



SWAGguide

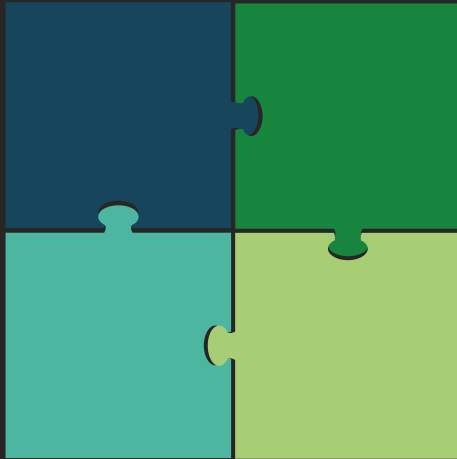
**Bringing together all the workplace modernization pieces
for project teams, facilities, accommodations groups and
organizational leaders**



This guide has two parts:

Part 1:

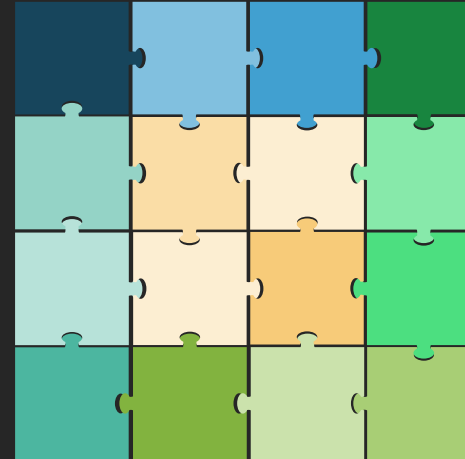
Level-setting



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

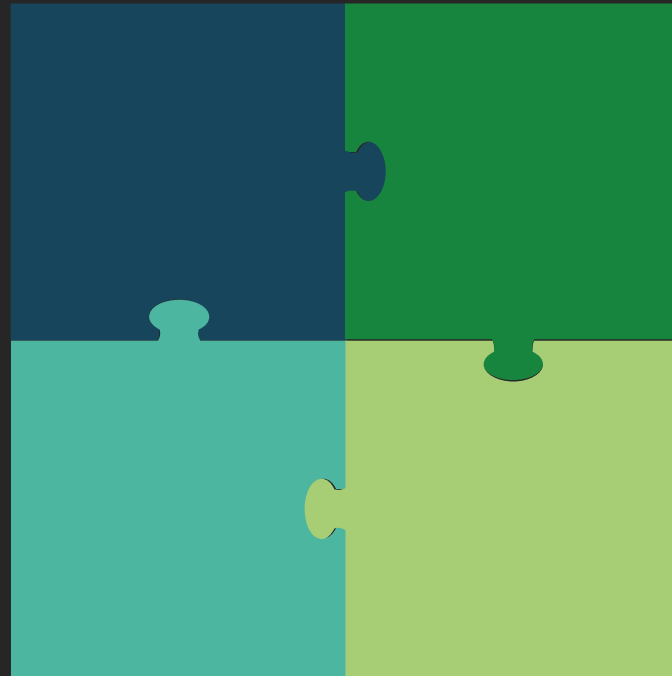
Part 2:

Practical solutions



Best practices and recommendations for workplace modernization projects

Part 1:
Level-setting



Before Workplace Modernization

One size misfits all,
and overdue upgrades...





After Workplace Modernization

Much needed upgrades,
with a lot of added perks!

But it is not as simple as it may seem...
it will bring on many questions...



Where do I put
my things?



What if I need
assistance?



Can I use any
space?



Do I need to sit
near my manager?

Workplace modernization
is about enabling a
modern way of working.

There are four crucial
pieces required to make
sense of this puzzle.





Hybrid work model

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

Why is this important ?

While a hybrid work model is **defined by the organization**, it will have a significant impact on both the space and the people using it. A well-defined hybrid work model will help answer these questions:

SPACE

How much space is now required?

Which spaces are best suited?

Which space should be prioritized for modernization?

Can we / should we still use traditional office space?

Can we / should we release space?

PEOPLE

How will employees be impacted?

How is their work now different from before?

What should be communicated, to whom, and when?

What changes will need to be managed?

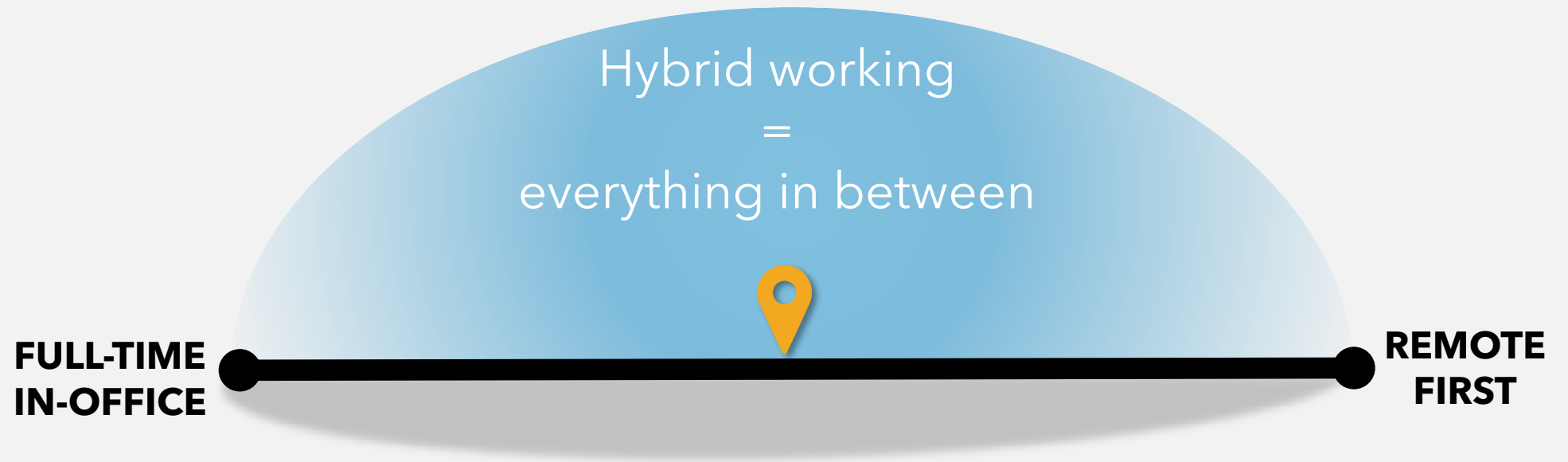
How will these changes be managed?



Hybrid work model

What is hybrid working ?

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 few years. However, a hybrid work model is more than just working from different locations on any given day.



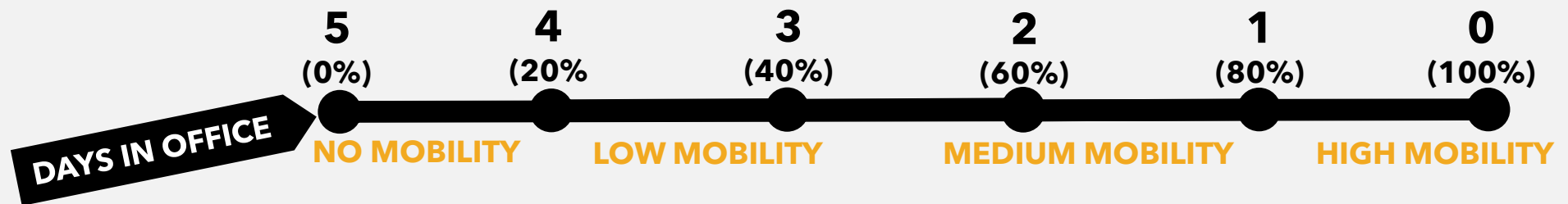
Hybrid work model

What defines a hybrid work model (1 of 3) ?

There are two major factors that define a hybrid work model. The first being the **level of external mobility**. This refers to the movement between someone's primary workplace and any alternate work location. Simply put, this means days in office vs. days working remotely.

EXAMPLE: 1000 employees with a 40% external mobility rate means +/- 600 people onsite every weekday.

EXAMPLE: 1000 employees with a 60% external mobility rate means +/- 400 people onsite every weekday.



External mobility will determine the percentage of employees that need to be accommodated in office space on any given day.

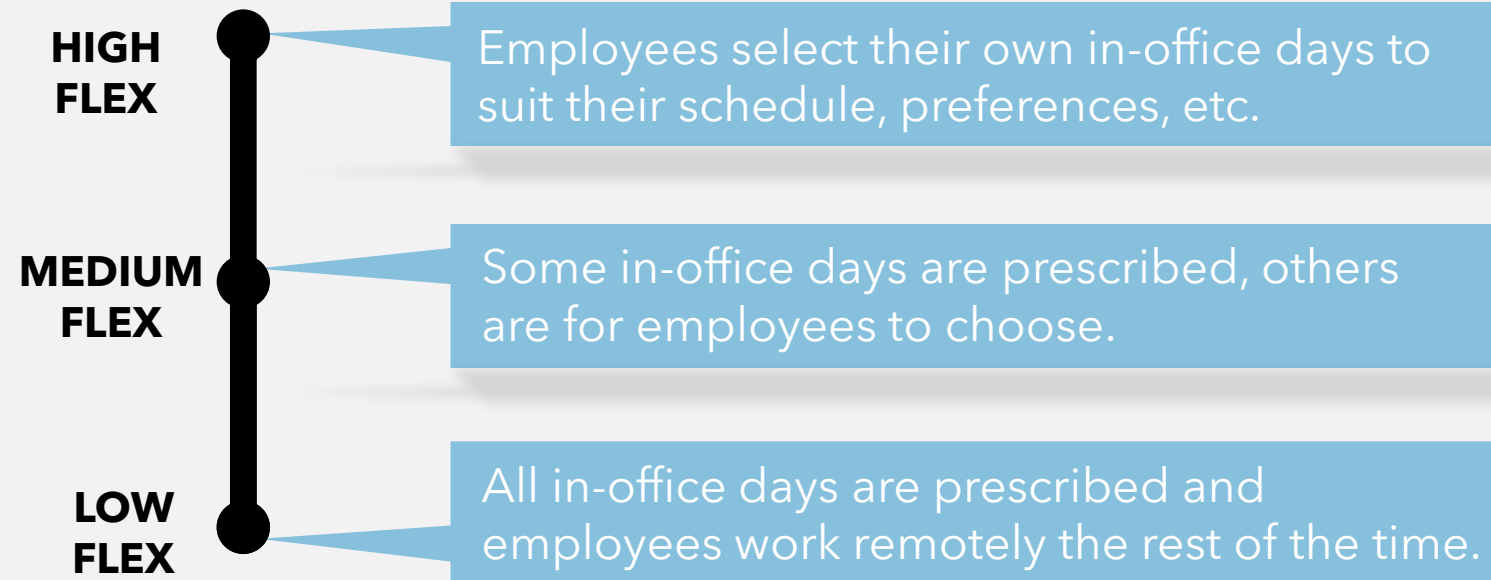
Not factored into these numbers is the percentage of regular daily vacancy (leave, field work, vacation, etc.)



