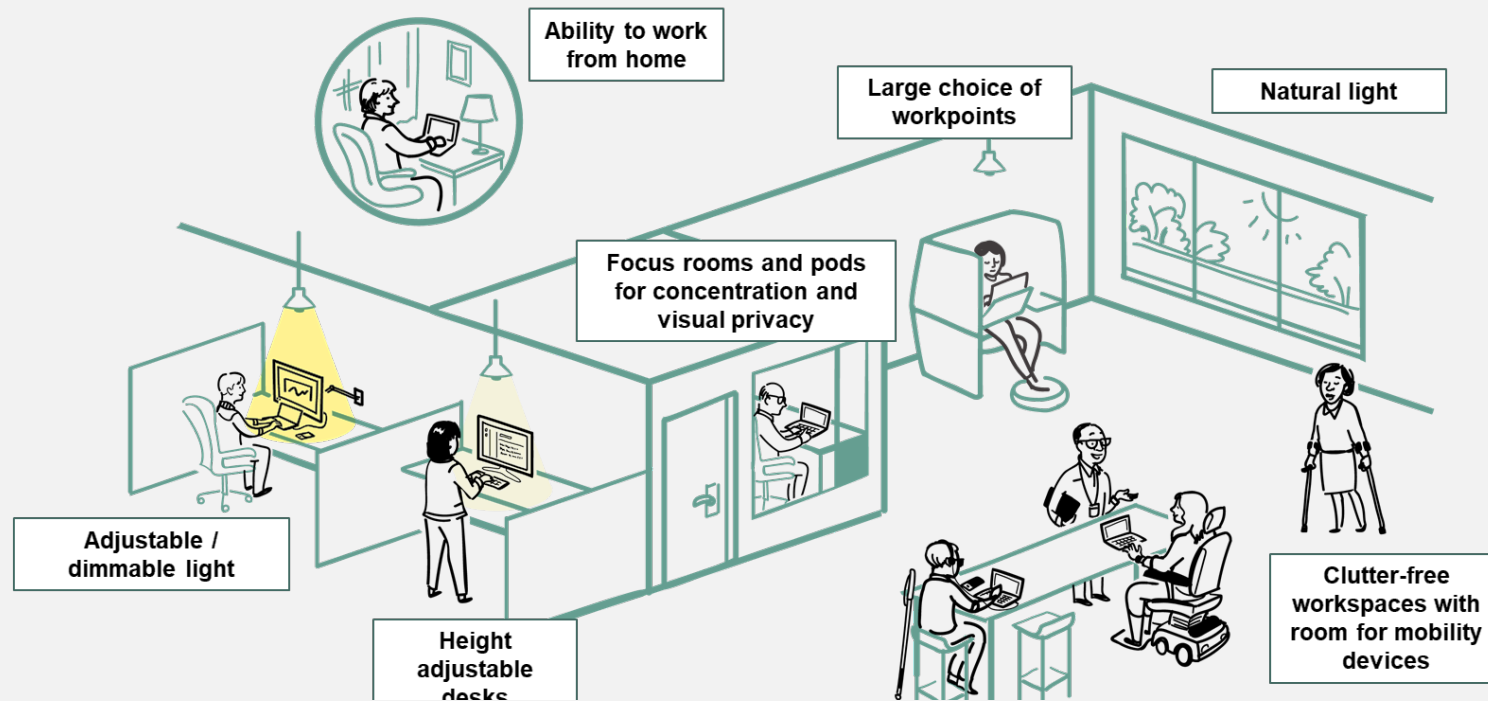


Physical Workspace

What makes GCworkplace accessible and inclusive?

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In addition to adhering to the latest accessibility built environment standards, GCworkplace offers its users **variety & choice** to supports all levels of physical and cognitive abilities*.



***TIP!** For more information: [GCworkplace Accessibility and Inclusivity – Inclusive Workplaces by Design](#)





The last, and possibly the most misunderstood piece of the workplace modernization puzzle, is the way a  GCworkplace is intended to be used...



Workplace Utilization

Why is it important

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The best results are achieved when the RIGHT tool is used the RIGHT way. An activity-based work environment with unassigned seating is the KEY to a successful user experience in a modernized, GCworkplace.



Remember... Activity-based working is a utilization strategy in which everyone has equal access to a wide variety of workpoints. Each person has the autonomy to self-select where and how they carry out their various daily activities based on their personal needs and preferences. Although this concept is often referred to as UNASSIGNED SEATING, it much more than just sharing workstations.





Workplace Utilization

Why is unassigned seating essential to GCworkplace?

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The word 'UNASSIGNED' has gotten a bad reputation with the focus being on employees 'losing' their workstation or office when really, it is the **KEY** to freeing people from one imposed location.

Now, with mobile technology and digitized work being the norm, employees are **empowered to CHOOSE** the work setting and environment that best suits their own activities, needs, abilities and personal preferences within the office, at any given time.





Workplace Utilization

What are the benefits of activity based working (ABW)

With an equal access, unassigned use of space, as well as a 'one-workpoint-at-a-time' etiquette, GCworkplace provides an almost 2:1 ratio of total workpoints to target onsite occupancy; meaning there will always be ample variety of available workpoints to be used throughout the day.



For employees...

- ✓ Choice and flexibility of where & how to work
- ✓ Adaptable to personal needs & preferences
- ✓ Access to a wide range of workpoints - open and enclosed - and amenities



For asset management...

- ✓ Design is adaptable to suit varying functional requirements
- ✓ Eliminates many common tenant service requests
- ✓ Significant reduction in custom modifications for Duty to accommodate (DTA) and ergonomic requirements



For the office portfolio...

