

Activity Based Workplace Program

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1. What is activity based working?

Activity-based work is undertaken in a workplace in which individual employees are not assigned to a particular workstation. This type of work environment is known as the activity-based workplace (ABW). The workspace is configured to provide employees with access to a variety of tools and resources at within various work points allowing them to conduct specific tasks including learning, focusing, collaborating, socializing, etc. over the course of the workday. In an ABW employees may move freely between work points as needed. The ABW features modern technology in support of mobile, collaborative, independent and remote work. The ABW design is based on an assessment of the activity requirements of clients' and their employees' (front end planning process) in collaboration with PWGSC.

2. What is the context of the ABW program with respect to the current WP2.0 implementation and the Deficit Reduction Action Plan (DRAP), and why is this needed?

The ABW program exists within the broader scope of the *Government of Canada Workplace 2.0 Fit-up Standards* and provides additional incentives to clients to implement innovative workspace.

Clients' DRAP commitments are being achieved through various methods including lease termination and space consolidation. Space optimization projects which increase utilization and support space reductions (WP2.0, WP2 lite, and ABW projects) contribute to client's DRAP savings.

3. When will the ABW program begin and when will it end?

The ABW program is currently underway. The financial authority to pay for the client's basket of goods (fit-up and SSC) is in effect until March 31st, 2018. However, it is the intention of PSPC to extend authorities beyond this date. In the event that the financial authorities are not extended after March 31st, 2018, the funding accountabilities will revert to those existing in the fit-up standards.

4. What are the objectives of the ABW Program?

The objectives of the program are to:

- Follow the President of the Treasury Board's instruction to 'focus on results and delivery' by designing office space that responds to user requirements and priorities.
- Advance the establishment of a mobile, innovative, collaborative, and knowledge-based workspace to support the vision of Destination 2020;
- Accelerate space reductions in the PSPC office portfolio and return cost savings to the Receiver General of Canada by providing incentives to clients to fully commit to workplace modernization.
- Provide design driven accommodation solutions that feature a wide variety of unassigned work points (workstations, open and enclosed collaborative areas, quiet rooms), Wi-Fi, and IT support for a mobile workforce.

5. What are the eligibility criteria for participation in the pilot?

Eligible projects will be sought from a variety of clients, of large and small sizes, and from different sectors of the federal government. To be eligible for the pilot clients must;

- Demonstrate organizational readiness and commitment to Destination 2020 workplace principles
 - Championing change and innovation in their organization
 - Information Management strategies to support mobility and move towards a paper-light environment
 - Information Technology support for the mobile workplace (desktop transformation programs, cellular telephones)
- HR and management policies supporting mobility, change and employee support towards the vision. Have employees participate in a pre-occupancy and post-occupancy evaluation

PSPC will utilize a common sense approach and adhere to the principle of best value to the Crown in the selection of eligible projects

6. Are reimbursing clients eligible to participate in the program?

Yes. Reimbursing clients may elect to participate in the program, however, they will continue to be responsible for all accommodation costs as they would be ordinarily under the Government of Canada Workplace 2.0 Fit-up Standards. Benefits to participating, despite not having any costs covered by PSPC, include savings as a result of space reductions, increases in employee well-being and the achievement of Destination 2020 workplace modernization objectives. Additional benefits in performance and productivity may be realized through the establishment of an activity-based workplace.

7. Would you target Crown-owned buildings first or leased space instead?

The criteria for selection is driven by investments in long-term core holdings of the portfolio under PSPC custodianship (Crown, lease-purchase, sale lease-back, or long term leases). Value to the Crown will be tested through the payback period of the fit-up investment. PSPC will also utilize a common sense approach and adhere to the principle of best value to the Crown within its selection process.

8. What are the key responsibilities of PSPC and the client under this program?

PSPC is responsible for leading the workspace design, in collaboration with the client, based on an assessment of their requirements, and the funding of enabling workplace IT environment (Wi-Fi, WAN, LAN, cabling, telephony) systems supporting mobility and transformation (with SSC providing service). PSPC also has the lead role in the provision of general accommodation services to the client in support of the client's program requirements. PSPC will support workplace transformation with change management coordination for clients.