Hybrid work model

What defines a hybrid work model (2 of 3) ?

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.



Although predictability can be helpful for managing the space requirements & occupancy levels, flexibility empowers employees to plan their own meaningful interactions which then contribute to a more positive workplace experience.

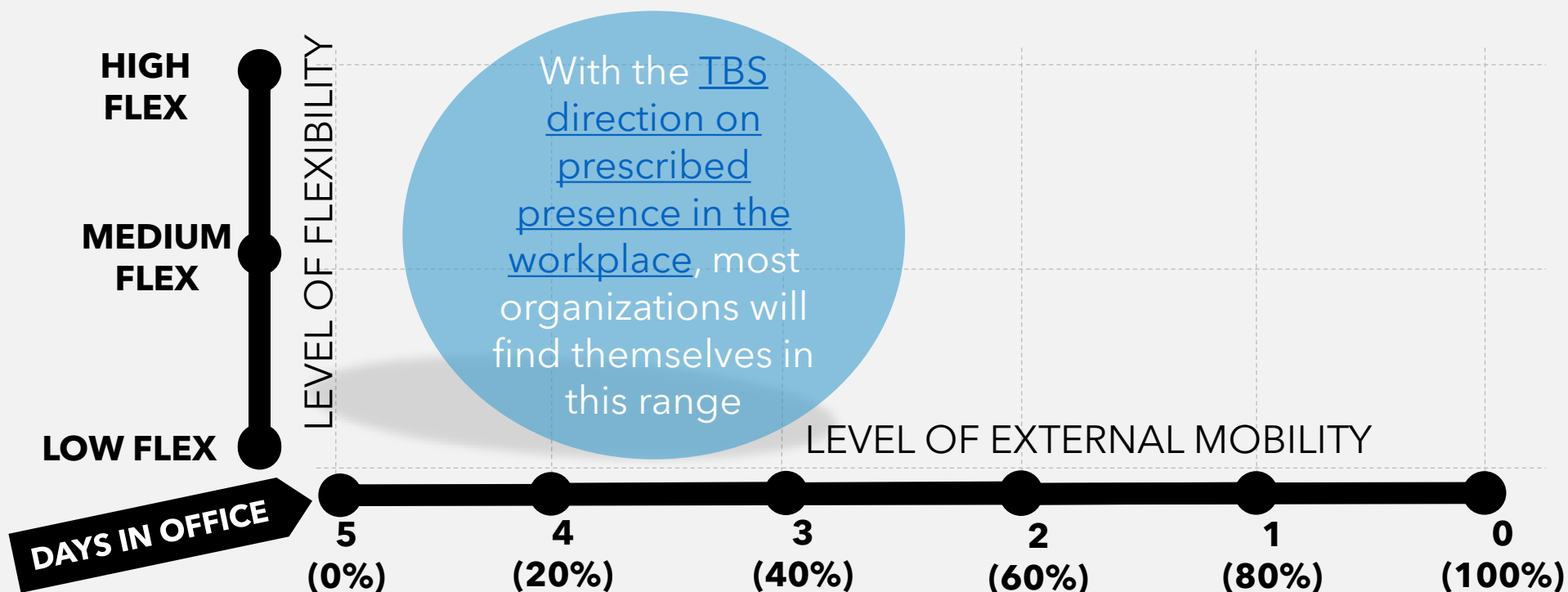
While certain in-office days of the week may be more popular at first, availability of workpoints, mixed with personal preferences for quiet in the office, will help level out utilization patterns over time



Hybrid work model

What defines a hybrid work model (3 of 3) ?

When both factors are combined, a hybrid work model can be defined. A well-defined model can then be translated into more accurate space requirements.



A [Client Accommodations Service Advisor \(CASA\) or Accommodation Manager](#) will determine space requirements relative to any hybrid work model. Here is a link to the [Accommodation Management Resource Centre](#), where you can find direct links to the Space Assessment App.



Hybrid work model

How does hybrid working benefit people ?

Hybrid Work for Employees

Employees want flexibility and autonomy over the way they work. A hybrid work model can provide flexibility in the “*where*” and “*when*” of work, to support individuals’ and teams’ ability to make in-office time purposeful. To further enhance the experience, modern workplaces that are purposely designed to support hybrid working can provide flexibility for “*how*” someone chooses to use the workplace.

Hybrid Work for Leaders

Leaders know that promoting modern and flexible ways of working contribute to a positive workplace experience. More than ever, a modern workplace culture (and virtual culture!) is critical for attracting new talent, employee retention, and empowering a high performing workforce. With a culture of trust, modern workplaces purposely designed to support flexible and mobile ways of working, can greatly contribute to productivity and overall performance as well as a positive workplace culture.

Hybrid work is still in its early phases of evolution, but most agree that it is here to stay!

Portfolio Strategy

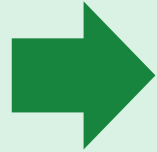
No matter what hybrid model is defined by an organization, it will have a major impact on the overall portfolio strategy.





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 right-sized to ensure responsible and efficient use of space. It must support modern and flexible ways of working, as well as anticipated shifts in common practices, such as decentralized hiring.



A [PSPC Client Accommodation Service Advisor \(CASA\) and/or Accommodation 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 retained or released?
- How can the GCcoworking program fit into a portfolio strategy?
- How can organizational growth be absorbed within the current portfolio?

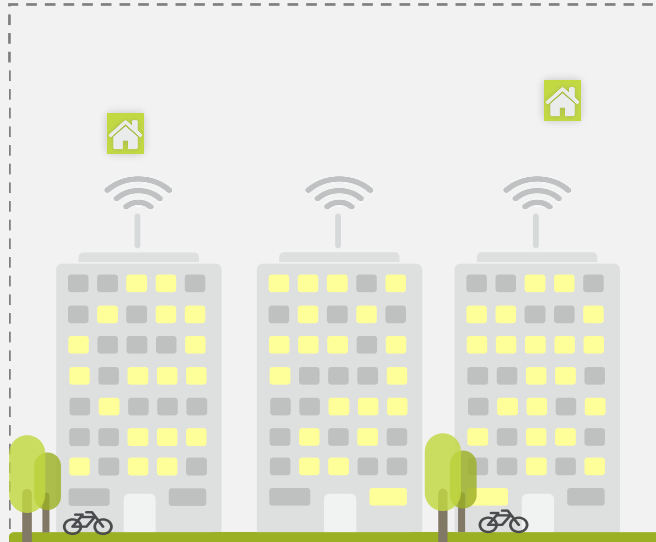
Here is a link to the [Accommodation Management Resource Centre](#), where you can find direct links to the Space Assessment APP and any relevant training.



Portfolio strategy

What is the future of federal office space ?

Where we **were**...



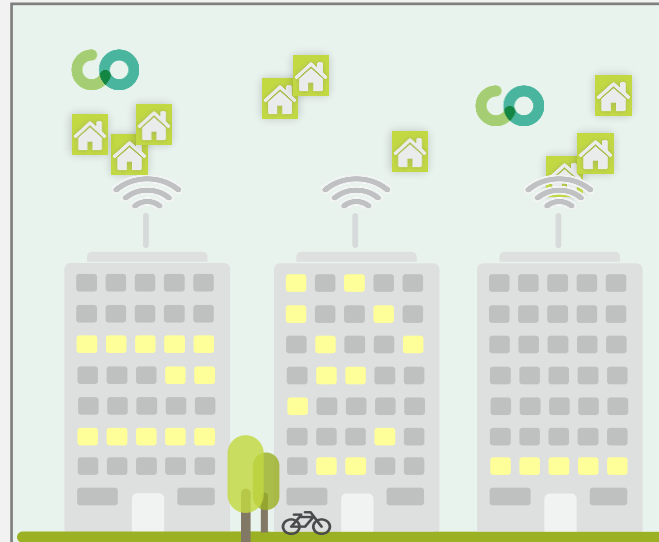
Everything is assigned

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

Little to no variety or flexibility for employees

GCcoworking not yet available

Where we **are**...



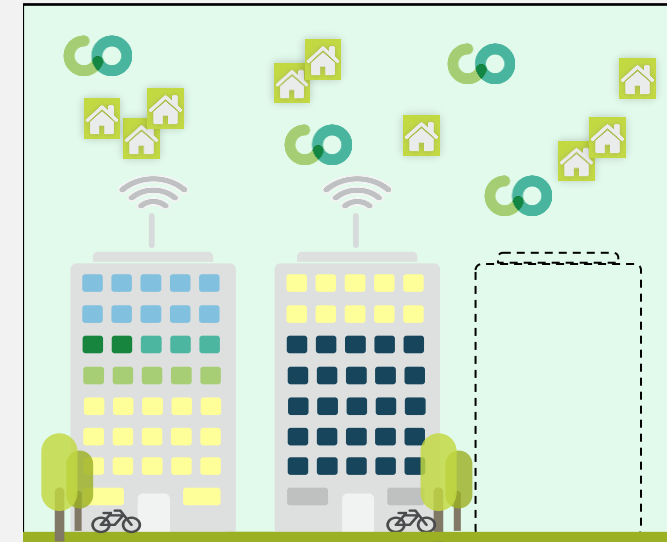
Return to Office

- ▶ Department's 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

Leveraging GCcoworking network



Portfolio strategy

What are the benefits of variety and flexibility in the portfolio ?

With hybrid working, mobile technology and digitized work being the norm, employees can 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 ?

[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.

GCcoworking



**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 ?

Many departments are adopting 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 purposely designed to be unassigned will result in a better overall employee experience. This is why 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

► [GoC Workplace Fit-Up Standards](#)



Design standard for all GENERAL PURPOSE OFFICE SPACE

in effect since April 2019

► [GCworkplace Design Guide](#)

Special Purpose Space (SPS)

Non-standard / non-recurring space not typically found in all offices

- Labs
- Warehouses
- Clinics

► [SPS Guideline](#) ► [SPS Assessment Tool](#)

* Strategies for using traditional workplaces in an unassigned way will be covered later in this guide...



Physical Workspace

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



Physical workspace

Why is this important ?