- ✓ Optimizes use of space
- ✓ Enables departments to 'right-size' their office portfolio to reflect their updated requirements for a hybrid work model

Interesting Fact: One region has seen a **90% reduction** in duty to accommodate requests and **40** existing cases cancelled.



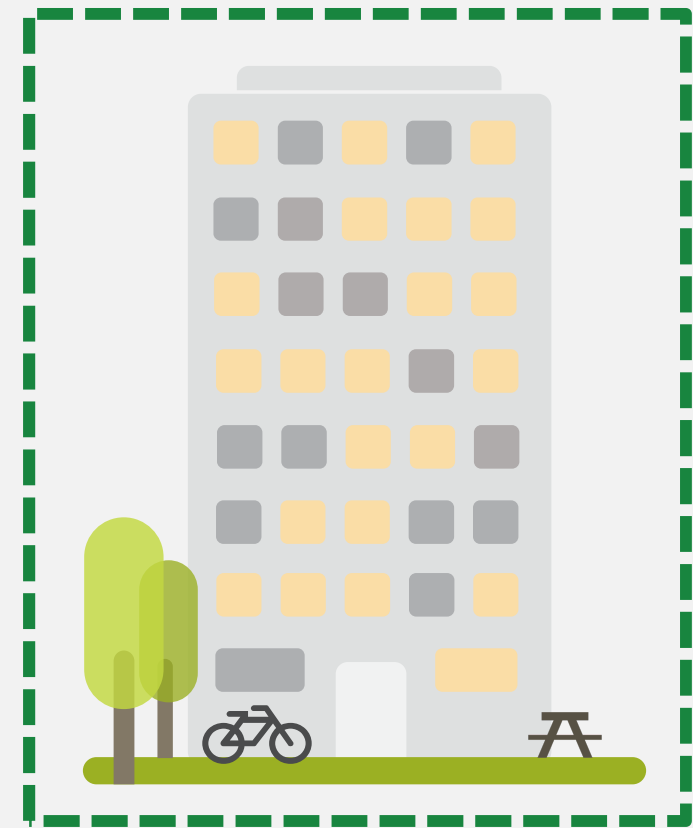
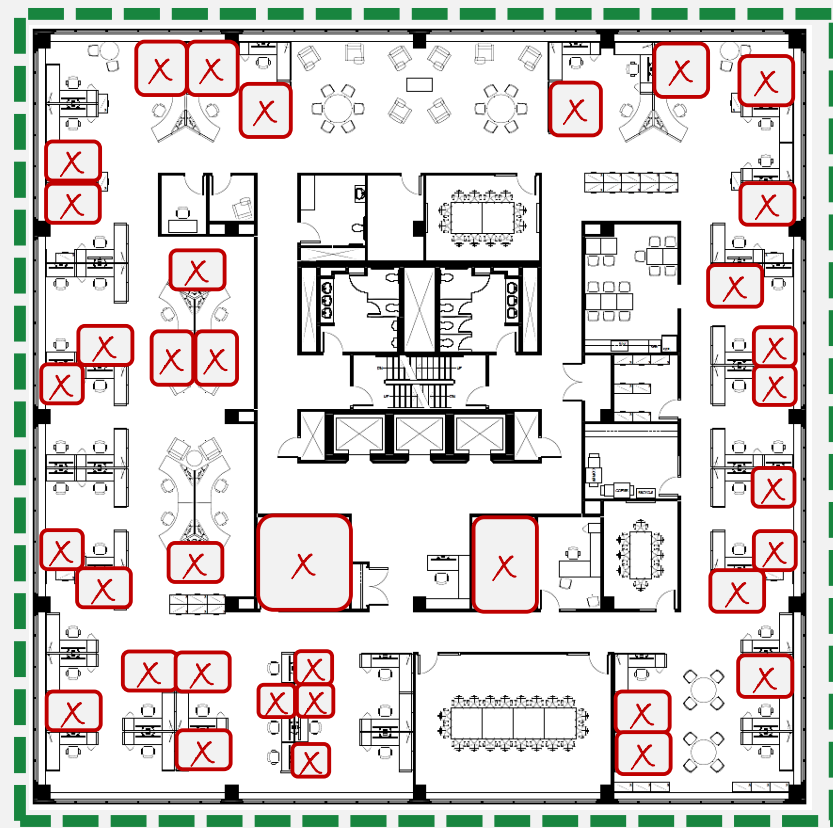


Workplace utilization has a significant and direct correlation to each of the other pieces...

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Why is traditional office utilization inefficient

Pre-pandemic observations have revealed a 40% average vacancy rate in office utilization on any given day, at any given time. With a hybrid work model, this inefficient use of space - often referred to as the *swiss cheese effect* - is exacerbated.



These space inefficiencies are then multiplied over every floor of every building...