The client is responsible for championing change within the workforce and HR practices in support of the transition to an ABW environment. The client will also need to transform their departmental information management and information technology practices to support the ABW Project's objectives of a mobile, paperless, collaborative, and knowledge-based workplace. Client readiness to adopt these principles is a key criterion in the assessment of a client's viability for participation in this pilot.

9. What changes will be made to the Government of Canada Workplace 2.0 Fit-up Standards?

The Government of Canada Workplace 2.0 Fit-up Standards will continue to apply to all clients participating in the ABW Project. Under the program, PSPC will provide for the acquisition of the integrated ABW solution, change management coordination, organizational assessment and guidance for readiness and functional programming for ABW design activities. PSPC will also fund the cost of furnishings for general office accommodations for clients participating in the pilot.

Following Treasury Board approval, the costs of Wi-Fi (design, procurement, and installation) and the installation of a mobile device amplification system, if required, are now included in the standard bundle of goods for all non-reimbursing clients. Costs associated with maintaining these systems as well as for any ongoing charges related to devices (e.g. cellular phones) are a client responsibility. This change applies to all clients regardless of their participation in the pilot and will remain in place until March 31, 2018.

The ABW program is consistent with the current WP2.0 standards and principles however within an ABW:

- All space is unassigned; employees are not assigned to workstations based on their worker profile.
- Work space and support space design and allocation are flexible.
 - Office space allocation is reduced by a minimum of 15% while the support space allocation is unchanged; a new space calculator for ABW projects has been established which reflects this
- There are no enclosed assigned offices, enclosed spaces are available to support visual and acoustical privacy needs of employees.
- PSPC will fund additional fit-up components (details above).
 - Question 12 addresses funding for ABW for non-reimbursing clients.

10. What changes will be made to the Space Allocation Standards as a result of this pilot?

The space allocation maximum allocation will remain as is (as per Table 1 in Section 7.1.1 Space Allocation Limits, of the Space Allocation Standards). The national Government of Canada average for the space utilization factor will remain at 14m² usable per FTE, however, it is expected that clients participating in the ABW program will achieve a space utilization factor of less than 12m² usable per FTE.

11. What changes will be made to the Space Calculator as a result of this pilot?

A simplified space allocation calculator has been developed for the pilot. The modified calculator provides a reduced maximum allocation by adjusting the workstation allocation to help achieve the space reduction objectives of the pilot. The overall allocation for support space however remains unchanged.

The prescriptive allocation of meeting and collaborative spaces have been removed from the calculator, allowing the activity based workplace design to inform the exact number, type and size of required support spaces to suit the client specific program requirements.

12. How will the ABW Pilot projects be funded?

Currently, accommodations are provided to client departments via a split funding model. Costs related to accommodation, IT and furnishings are shared between PSPC, Shared Services Canada (SSC) and the client. Under the pilot, PSPC will pay for 100% of the standard costs to qualifying clients for their general office accommodations. Special program requirements will remain under the client funding accountability.

Under an ABW Project, PSPC will provide and fund:

- The fit-up of the ABW workplace solution.
- Change management coordination.

- An organizational assessment of the client to determine readiness.
- Functional Programming and Activity-based Workplace design activities
- Office fit-up meeting the client’s program requirements.
 - This includes the cost of furnishings, Wi-Fi (design, procurement, installation) and the installation of a mobile device amplification system, if required, for general office accommodations. Maintenance of Wi-Fi and telephony systems remain a client cost along with any associated mobile device costs (e.g. cellular phones).

Funding Accountabilities for non-reimbursing clients in the Activity Based Workplace Pilot

Fit-up Component	Accountability	Change
Base Building	PSPC	-
Standard Fit-up	PSPC	(was shared)
Wi-fi, Cabling, WAN, LAN, and Telephony	PSPC	(was SSC and client)
A/V and Videoconferencing	Client	-
Desktop computing and monitors	Client	-
Special Purpose Space	Client	-
Security requirements	Client	-

13. How will the funding of this pilot affect the ongoing Special Purpose Allotment (SPA) funding?

This pilot project will use available PSPC authorities in the fit-up SPA to fund a specific list of projects meeting the ABW program objectives and criteria. ABW projects will be implemented across the national portfolio, among different government client departments and agencies, and will be applied to various program activities.