Modernizing the WAY we work can be done in almost any office space, however the user experience is enhanced in a workplace that is purposely designed to support this flexible way of working*



GCworkplace

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

Is designed to enable

**Activity-Based
Working** (ABW)

Is a flexible way of working that offers all employees equal access to a variety of workpoints, and the autonomy to choose the optimal settings for their tasks and functions

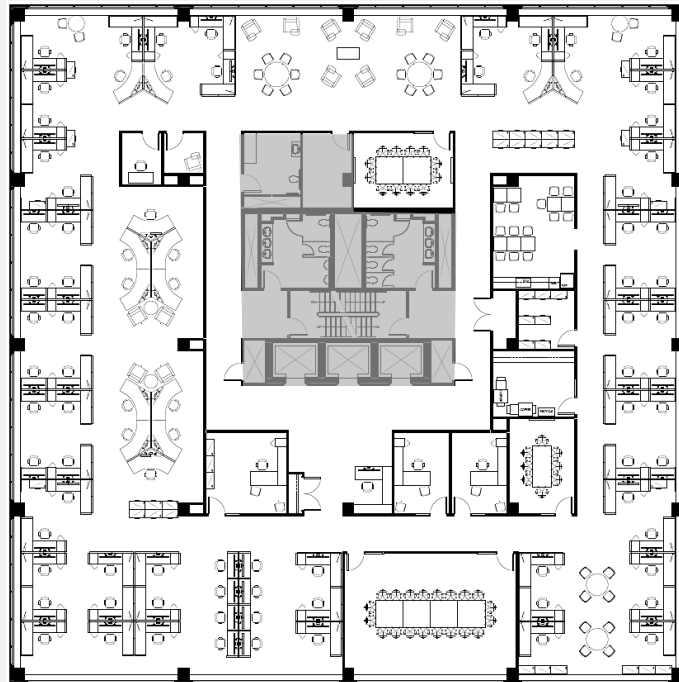
[Short ABW Video](#)



Physical workspace

What is different from traditional office design ?

GCworkspace is based on lessons learned from previous initiatives, like Workplace 2.0, and research on global workplace trends. Key differences include the introduction of **acoustical zones**, a **variety of workpoints**, and **centralized personal storage**, which all together create a **workplace ecosystem***

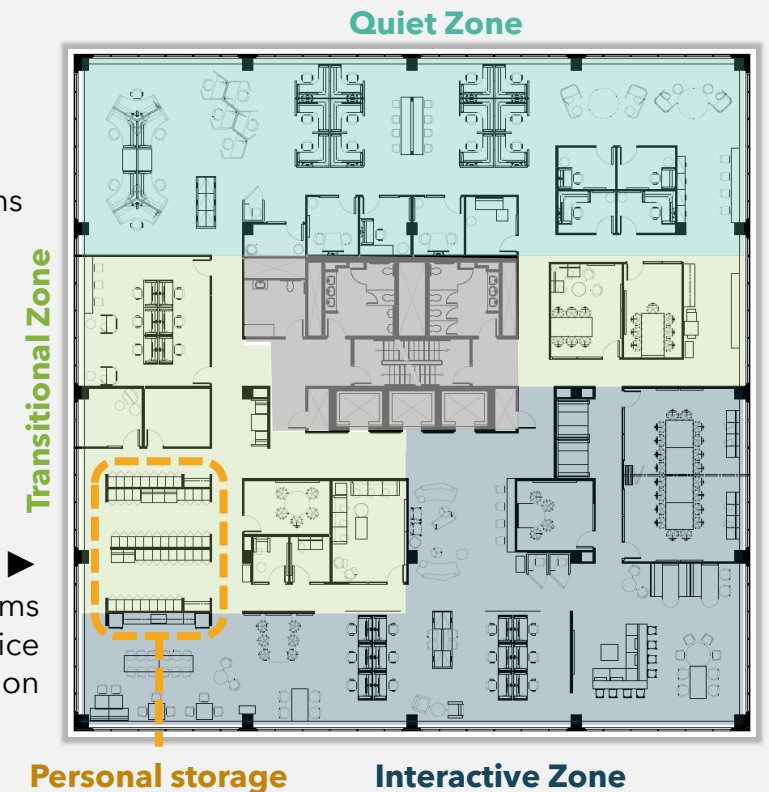


◀ Traditional Workspace

- ✗ Individualistic
- ✗ One size 'misfits' all
- ✗ Limited acoustical considerations

GCworkspace ▶

- ✓ Supports individuals & teams
- ✓ Provides variety and choice
- ✓ Acoustical & visual separation





Physical workspace

What is meant by a workplace ecosystem ?

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



Each part works together in harmony to create an efficient and productive work environment for all occupants.

Example: assigning all focus rooms to specific individuals would remove access for everyone else to this type of individual acoustic/visual privacy



Physical workspace

What is a workpoint ?

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



WORKPOINT

Any setting within a GCworkspace from where someone can work

vs.

WORKSTATION

One type of workpoint (open individual) within a GCworkspace

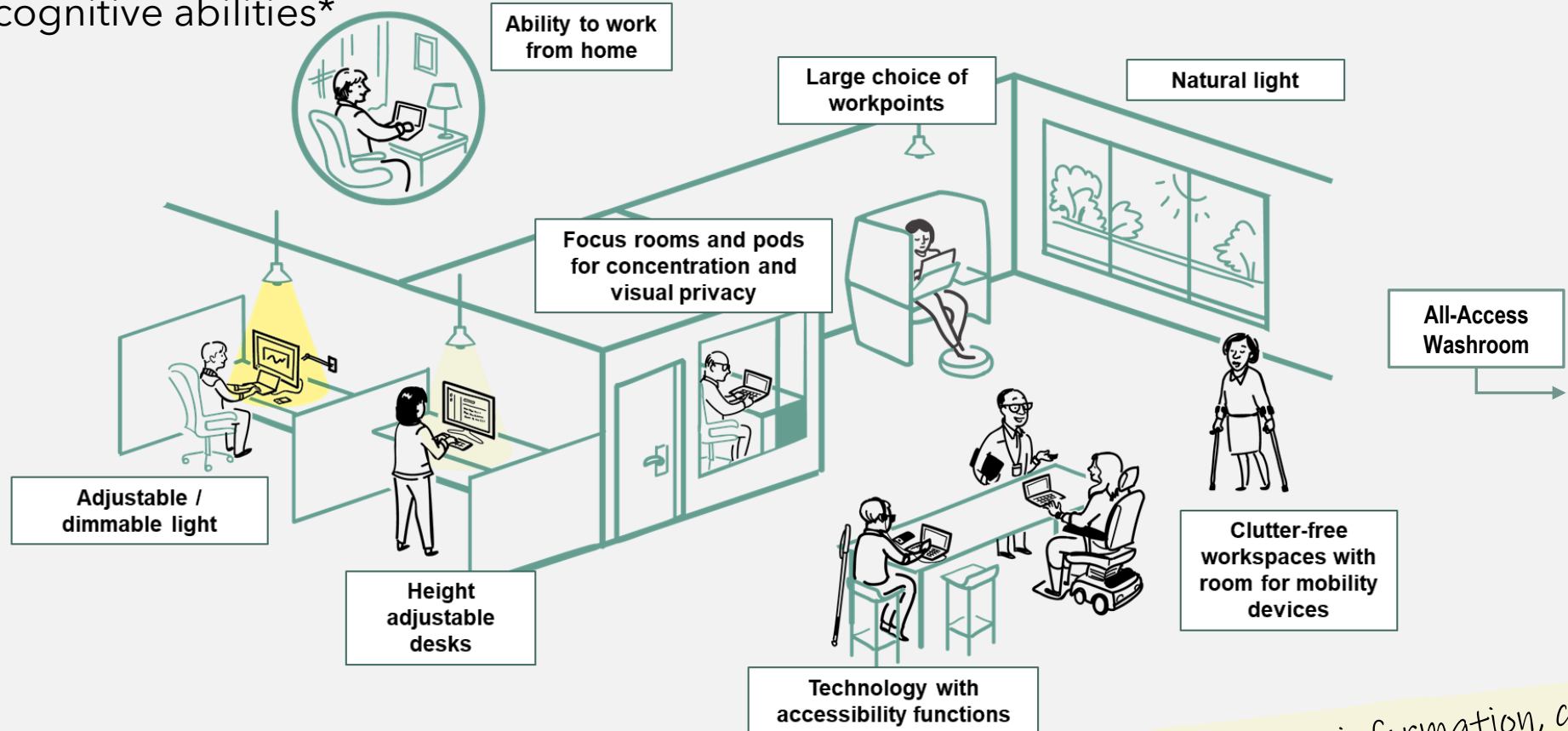
**The ideal quantity and distribution of workpoints are determined through functional programming & the GCworkspace Space Planning Workbook*



Physical workspace

What makes GCworkspace accessible and inclusive ?

In addition to adhering to the latest accessibility built environment standards, GCworkspace offers its users **variety** & **choice** to support a wide range of physical and cognitive abilities*



*For more information, check out [GCworkspace Accessibility and Inclusivity](#)

Workplace Utilization

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 ?

The best results are achieved when the RIGHT tool is used the RIGHT way. Using a GCworkplace for activity-based working is the **KEY** to successfully optimizing space utilization while promoting a positive user experience.



Keep in mind, 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 is much more than just sharing workstations.





Workplace Utilization

Why is unassigned seating essential to GCworkplace ?

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, to then gain access to an entire workplace.

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.

Traditional, assigned workplaces have their challenges...





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 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 amenities and workpoints, both open and enclosed



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

→ One Region reported a 90% reduction in DTA cases when they moved to a GCworkplace and adopted activity-based working



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



Workplace Utilization

...and how it relates to:

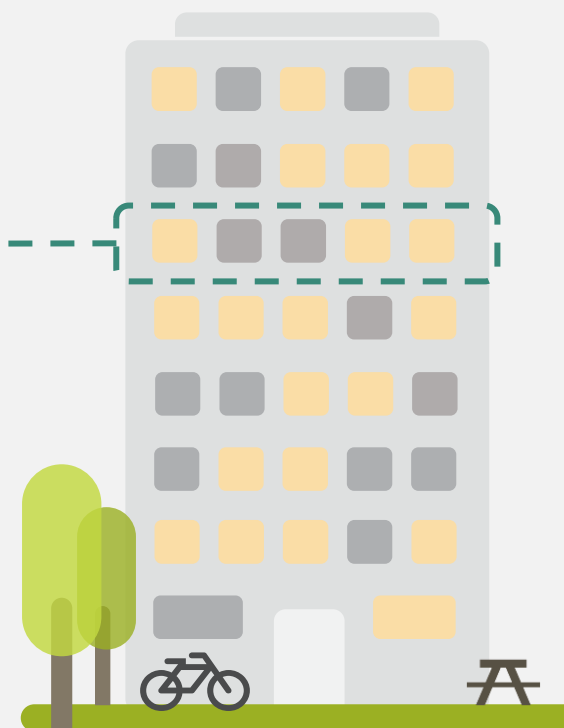
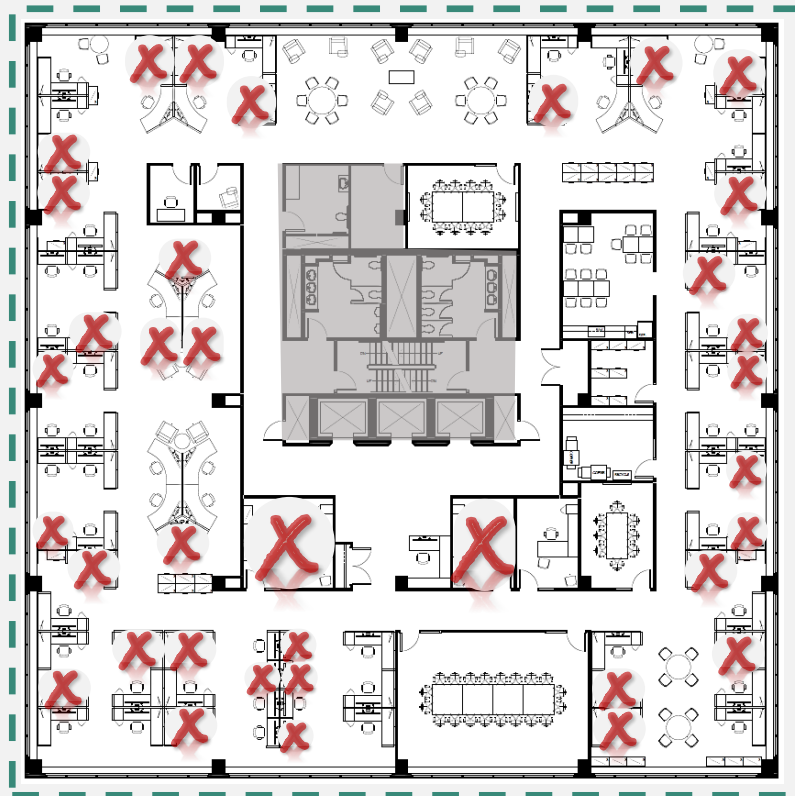


Physical workspace

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Why is traditional office utilization no longer efficient ?

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...

Here's a [funny video](#) on inefficient space utilization, because who doesn't love a funny video?!





Workplace Utilization

...and how it relates to:

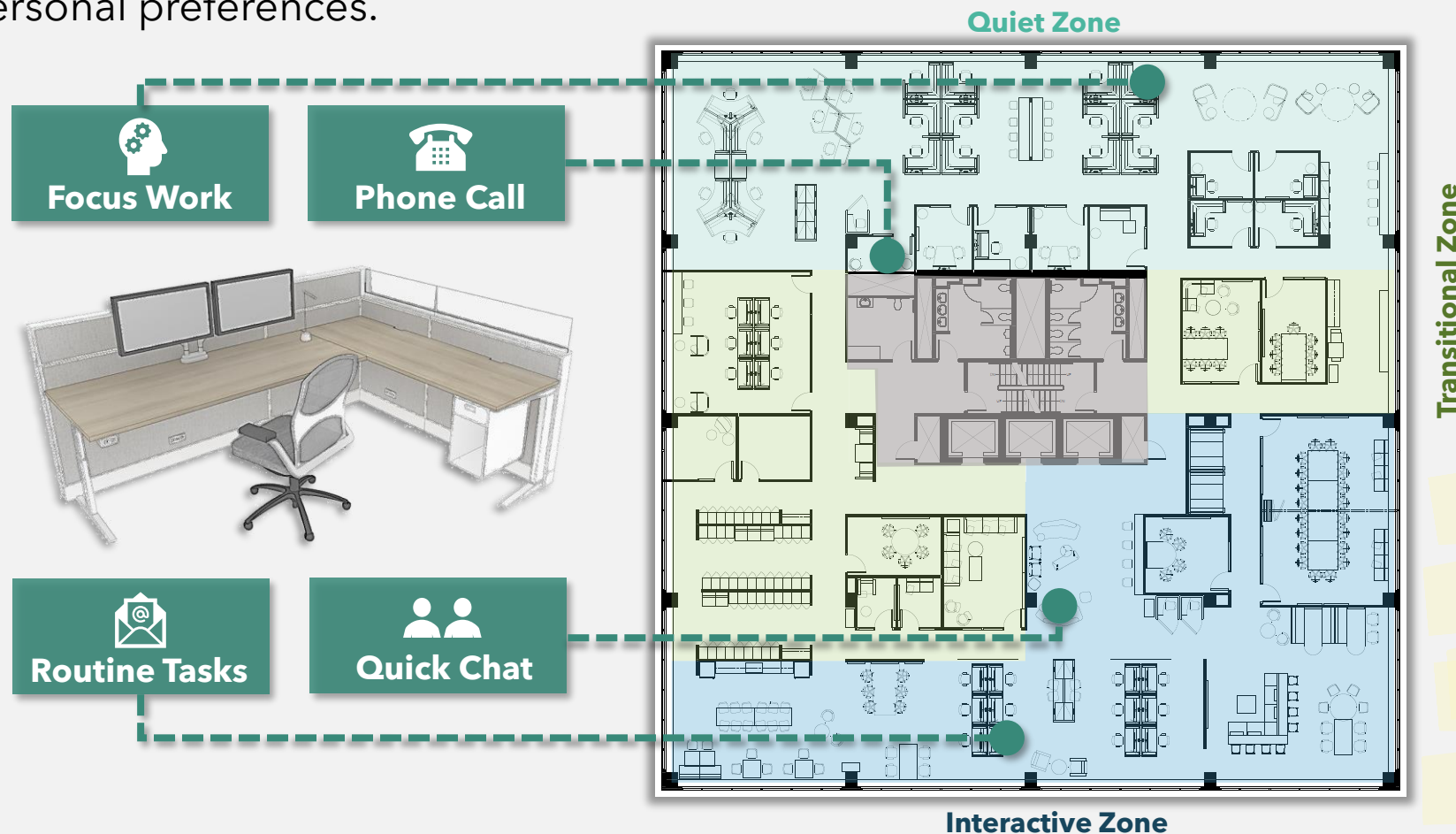


Physical workspace

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How does activity-based working improve space utilization ?

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



Remember...
GCworkplace
provides an
almost 2:1 ratio
of workpoints to
the number of
target onsite
occupants





Workplace Utilization

...and how it relates to:



Hybrid work model

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How does activity-based working optimize workplace utilization?

Optimizing is NOT about densifying space, it's understanding that with hybrid working, regular daily vacancies, and unassigned space utilization, GCworkplace can serve a larger **population** than its **onsite target occupancy**.



OCCUPANTS

The individuals physically in the workplace at any point in time

vs.

POPULATION

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

Space optimization can also enable space 'over-programming'





Workplace Utilization

...and how it relates to:



Hybrid work model



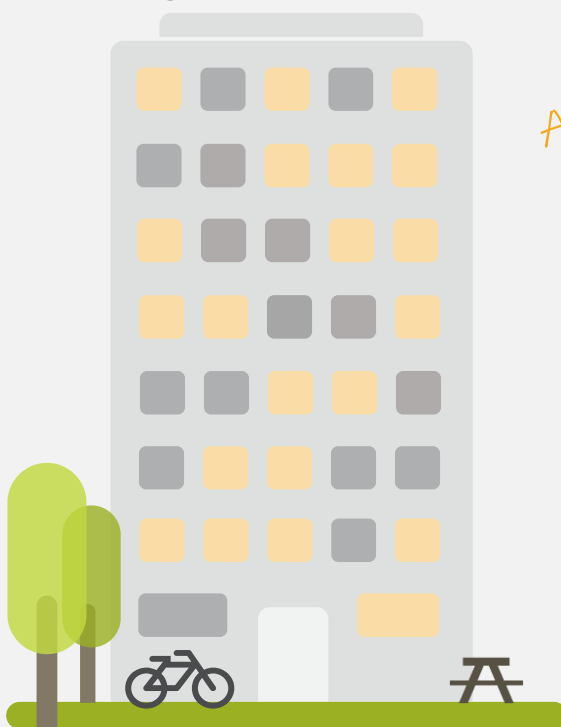
Portfolio strategy

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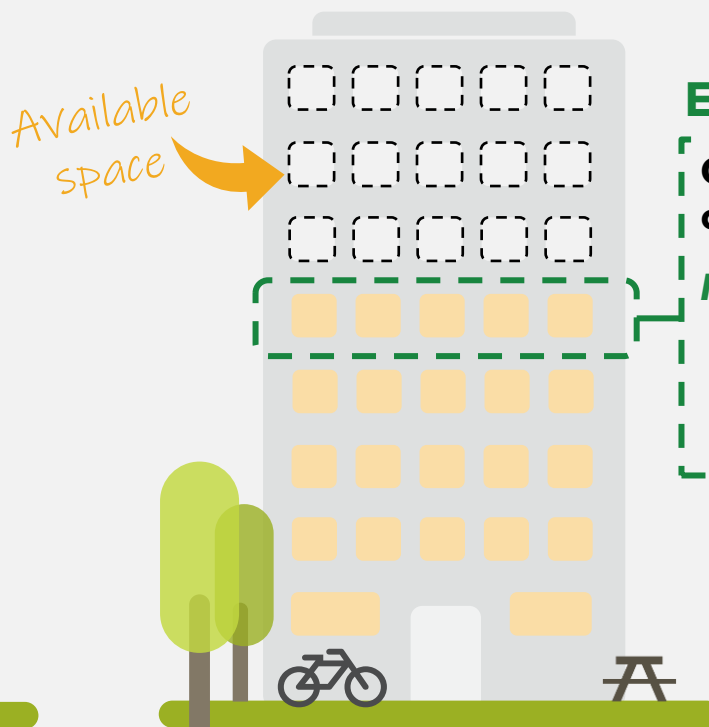
How does this help to 'right-size' the portfolio ?