Workplace Utilization

...and how it relates to:

Physical Workspace

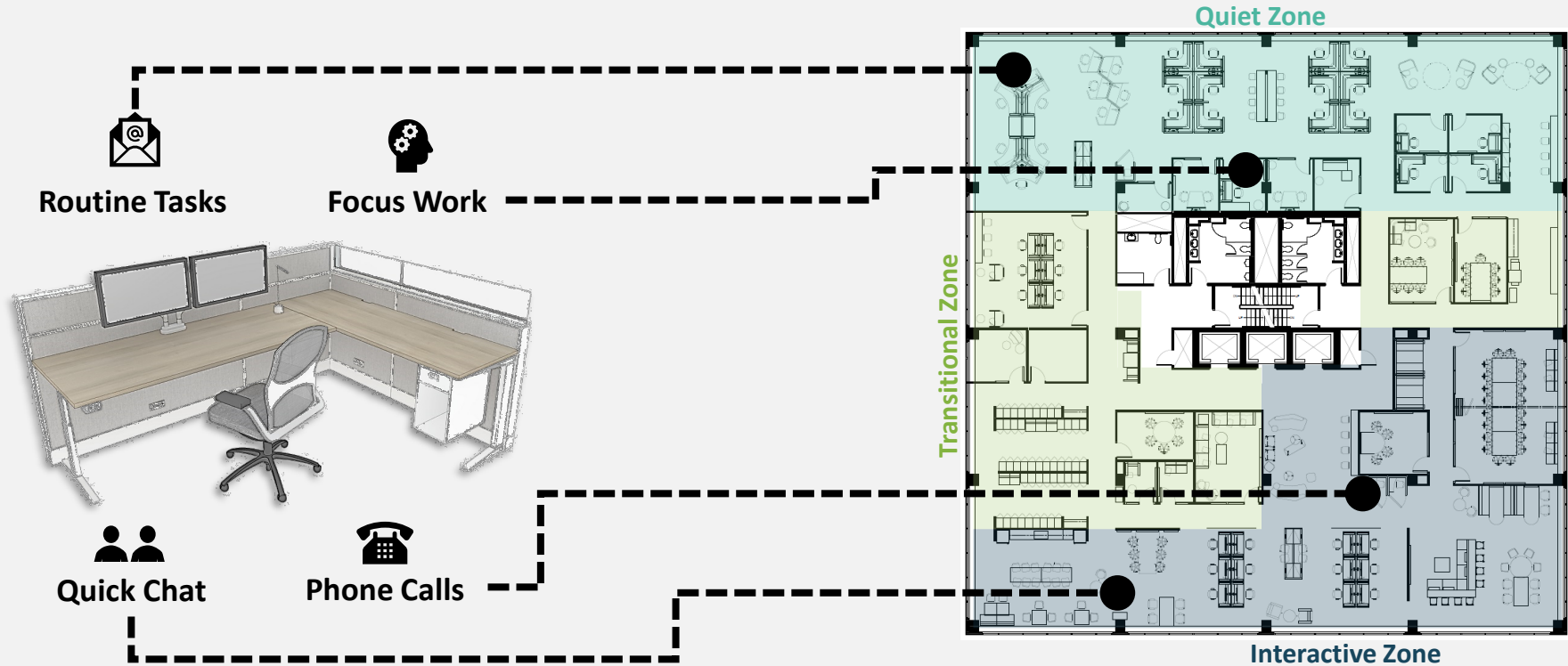
DRAFT

How does activity based working improve space utilization?

With activity based working, employees can untether from one specific spot and gain freedom to an entire **ecosystem** of work settings to find what best suits their functions, tasks, and personal preferences.



...and how it relates to:



Remember... GCworkplace provides an almost 2:1 ratio of workpoints to the number of **target onsite occupants**. The space is designed that way to maintain a wide variety of available workpoints and settings for **onsite occupants**.



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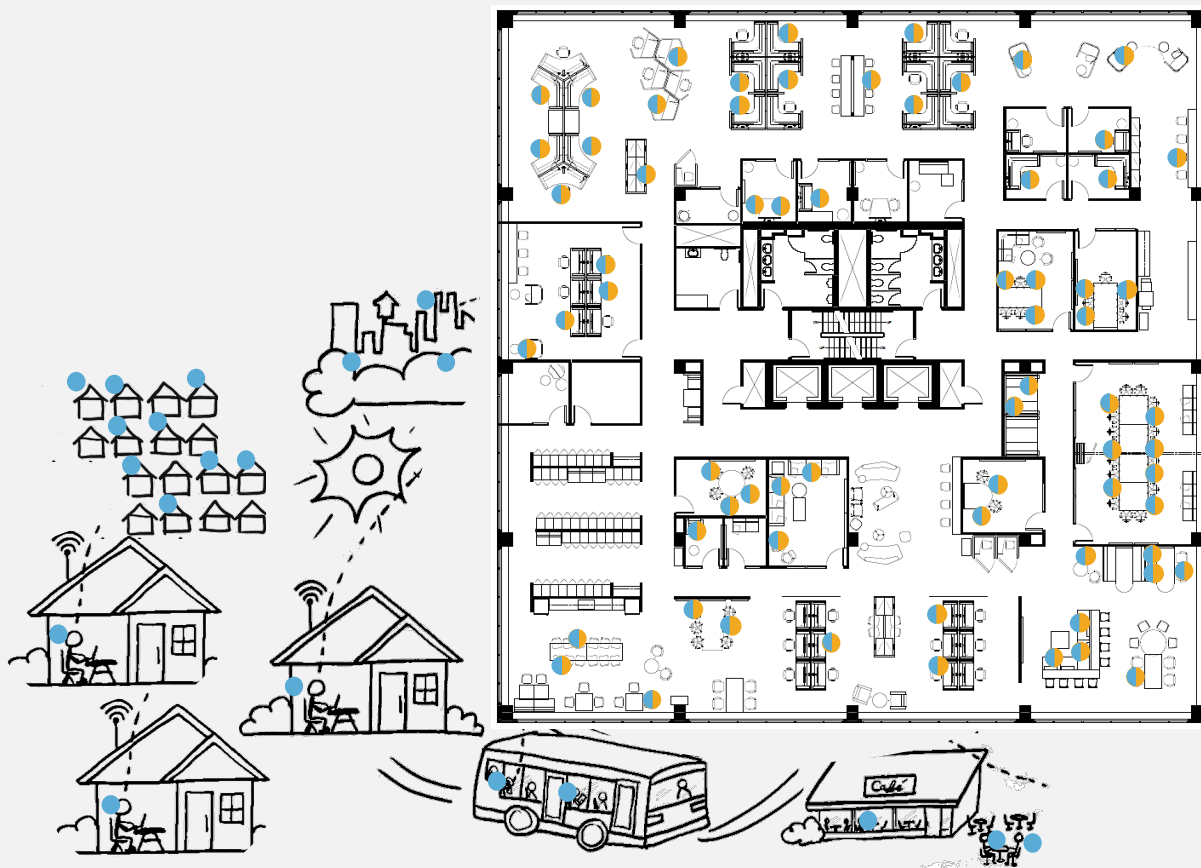
How can the workspace be optimized