14. Are all the costs to implement the pilot included in the funding identified?

Base building costs to prepare building structures and systems for fit-up (capital and operating) are not included in the amount above and will be managed from within existing PSPC funding sources. These costs are standard with the delivery of fit-up projects.

15. On a whole-of-government framework, will this program increase the cost of accommodation projects?

On a whole-of-government basis, the pilot program will not increase the cost of accommodation projects. The costs of accommodation projects are normally paid from appropriations of PSPC, SSC, and client. In an ABW project, the majority of client costs will be paid by PSPC. This incentive is provided to realize space savings and accommodation transformation beyond what would normally be achieved.

16. How will PSPC prioritize who gets funding if demand is higher than funds available?

Projects will be prioritized by client readiness and the resulting value to Canadians from the project proposal and based on a strategic investment analysis. PSPC will select projects from different program areas of the federal government (Science, Security and Intelligence, etc.) and from different sized departments and agencies. Projects will also be assessed against the quality of the holding where the investment is proposed, with long-term, high-quality holdings being prioritized as well as project timelines and complexity.

17. With the approach that PSPC intends to undertake, will there be a change of authority between PSPC clients (i.e., will PSPC or the client departments make final decisions on their space)?

PSPC and client authorities will remain unchanged. The TB Policy on the Management of Real Property recognizes the following role for PSPC:

“8.13 Public Works and Government Services Canada is the designated custodian of general-purpose office accommodation in Canada, provided on an obligatory basis to departments, and sets the standards for them.”

18. How is PSPC proposing to measure the success of ABW project?

The following objectives and performance measures will be used to assess the success of the pilot project:

Objective	Methods and measures of success
Demonstrate that activity based workplace design creates innovative office solutions that meet the program needs of clients by implementing pilot projects across government sectors and programs, across Canada.	Pre and Post occupancy reviews will be used to assess employee satisfaction. Expected results are improvements in the effectiveness of the workplace and tools to support the activities needed to deliver on client program objectives. Client participation in defining work activities is a key success factor.
Demonstrate that modern spaces designed based on activities versus worker profiles provide improvements in employee satisfaction to support increased effectiveness in the delivery of programs.	Pre and Post occupancy reviews and the Public Service Employee Survey results will be used to assess employee satisfaction. Change management is a key success factor.
Define and test enabling technologies (WiFi, telephony, networking, videoconferencing, space reservation, etc.) to support a mobile workforce	Pre and Post occupancy reviews will be used to assess employee satisfaction with enabling technologies. Expected results are improvements in mobility and availability of the technology when required by the employees. Availability of tools and technology within the

	client departments is a key success factor.
Accelerate space utilization improvements, and as a result reduce federal office portfolio space, particularly underutilised and wasted space, by providing an incentive to client departments who choose to move to an unassigned environment.	Expected results are that space utilization targets of 12m2u per FTE are achieved and that the majority of the workforce works in unassigned spaces.

19. How will client departments manage the unassigned workplace? Will there be a reservation system for each work point?

There are no specific PSPC guidelines or policies which address reservation systems (manual or electronic). PSPC is currently exploring the benefits of developing an enterprise space reservation solution. Although an initial work point reservation system may help in the early stages of the pilot project, departments may find that adjustments are required once an office etiquette is established and people are used to their new workspace. Work points in open or semi-enclosed collaborative spaces (breakout rooms, soft seating areas) are not generally reserved. On the other hand, most meeting rooms and formal spaces would use a reservation system, and most clients currently do so using Outlook to book resources. It is critical to create a balanced approach and offer a mix of collaborative and focused/quiet areas that may or may not be reserved. PSPC’s support for client’s change management and workplace coaching can support the establishment of practices and norms for working in the ABW workplace.