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

Assigned Utilization



Unassigned Utilization



Example:

GCworkplace floor for 100 onsite occupants:

Impact of different hybrid work models:

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

Remember... a PSPC CASA
or Accommodation Manager
can guide organizations in
calculating their new space
requirements





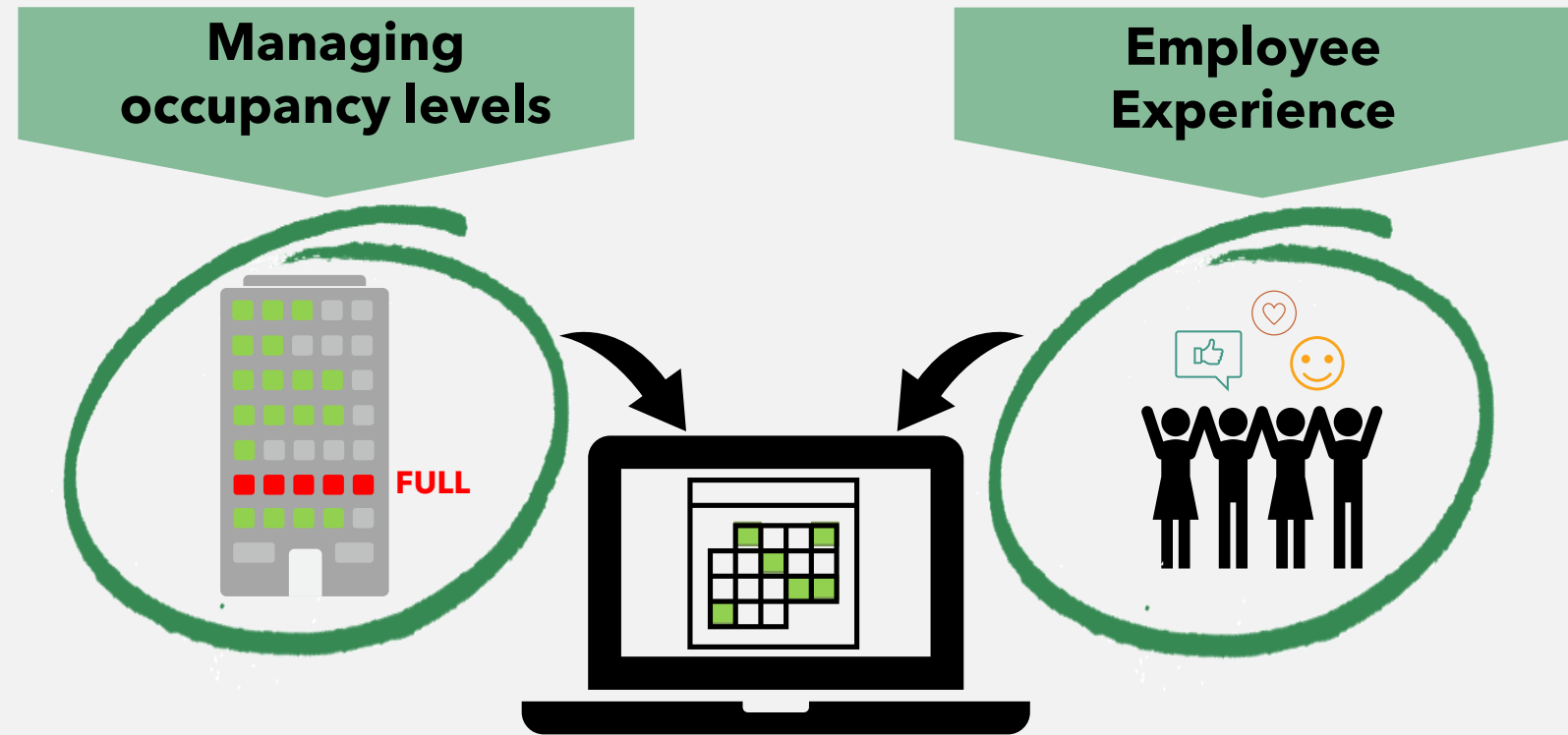
...and how it relates to:



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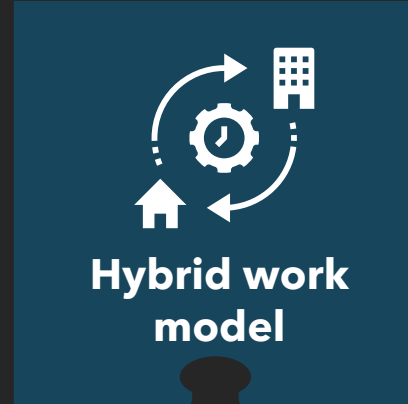
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With so much flexibility and efficiency in space utilization, there are two major considerations:



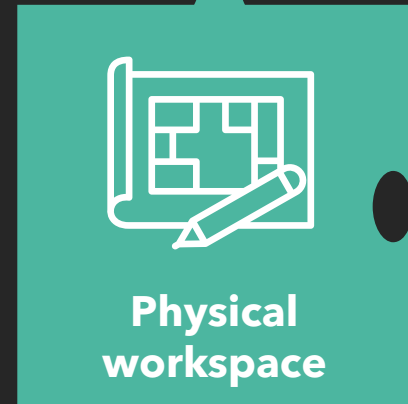
A major enabler to both is the use of a **space booking tool**. In order for a space booking tool to be a successful, it must align to the workplace's utilization intention – which in the case of GCworkplace, is activity-based (unassigned).

Defines the volume
of employees
expected on-site
throughout the week



Supports the volume
of employees
expected on-site
throughout the week

Supports a new,
modern way of
working in the
workplace

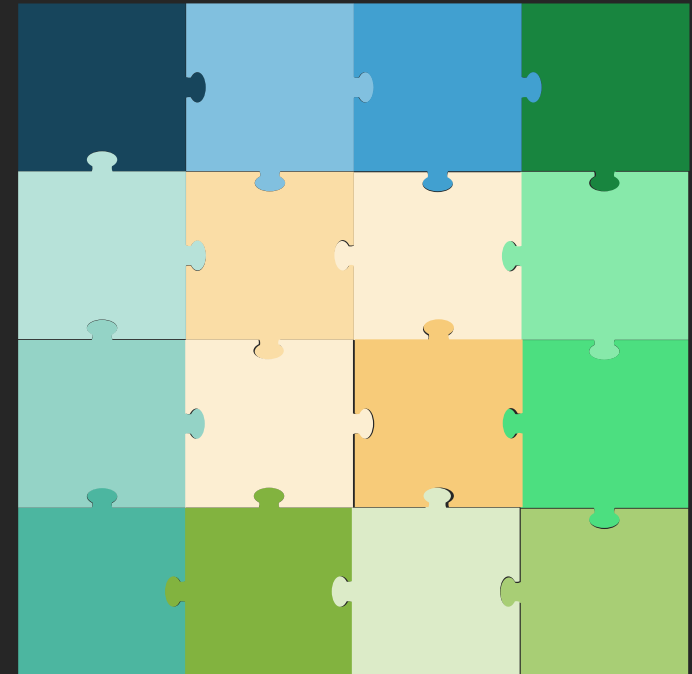


Defines a new,
modern way of
working in the
workplace



With all 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





Part 2: **Practical solutions**

Workplace Optimization Framework

Workplace Utilization Strategies

Optimizing unmodernized space utilization

Workplace Experience - *coming soon*

Health, Safety & Wellbeing - *coming soon*

Future Trends - *coming soon*

Glossary - *coming soon*



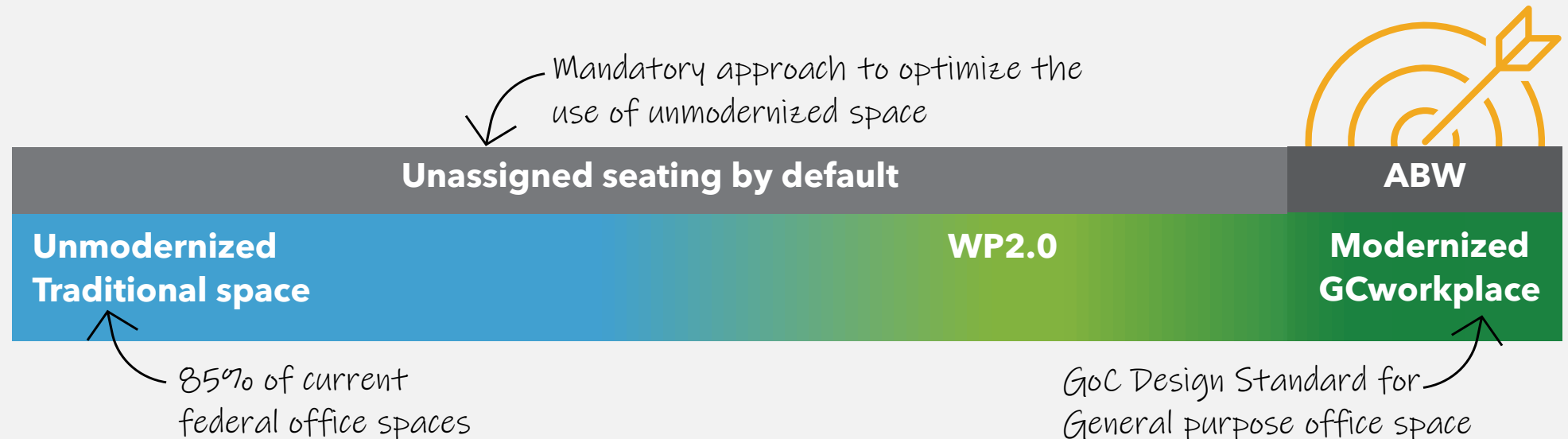


Workplace Optimization Framework

Workplace optimization journey

Modernizing the WAY we work can be done in almost any office space, however the user experience is enhanced in a workplace purposely designed to support a flexible way of working.

Wherever you are starting from, and no matter the size of your space improvement project, every modifications to a space will require a strong foundation and should prioritize the employee experience.



Transitioning from unmodernized space to a modern space and modern way of working demands significant effort, however incremental steps can be taken if a large-scale project is not feasible.

This guide provides information required for a full modernization project, but some elements still apply to the other solutions.



Workplace Optimization Framework

Project Types

Modernization projects can take form in several ways. No matter the scope of a project, all modifications or upgrades to a space must meet the requirements of  GCworkplace [compliance](#) or be working towards it.

In addition to physical space, these projects address the transformation and evolution of technology, as well as new methods for working in a hybrid work model.

Full fit-up

Large scale projects that focus on alterations and improvements to base buildings, and usually include demolition of the existing space.

Due their complex nature, these projects require significant financial investment, and considerable time for completion.

Furniture first

Repurpose existing constructed elements to minimize costs and expedite delivery. Furniture systems are used to create variety of workpoints.

While faster and less expensive than full fit ups, they still require significant investment of both time and resources.

Partial Improvement

Smaller scale projects targeted at specific areas or individual elements of a space. This may include upgrading chairs, adding collaborative workpoints, or simply modifying the way of working within the existing space.

These projects are flexible and can be planned around budget and resource availability.



Foundation for success

Regardless of the type of project, the foundational elements of a **successful project** remain the same. To maximize your chances of success, minimize risks, and achieve the desired outcomes, these three core elements need to be established early in the project planning phase.



Leadership commitment

Active and visible sponsorship is the single greatest contributor to the success of a project



Project Vision

An end state must be defined at the beginning of a project to achieve the desired results



Integrated project team

A core team of people who will bring the vision to life and ensure it is executed successfully

The complexity and level of effort for each element will vary depending on the scope of a project.