Optimizing is NOT about densifying a space, it's understanding that with hybrid working now being the norm, and with regular daily vacancies, a GCworkspace can serve a larger **population** than its **onsite target occupancy**. This is because on any given day, a percentage of employees work remotely.

Workplace Utilization

...and how it relates to:

Hybrid Work Model



OCCUPANTS

the individuals physically in the workplace at a point in time

POPULATION

all individuals who have been given access and permission to use the workplace in question

Optimizing a space is often referred to as **over-programming**.

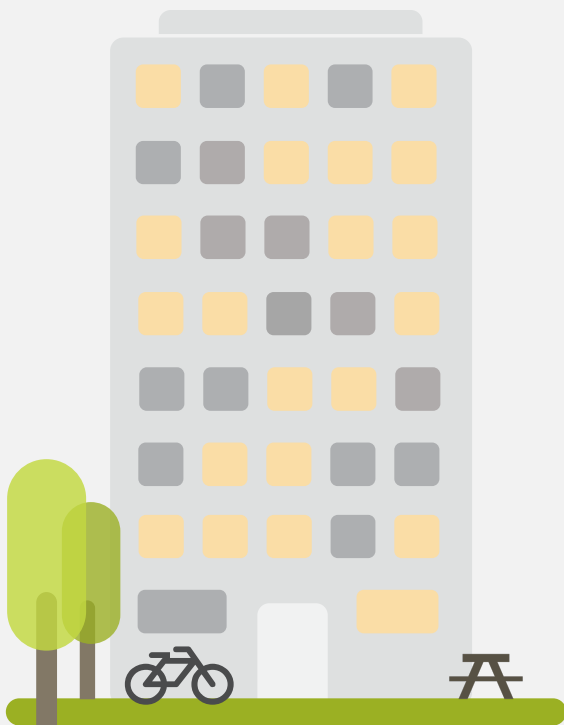


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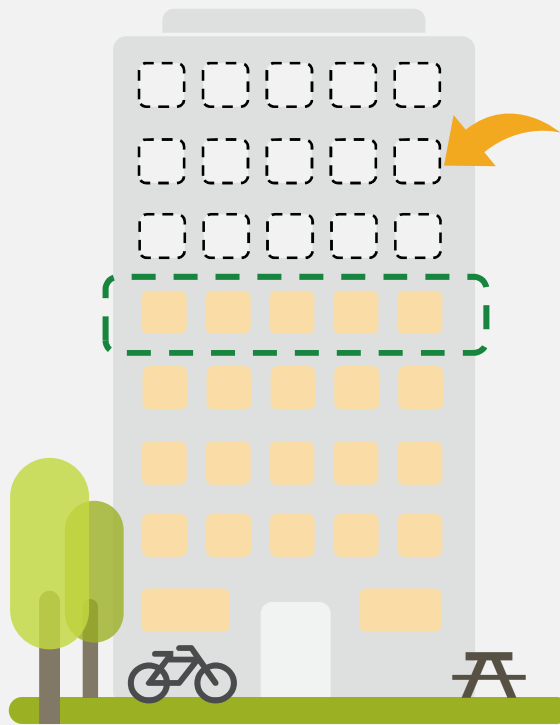
How does this help to 'right-size' the portfolio

With the combination of an **activity-based workplace** and a **hybrid work model** where a percentage of employees are working remotely at any given time, the workplace can now be **over-programed**, thus eliminating the 'swiss cheese' effect on a large scale.

Assigned Workplace



Unassigned Workplace



Available space

GCworkplace

Example: 1100m2 = 100 onsite target occupancy

Hybrid working impact on workplace:

- NO remote work ▷ serves 100 total population
- LOW remote work ▷ serves 120 total population
- MED. remote work ▷ serves 150 total population
- HIGH remote work ▷ serves 180 total population

reverse calculator – talk to casa

The more external mobility there is, the greater the population served.



Workplace Utilization

...and how it relates to:



Hybrid Work Model



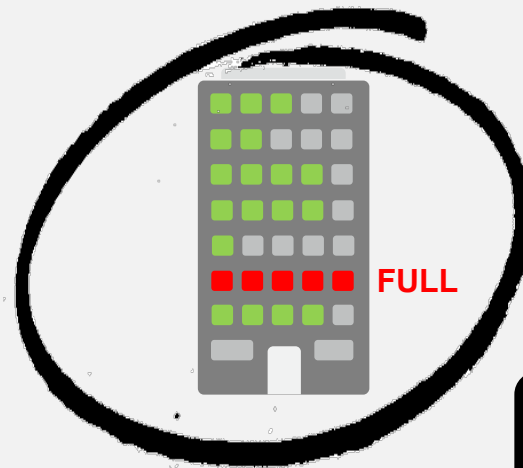
Portfolio Strategy

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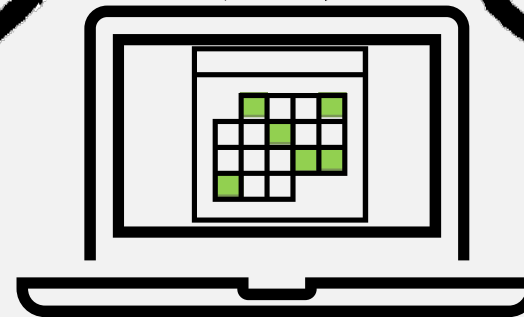
How are occupancy levels managed with over-programming?