Leadership Commitment

The decision to undertake workplace modernization and/or optimization and everything that it entails is an important one and is usually a decision taken at the highest executive level. **Leaders need to be on board with the initiative for it to be a success.**



- [Sponsorship Commitment and Responsibilities](#) : A presentation to engage leaders for a project
- [Sponsor support guide](#) : A tool to help change managers in their dealings with sponsors

An engaged project sponsor and executive sponsor have proven to be a major factor in a project's success



Workplace Optimization Framework

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Project Vision

Successful projects require a clear vision. **How can you get there if you don't know where you are heading?** A project vision must align with the organizational vision, it guides decision-making during the project, and it serves as the basis for employee communication.

Questions to get started...

- > Who will have access to the modernized space from this project? All-employees? Or a specific branch/sector?
- > How much space do you currently occupy?
- > How much space will be modernized?
- > Will other spaces be modernized later?
- > Will this project be used as a test/pilot space for future projects?
- > How is the new space intended to be used (what differs from how traditional office space is used)?

EXAMPLE:

Over the past few years, we've radically changed the way we work and interact. With the changes brought about by the COVID-19 pandemic and the implementation of the hybrid working model **[Insert Department name]** has decided to take part in a workplace modernization project, which aims to provide a modernized workplace environment for **all employees OR employees of a specific sector/branch (specify which ones).**

Provide details on location and scope (ie: building address, and floors)

The space will be part of an ecosystem of spaces available to support employees in our new hybrid work model. Employee feedback and engagement will influence the design and utilization of the space as well as **inform future modernization projects.**

The space will be designed to foster a culture of innovation and improving digital technology to encourage government wide collaboration, flexibility and efficiency. It will also integrate sustainability and improve the overall health and well-being of employees and ensuring inclusivity for all.

We will continue to adapt and offer support to all employees during this modernization project. Together our contributions help shape the future of our organization!

Project vision endorsed by: **Project Sponsor name**

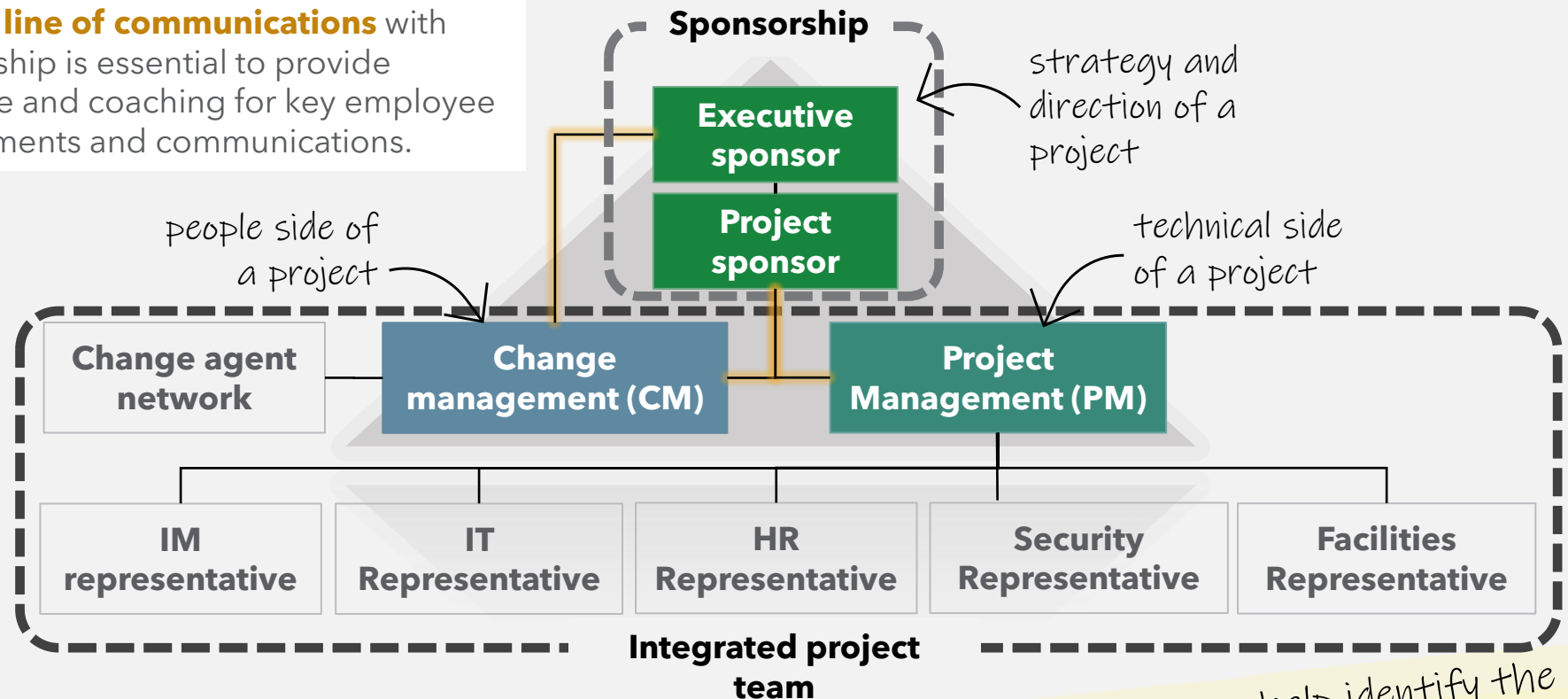


Workplace Optimization Framework

Integrated Project Team

Modernization is about adapting the WAY we work in a space. Meaning that it will likely result in a series of small projects (or initiatives) in each of the enabling sectors. Having the **necessary resources at the early stages of a project** is essential to its success. The team will ensure a timely and integrated project delivery and user-centric solutions.

A **direct line of communications** with sponsorship is essential to provide guidance and coaching for key employee engagements and communications.



This tool can help identify the key players of your integrated project team



Enabling Sectors

Workplace modernization will often be the catalyst for several internal projects or initiatives that will be led by enabling sectors. The project manager and change manager will need to consult with all the sectors to support the larger workplace modernization project.

Workplace Optimization Framework

Information technology

- Secret/classified network access
- Print-on-demand
- Audio-visual equipment
- Booking system
- Wi-Fi: private and/or public

Facilities management

- ABW environment: shared seating, workpoint variety, work zones
- Ergonomics, accessibility and inclusivity in all workpoints
- Utilization of day lockers
- Removal of personal and business assets*

Human resources / OHS

- Policies and directives adapted to hybrid working
- Community norms / team charters
- Assignment of first aiders
- Interim work agreement / telework agreement
- Duty to accommodate solutions

Information management

- Digitization (paper storage space reduction)
- Imaging services
- Implementation of an information management system
- Digitization of processes

Security

- Emergency procedures
- Access card system
- Working with protected/confidential information
- Assignment of Fire Warden role

**shared responsibility between Facilities management and Information management*

Here is a tool that can help prepare you for these initiatives



Workplace Optimization Framework

Change Management for Workplace Optimization

The importance of change management cannot be underestimated in any project. **If there's a change, it needs to be managed.** But let's be clear, a change can only be managed once it's defined. The change definition is created in the project vision.



Change Management does not DEFINE change, but rather manages any change that results from a defined workplace modernization vision.

Visit the [home page](#) for the Workplace Change Management National Centre of Expertise to access several guidance documents and tools.



Workplace Utilization Strategies

Strategies for optimizing workplace utilization

The success of a workplace will depend heavily on the following utilization strategies. These have been observed to play a significant role in the employee workplace experience and can greatly impact the workplace functionality.



Neighbourhoods

Who is going
where?



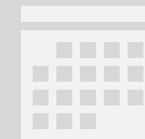
Special Access

What about special
circumstances?



Lockers

Where do we store
personal items?



Booking

Is there enough
room for everyone?

As each decision impacts the next, try focusing on the above strategies sequentially, and as early as possible since they will have an impact on space design.

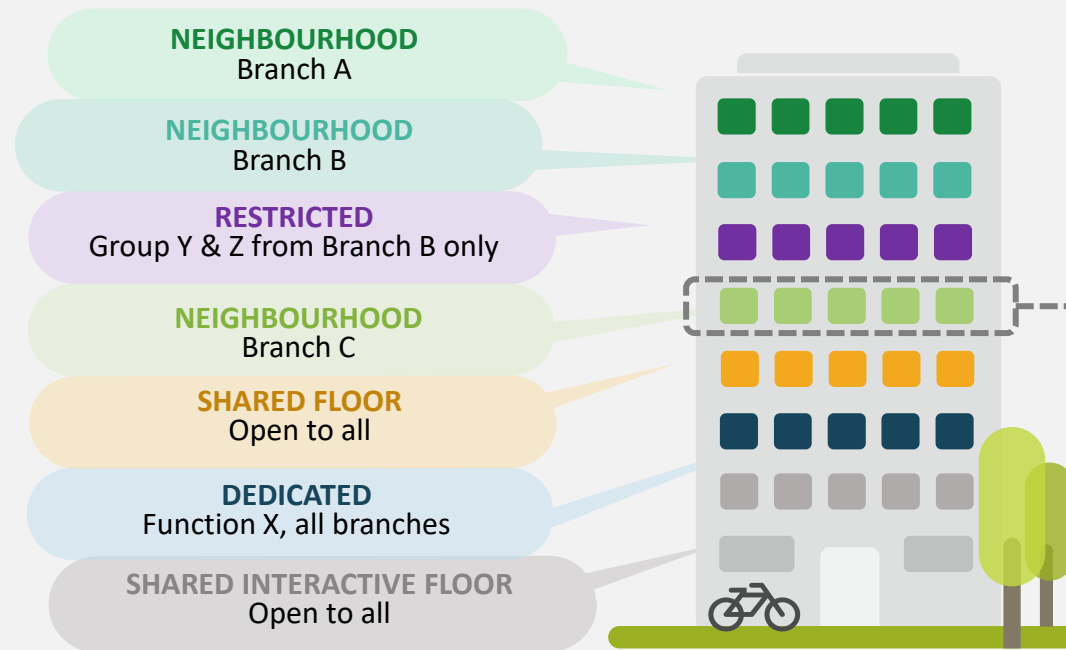


Workplace Utilization Strategies

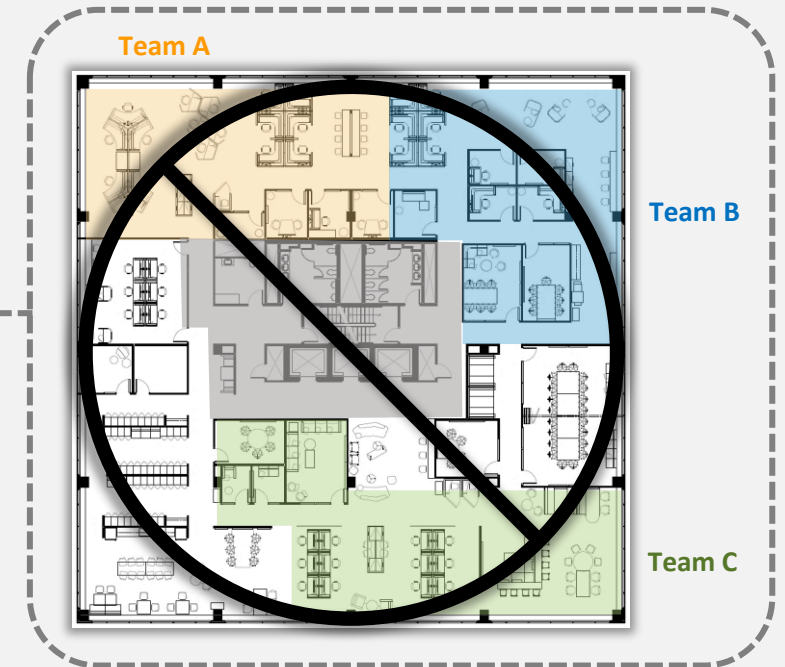
Neighbourhood Strategy (1 of 3)

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. Implementing a neighbourhood strategy promotes team cohesion and creates a sense of familiarity, while still providing ample variety and choice.