With so much flexibility and efficiency in space utilization, there are two major considerations:

Managing occupancy levels



Employee Experience



A major enabler to both, is the use of a **space booking tool**. However, in order for a space booking tool to be a successful enabler, it must align to workplace's utilization intention – which in the case of GCworkplace, is unassigned & flexible.



Workplace Utilization

...and how it relates to:

Portfolio Strategy

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Workplace Utilization

...and how it relates to:

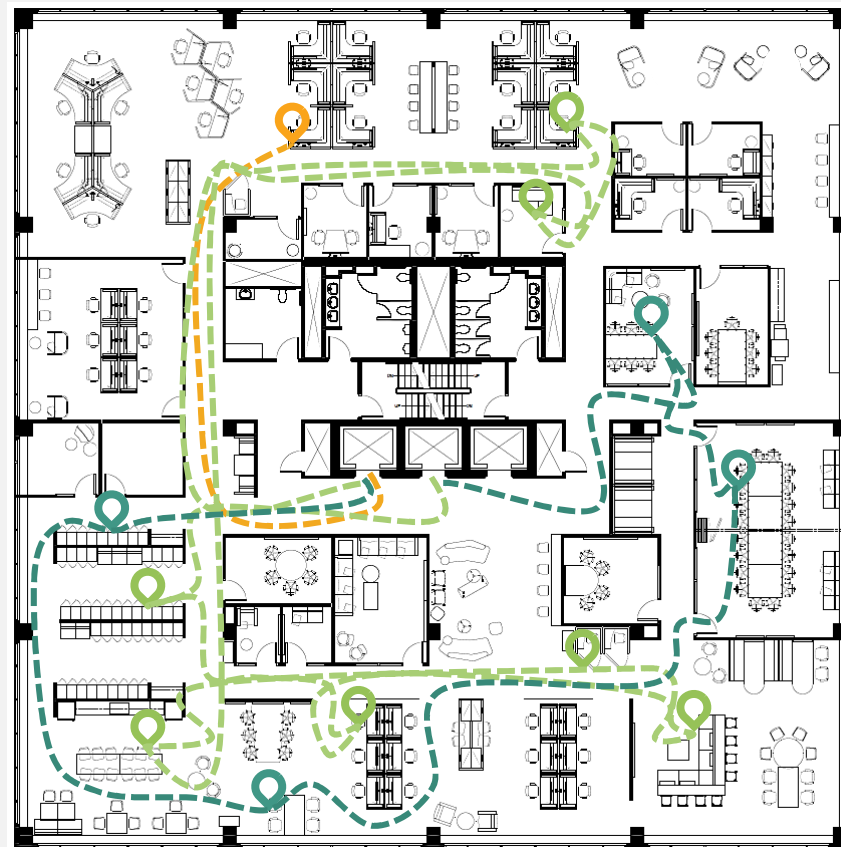


Portfolio Strategy

What space booking strategy is best for GCworkplace?

While a space booking tool is a great way to manage occupancy levels when a GCworkplace is over-programmed in a hybrid work model, requiring every workpoint to be booked prior to use would greatly hinder the overall workplace functionality and experience.

Aside from meeting rooms, a “**general admission**” booking prior to using a GCworkplace will ensure occupancy levels are managed while allowing occupants to **freely use the entire workplace** based on their own individual needs and preferences.



If you can see it...you can use it!

Different workspaces will have different booking strategies. For more info check out this deck!



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How can a booking tool make or break the employee experience?



Workplace Utilization

...and how it relates to:



Portfolio Strategy

'General Admission' Booking



- Reassurance that there will be room for you when you get there by booking a general admission to the floor



- Moving to another, better suited workpoint at any time by simply seeing that it is vacant



- Using informal collaboration spaces, like a lounge or chat point, for impromptu exchanges with colleagues

'Workpoint for the day' Booking



- Showing up to someone sitting in your booked station



- Not making use of the variety of available workpoints because booking and unbooking every time is a deterrent



- Wanting to move to a workpoint that looks vacant but is booked in the system

Interesting fact: Most organizations, both public and private, that have adopted an activity based workplace over the last 10 years, report abandoning their workpoint booking system within just a few months of using their new workplace, realizing that it was not only unnecessary, but in fact a major pain point in the user experience.



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Workplace Utilization

...and how it relates to:

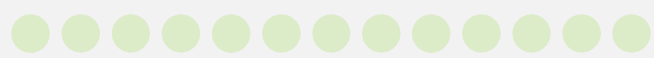
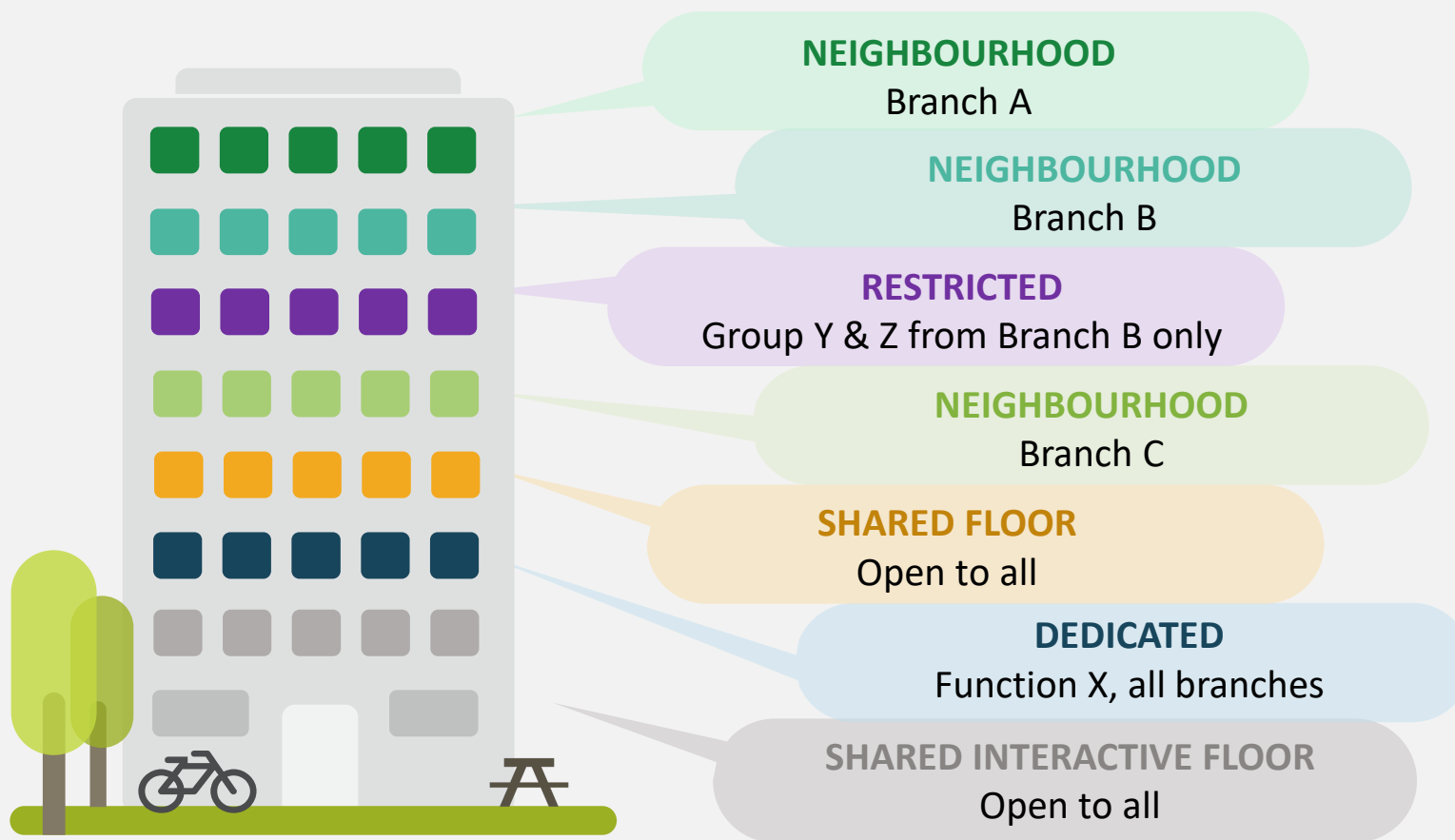


Portfolio Strategy

How to assign space in a modern portfolio

While choice and flexibility are great, too much choice in location can lead to losing a sense of belonging, especially for someone's primary workplace.

Neighbourhoods are a popular strategy for space utilization where an entire floor is assigned to a specific Branch. This approach promotes team cohesion and creates a sense of familiarity, while still providing ample variety and choice.



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Workplace Utilization

...and how it relates to:

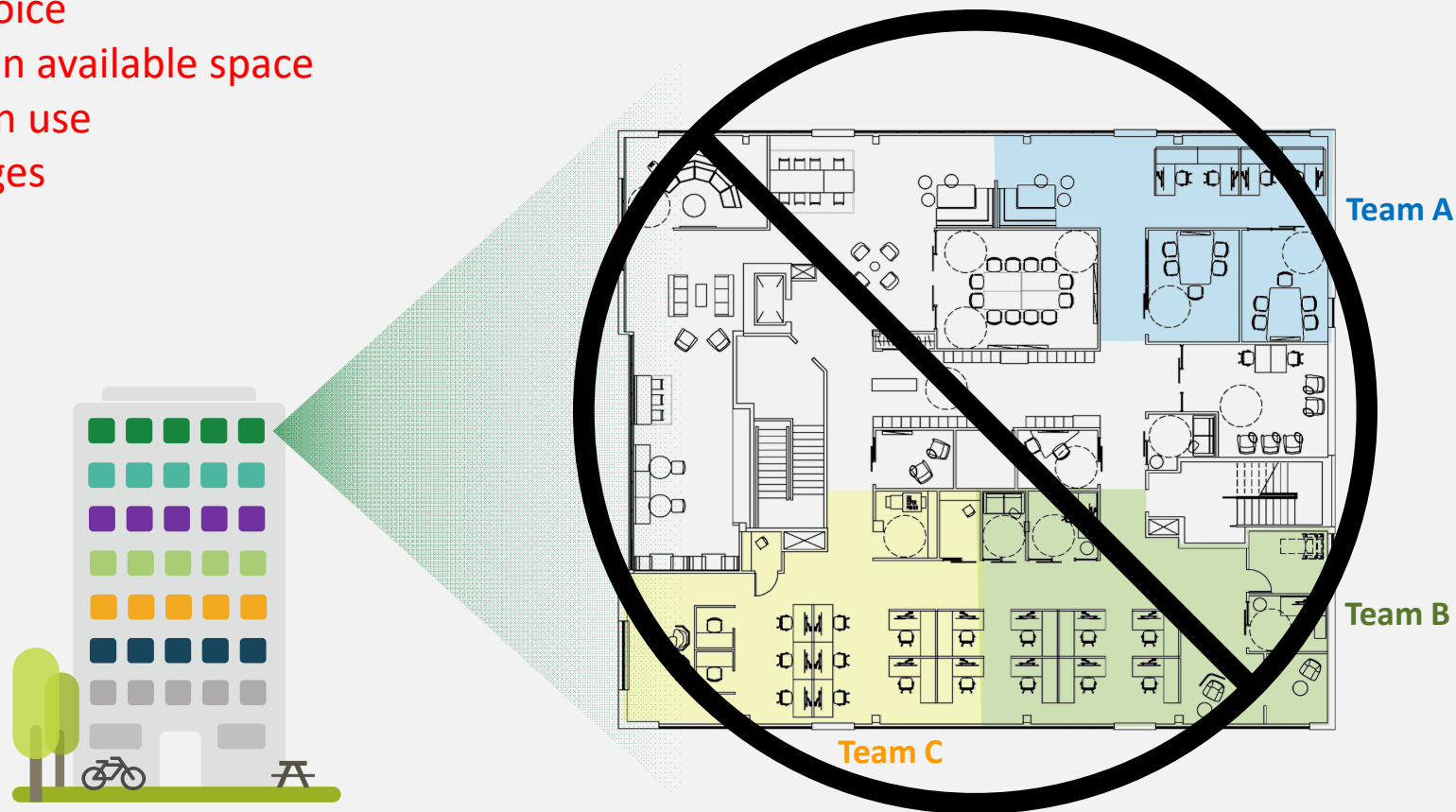


Portfolio Strategy

Why are “micro neighbourhoods” NOT recommended

If the concept of neighbourhoods is applied in a way that is too specific, like assigning areas of a floor to specific teams, not only does the floor lose its functionality as an ecosystem, it the

- Less variety/choice
- Less efficiency in available space
- Less flexibility in use
- Zoning challenges



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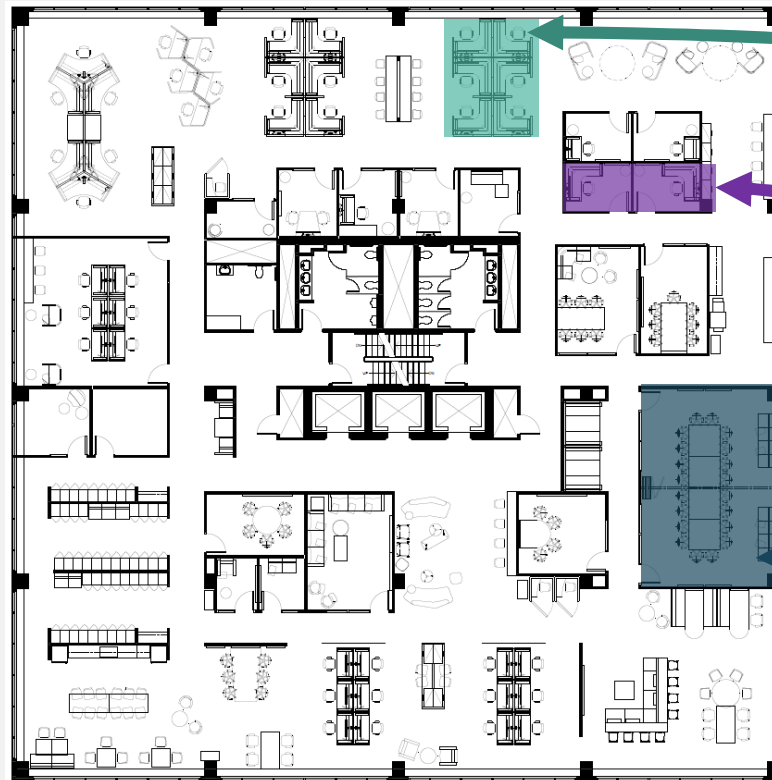
What circumstances would require a dedicated space ?

"Shared by default" is the most effective way to provide maximum flexibility. However, in some instances specific functions can have dedicated or priority access to specific areas or workpoints – often referred to as *narrowing by necessity*.

DEDICATED AREA
To SPECIFIC GROUP
(ex: secure suite)

These areas must have their own ecosystem

MORE SHARED
=
MORE FLEX



DEDICATED
To SPECIFIC FUNCTION
(ex: conflict resolution office, floor concierge)

DEDICATED
to SPECIAL EQUIPMENT
(ex: GCSI terminal, etc)

PRIORITY ACCESS
(ex: ADM use)

Dedicated space is only for functions rather than for people.