Neighbourhoods by floor



Micro-neighbourhoods
not recommended





Workplace Utilization Strategies

Neighbourhood Strategy (2 of 3)

✓ Floor wide Neighbourhoods

An ideal strategy for space utilization where an entire floor is assigned to specific branches or sectors as an anchoring space. This approach promotes team cohesion and creates a sense of familiarity, while still providing ample variety and choice to employees.

⚠ All shared

When any employee can use any space at any time. There are no restrictions or anchoring space assignments for branches or directorates, ultimately providing maximum flexibility.

Risks:

- overwhelming choice
- feeling of disconnection in the workplace

⚠ Micro-Neighbourhoods

When specific teams are assigned a specific area on a floor. This concept is not recommended as it compromises the ecosystem's functionality.

Risks:

- less efficiency in utilization
- less flexibility
- zoning becomes impossible

Note: in some smaller spaces such as regional offices it is possible that some micro-neighborhoods are required.



Workplace Utilization Strategies

Neighbourhood Strategy (3 of 3)

Know your people:

- Consult an up-to-date organizational chart with accurate FTE counts for each branch or sector.
- Determine proper governance for approval of final stacking plan.
- Conduct interviews with each branch or sector to gain a sense of synergies or similarities between certain teams or groups for possible co-location.

Know your space:

- Make a list of all available spaces and their types (GCworkspace, WP2.0, or Traditional)
- Make a list of the target occupancy for each available space. (CASA can help with calculations)
- Make a list of physical anchor points, such as existing SPS or wired network connections that are not easy to relocate.

1. Using the physical anchor points as a starting point, assign the groups that require access to the anchor points to the floors they are located on.
2. If the floors with anchor points can accommodate more than the group that will use the anchor points, start matching groups with synergies to complete the floor assignments.
3. If there are no anchor points, you can use the target occupancy of the floor and the FTE counts by sector to determine the best logical place for each group.
4. Present the proposed stacking plan to project steering committee for endorsement.

BEST PRACTICE:

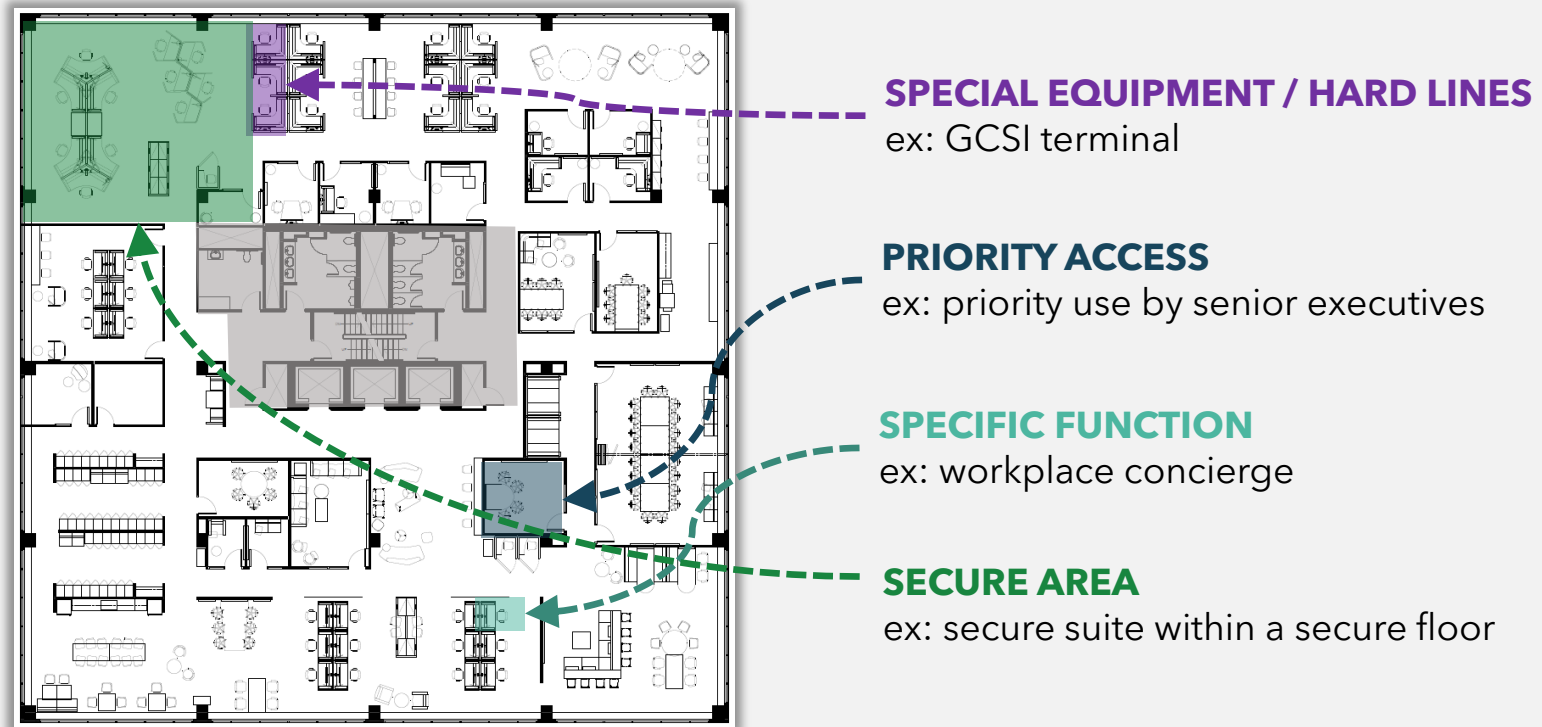
- ❖ If you have a mix of modern and unmodernized spaces, consider making the modernized spaces available to all employees promoting equal access to space and to allow everyone the chance to adapt to the future way of working.



Workplace Utilization Strategies

Special Access Strategy (1 of 3)

In an activity-based workplace, all workpoints are to be **shared by default** for maximum flexibility for all users. However, certain circumstances based on specific activities or functions – not titles or levels – may require temporary/permanent* priority-use or dedicated access for teams or individuals.



***For new projects:** only permanent requirements should be identified in the requirements gathering phase of the design process. Temporary situations, such as someone recovering from an injury, can be accommodated as they arise by using an existing shared workpoint.



Workplace Utilization Strategies

Special Access Strategy (2 of 3)

✓ Shared Access

This is the default access for all employees with access to the workplace. All workpoints whether open or closed, individual or collaborative are available for all.

NOTE: workstations are equipped with ergonomic chairs and height adjustable surfaces to satisfy most ergonomic requirements.

⚠ Priority Access

Can be provided for team(s), individual(s) or function(s), but must remain available to all when not in use.

- ✓ Boardroom and/or enclosed office for senior leaders
- ✓ Special equipment for specific function/activity

⚠ Dedicated Access

Can be provided for team(s), individual(s), and function(s), but are NOT available to all when not in use.

- | | |
|------------------------------|-----------------------------------|
| ✓ Conflict resolution office | ✓ Office coordinator |
| ✓ Office of the Ombudsman | ✓ Secure room or suite |
| ✓ On-site IT help desk | ✓ Secure network line (hard line) |

Dedicated access is most commonly reserved for functions that require access to equipment or space that is not easily moved or relocated (SPS).

DTA requests and specific ergonomic requirements fall outside of priority/dedicated access.

All primary individual workpoints are designed to be ergonomically adjustable, eliminating most specific ergonomic requirements. Employees with additional requirements continue to be addressed on a case-by-case basis with the employee's manager and OHS representative.



Workplace Utilization Strategies

Special Access Strategy (3 of 3)

Know your people:

- Conduct interviews with each branch or sector to understand which positions, functions or roles that require priority access and dedicated access to a space.

Requirements for **priority access**:

- Sporadic need to access a specific workpoint type, or equipment on short notice.

**Space can remain available for use by others.*

Requirements for **dedicated access**:

- Special equipment or hard lines (not easily moved)
- Access to a secure space or suite
- Function that offers onsite services full-time

** Space is not available to others.*

Know your space:

- Make a list of physical anchor points, such as existing SPS or wired network connections that are not easy to relocate.
- Make a list of neighborhood assignments.

1. Using the neighborhood assignments and physical anchor points as a starting point, assign the workpoints that require priority and dedicated access.
2. Consider assigning a variety of workpoint types to a specific function.
3. Maintain access to all workpoint types for all.

BEST PRACTICE:

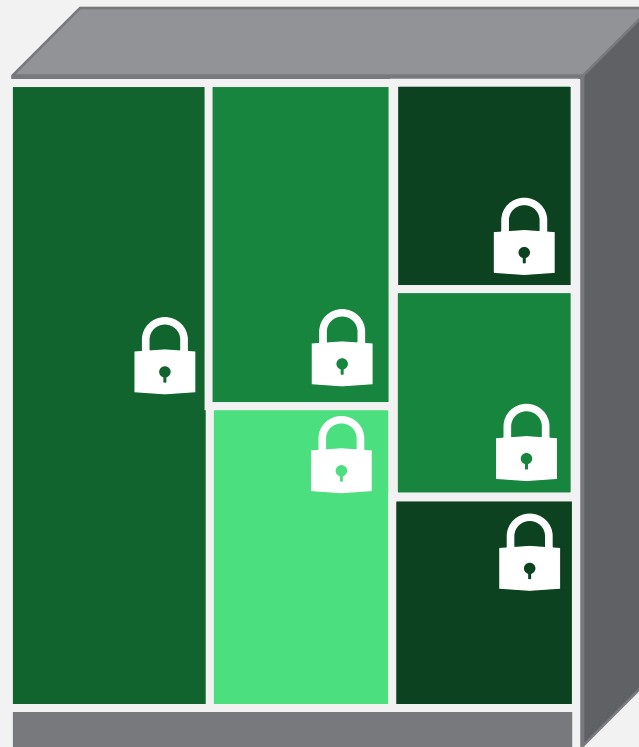
- ❖ Focus on the functions of the job rather than individuals. Personal preference is not a reason to request priority or dedicated access to a workpoint type. In fact, those requests are often a symptom of resistance when ABW is misunderstood.