Workplace Utilization

...and how it relates to:



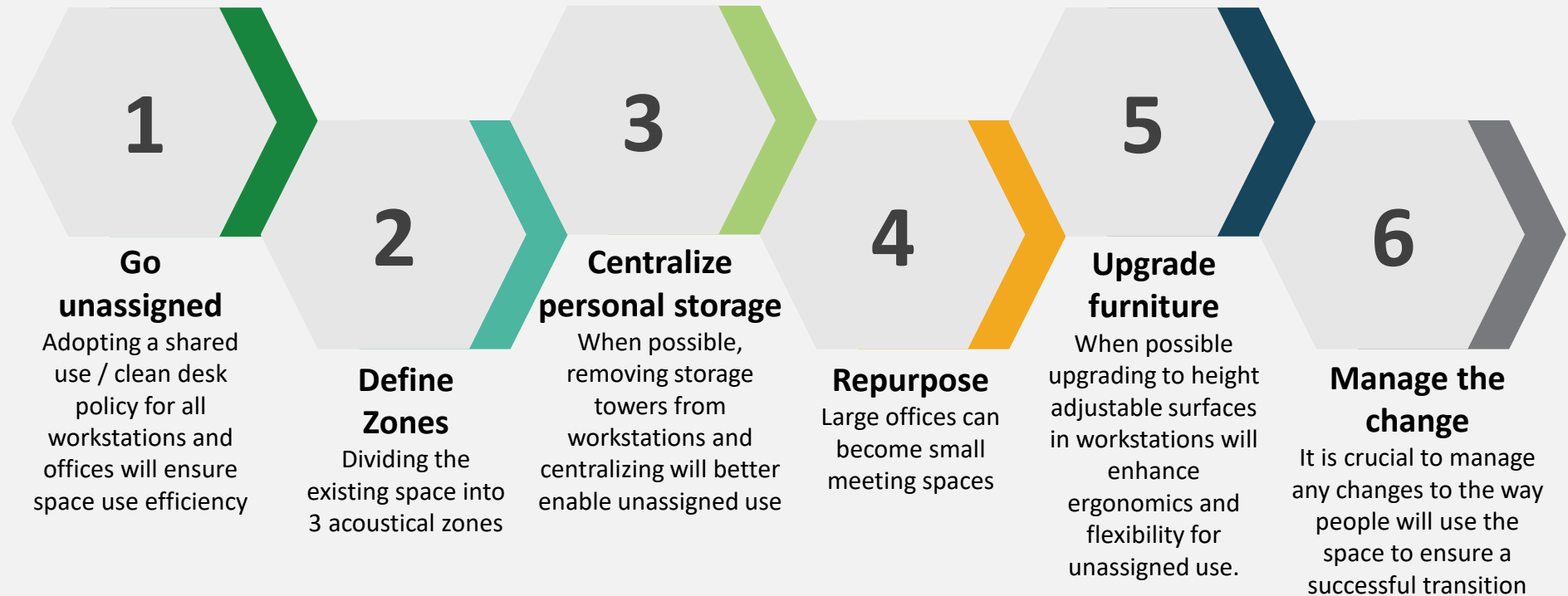
Physical Workspace



Workplace Utilization

How can traditional workplaces support hybrid working?

With only about 4% of general purpose office space having been modernized to GCworkplace in the last few years, the reality is that most employees are working from more traditional workplaces. In order to provide flexibility to all employees, and to ensure efficient use of office space or accommodate any recent growth, modern utilization is possible in any space.



! See Part 2 for more information on unassigned use of traditional office space & change management





With all of the big pieces in place , practical solutions and best practices can now be used to inform and enable workplace modernization projects...

Part 2: Practical solutions

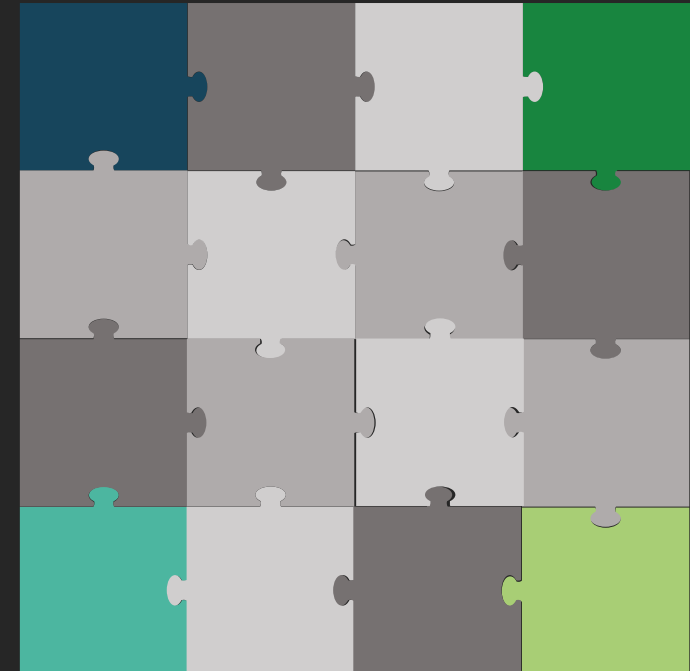




Table of Contents

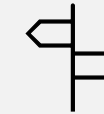
- Workplace Modernization Projects
- Health & Safety
- Wellbeing & Inclusivity
- On-site Office Coordinator
- Lockers & Storage
- Workpoints & Support Spaces
- Space Booking Strategies
- Wayfinding & Signage
- Hybrid Working in Unmodernized Space
- Post-occupancy
- Contacts & Resources

DRAFT

Look for these!



FYI



For Decision



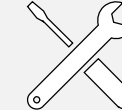
For Action



Consideration



Available
Change
Management
Activity



Available
Tool

Requires input or action from one or more members of your [integrated project team](#)



Information
Management



Information
Technology



Security



Human
Resources



Change
Management



Practical
Solutions

DRAFT

Part 2 Content
Coming Soon