Workplace Utilization Strategies

Locker Strategy (1 of 3)

In an activity-based environment, lockers are designed to be **day use by default**. However, individuals may require a dedicated locker based on personal circumstances. A locker strategy will help confirm the quantity, size and assignment of the lockers, all of which must align with the [locker directive](#).



Size of
lockers

Quantity of
lockers

Assignment
of Lockers

It's important to remember that locker areas should always have enough lockers to accommodate the target occupancy of a floor. They will also include coat closets with hanging rods and boot storage. Other storage spaces will be provided for things such as coffee, tea, mugs, plates, office supplies, etc.



Workplace Utilization Strategies

Locker Strategy (2 of 3)

✓ Day-use

Similar to the workpoints, all lockers are unassigned by default and available for daily use.

⚠ Locker assignment:

Can be provided to employees under certain circumstances.

- ✓ Individuals working onsite for more than "X" days.
- ✓ Individuals with a DTA that requires them to have special equipment.
- ✓ Individuals with a DTA for an accessibility requirement.
- ✓ Individuals that use public transit or bike to work

The three factors that need to be determined as part of a locker strategy are:



Highlighted in yellow is the recommended scenario. However, your organization may prioritize locker size or quantity. Whichever you prioritize will impact the other two factors. For example, if you want full size lockers, you will have to reduce the quantity of lockers which will force a day-use assignment.



Workplace Utilization Strategies

Locker Strategy (3 of 3)

Know your people:

- Conduct a [locker area consultation](#) with all staff, to understand which positions, functions or roles require an assigned locker based on operational requirements (work full time in office), or DTA requirements, and get a pulse of the general preference for locker utilization.
 - Validate DTA requirements with the OHS team

Know your space:

- Gather a list of neighborhood assignments and special access requirements by floor.
- Determine the maximum quantity of lockers based on the locker directive.

1. Determine which factor is priority for your organization (assignment, quantity, or size).
2. Based on the priority, determine the remaining two factors based on the restrictions outlined in the locker directive.
3. Maintain an up-to-date list of assigned lockers and consider integrating the assignment of lockers with HR onboarding process.
4. Develop an operational procedure for regular locker cleaning.

BEST PRACTICE:

- ❖ Organizations report that a substantial number of assigned lockers remain unused after employees adjust to this new work style. It is best to let employees acclimate to the new space and work style before offering assigned lockers to everyone.
- ❖ 1:1 locker assignments are discouraged in activity-based workplaces, unless the space has enough lockers to serve every employee.

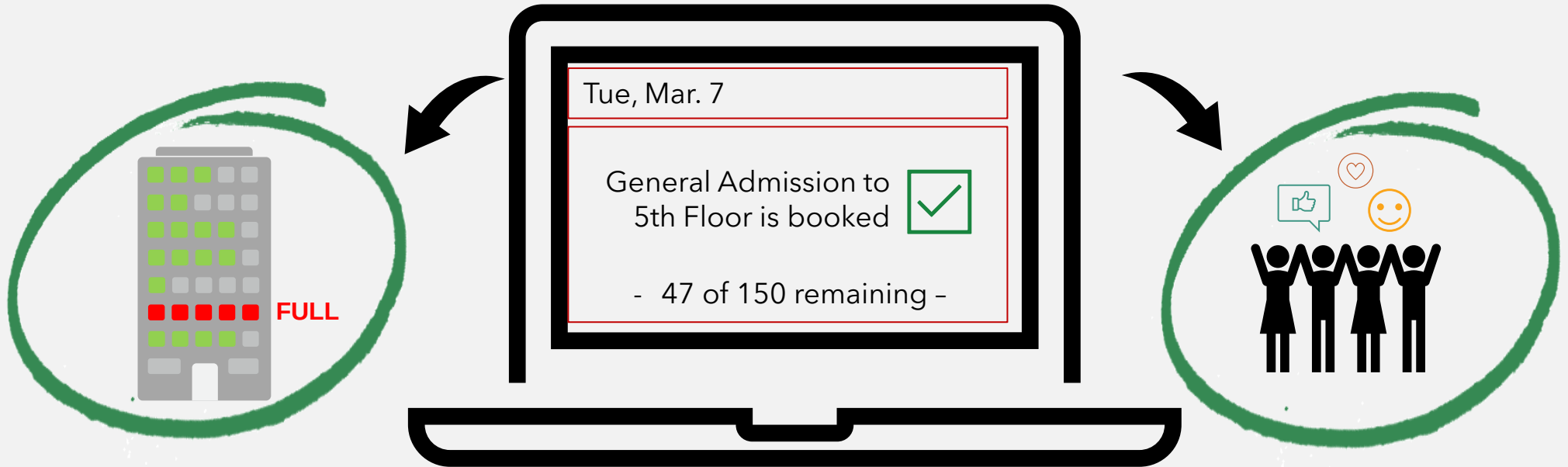


Workplace Utilization Strategies

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Booking Strategy (1 of 3)

A booking tool is a great way to ensure occupancy levels are managed as well as support the employee's workplace experience. However, the booking strategy must first align to the workplace type and its utilization intention.



Managing occupancy levels

is important when the population exceeds the onsite target occupancy of a floor. If your population is close to equal to the target onsite occupancy a booking system is not required.

Employee experience

must be considered when implementing a booking system and strategy. The system should be intuitive and user-friendly. Proper training and ongoing support should be provided for it to work effectively.



Workplace Utilization Strategies

Booking Strategy (2 of 3)

✓ General Admission

Employees book their attendance to a specific floor using a booking system. Employees can select the workpoint of their choice simply by seeing that it is vacant.

- ✓ Recommended for GCworkplace or Workplace2.0 spaces due to:
 - Clear visibility of available workpoints
 - Reassurance that there will be room when you get to the office

⚠ Workstation for the day

Employees must book a specific workpoint on a specific floor prior to arriving to work.

- ✓ Recommended for traditional spaces only due to:
 - lack of variety of workpoints in the space
 - high cubicle panels make it difficult to see which workstation is available

⚠ Bookable by percentage approach

This approach acts as a supplement to the general admission approach by providing a percentage of workpoints that are specifically bookable ahead of time.

A common approach is 80% general admission and 20% bookable.

Exceptions:

- Meeting rooms, collaborative workpoints, and workpoints assigned for special functions or equipment must be bookable by the hour.
- A workplace that serves a population that is about equal to its onsite target occupancy, does not need a booking system for workpoints regardless of the type of space.



Workplace Utilization Strategies

Booking Strategy (3 of 3)

Know your people:

- Gather space utilization data from current booking system or from other data source (if possible).
- Determine the mobility rate of your organization by branch/sector.

Know your space:

- Create a list of the type of spaces (GCworkspace, WP2.0, Traditional) by floor.
 1. Based on the type of space on each floor, determine the best booking strategy by floor.
 2. If one already exist, determine the changes required to the existing booking system.
 3. If no booking system exists, select the desired booking system based on operational requirements.
 4. If any changes are made to the space or the purpose of a workpoint, changes must be reflected in the booking system promptly.

BEST PRACTICE:

- ❖ Many organizations have abandoned their booking system in an ABW environment that was not over-programmed.
- ❖ A combined approach is a good way to transition employees to a fully general admission strategy.
- ❖ Enclosed offices can be made bookable like meeting rooms due to their popularity.
- ❖ When implementing a combined approach, implement clear and consistent communications around the reasons for the percentage of specifically bookable workpoints.
- ❖ If required, apply different booking strategies to different floors or buildings.



Why go unassigned in unmodernized space

The current federal office space landscape varies greatly from **modernized space** (aka GCworkspace) to **Unmodernized space** (aka traditional space) with outdated space allocations. With most federal departments still working from traditional office spaces, there is a growing need to **enhance efficiency and functionality** within the **existing office environment** to accommodate a 60-80% onsite presence.

To optimize the use of space

ABW	Unassigned seating by default	
Modernized GCworkspace	WP2.0	Unmodernized Traditional space
Already designed to support Activity Based Work model	To enable a positive user experience in an unassigned seating model, it's essential to adapt unmodernized spaces through small optimization initiatives, prioritizing enhancements in:	
	> SPACE, > TECHNOLOGY > UTILIZATION of the space	

By focusing on the employee experience, we can establish the best way to improve the existing environment



Optimizing unmodernized space utilization

How to go unassigned in unmodernized space

Although the employee experience is enhanced in a modern workplace, the following strategies can improve the overall experience in an unmodernized space.

1. Depersonalize

Conduct an office wide cleanup of personal and business assets and adopt clean desk policy for all workstations and offices

3. Centralize personal storage

When possible, remove storage towers from workstations and centralize to encourage unassigned use

5. Upgrade Furniture & Technology

Upgrade task chairs and height adjustability of workstation surfaces to enhance ergonomics and flexibility. Upgrading workpoint technology to allow any user to easily connect their tools.

2. Define acoustical zones

Divide the existing space into [zones](#) to provide acoustical separation, and consider a new workplace etiquette

4. Repurpose space

Large offices can become small meeting spaces, and smaller rooms can become phone booths or focus rooms

6. Manage the change

Communicate and manage changes for employees to ensure a successful transition

These strategies are a step in the right direction to embrace a flexible and modern way of working.



Optimizing unmodernized space utilization

Best Practices for Modern Utilization of Unmodernized Space

To ensure efficient use of office space for a hybrid work model, or to absorb any growth, modern utilization is possible in any space. Here are some key lessons learned from previous projects and return to office initiatives.

- ✓ work with your CASA to determine how much space is required based on your hybrid work model
- ✓ properly identify quiet zones on all floors and establish proper [etiquette](#) for each zone
- ✓ prioritize the most modern spaces, and supplement as needed with traditional spaces
- ✓ identify where adjustable workstations are in workplaces that have a limited quantity
- ✓ be clear with employees about which spaces are temporary solutions vs. modernized GCworkplaces
- ✓ use the right [booking strategy](#) for the type of workplace
- ✓ provide equal access to a wide variety of enclosed and open spaces
- ✓ consider a workplace coordinator role to support the overall workplace experience
- ✓ consider a floor-by-floor neighbourhood strategy without creating micro-neighbourhoods
- ✓ make sure employees are made aware of these changes
- ✓ provide variety in types of [personal storage](#), and provide utilization options.
- ✓ Allow employees to provide feedback and suggestions for improvement.