

WORKPLACE ENVIRONMENT GUIDELINE. 2011

TABLE OF CONTENTS.



Change is the law of life. And those who look only to the past or present are certain to miss the future.

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- | | |
|---|---|
| 1.0 EXECUTIVE SUMMARY
PAGE 5 | 5.0 "I" SPACES
PAGE 36 |
| 2.0 BACKGROUND
PAGE 9 | 6.0 TRANSLATING INTO
DETAILED DESIGN
PAGE 44 |
| 3.0 DESIGN PRINCIPLES
PAGE 13 | 7.0 "I" & "WE"
SPACE DIAGRAMS
PAGE 51 |
| 4.0 "WE" SPACES
PAGE 21 | 8.0 CASE STUDIES
TBD |

1.0

CATALYST -
CORE PRINCIPLES -
CHALLENGES -
180 RSF -

EXECUTIVE SUMMARY



The Ministries require a diverse, agile and up-to-date set of tools to enable them to better understand how they work from the standpoint of what is functionally required to do the job, versus entitlement.

EXECUTIVE SUMMARY.

This document summarizes the findings, insights and recommendations of the Workplace Environment Guideline (dated October 2010) and is intended as a “roadmap” for Ministries, designers and architects, providing the foundation for the design of future ministry workplaces. There are a complex myriad of factors affecting the work place environment today. The Ministries require a diverse, agile and up-to-date set of tools to enable them to better understand how they work from the standpoint of what is functionally required to do the job, versus entitlement. However, Ministries are unique entities with individual work patterns and cultures. Each Ministry will have specific issues and challenges influencing their organization and these should be the driving force determining the key components of the Workplace Environment Guideline to prioritize for implementation. This document offers the Ministries a greater variety of alternate and forward thinking options for meeting their specific needs, when planning an office reorganization or relocation. It is intended as a catalyst for exploring, ideating and creating responsive workplace strategies.

The core principles guiding the modernization of the Ontario Public Service are:

SOCIAL workplaces that foster a sense of community and make the OPS a top employer of choice.

ECONOMIC investing in talent and technology to deliver effective and efficient public services.

ENVIRONMENTAL creating healthy and sustainable workplaces.



This document... is intended as a catalyst for exploring, ideating and creating responsive workplace strategies.

EXECUTIVE SUMMARY.

INCLUDED IN THE 180 RSF:

- All Individual “I” space.
- All Common “We” Space.
- All Support Space for files, office equipment & services.
- All Circulation Corridors.

NOT INCLUDED IN THE 180 RSF:

Special Purpose Space such as public service counter, conference room suites, large reference libraries, large computer rooms, courtrooms and laboratories.

I + WE = 180 RSF



Every new and renovated office accommodation project shall comply with the macro standard of up to 180 rentable square feet per person.

8

EXECUTIVE
SUMMARY

The workplace provides an opportunity to support the collaboration, communication, and productivity of OPS employees that would result in high quality service delivery to the public, but they are facing a number of challenges.

- Ministries are fragmented.
- Aging infrastructure.
- Environmental issues.
- Lack of effective and up dated technology and work patterns.
- Younger generations desire flexible, collaborative and technologically enabled workplaces.

The work environment when developed strategically, can impact business results. Research suggests that work environments can contribute to enhanced productivity and innovation, and can support faster and better business decisions. Additionally, the workplace can be used as a strong attraction and retention tool for talented employees. It can enhance communication and knowledge transfer, and can be a primary tool to support organizational change and personnel development.

As per the Provincial Space Policy, which applies to all new and renovated office accommodation both in government owned facilities and in space leased from third party landlords: Every new and renovated office accommodation project shall comply with the macro standard of 160 useable or up to 180 rentable square feet per person.

Included in the 180 RSF:

- All Individual (“I”) Office Space.
- All Common (“WE”) Space.
- All Support Space for files, office equipment and services.
- All Circulation Corridors.

Not included in the 180 RSF:

Special Purpose Space such as public service counters, conference room suites, large reference libraries, large computer rooms, courtrooms and laboratories.

This Policy also applies to the office portion of special purpose and institutional facilities such as warehouses, record storage facilities, patrol yards, courthouses, etc.

2.0

BACKGROUND

- CRITICAL SUCCESS FACTORS -
- FUNCTIONALLY DRIVEN WORKPLACE -
- ATTRACTION & RETENTION -
- NEW TECHNOLOGIES -

BACKGROUND.

Social, economic and technical factors are challenging the work environment to maximize its' ability to support organizational performance and cultural change.

Five key **CRITICAL SUCCESS FACTORS** or **CHANGE DRIVERS** for the OPS include:

- Create a Culture of Innovation.
- Build a highly skilled, diverse, and engaged workforce.
- Encourage collaboration.
- Demonstrate strong leadership and a clear vision.
- Build an agile organization.

Historically, organizations changed according to new processes and technological advancements. So does the workplace: it evolves to accommodate these changes. For the last 25 years, workplace design has been centered on the paradigm of cost cutting and process support in the context of organizational hierarchies and standardization.

As organizations have changed rapidly in nearly every dimension, it has become clear that this approach does not always fulfill current organizational needs and that other approaches are required. The opportunity is to redefine workplace design and strategies to accommodate change.

This evolution is a result of:

- New technologies.
- Real estate utilization and life cycle costs.
- Sustainability.
- Need for work life balance.
- Mobility: the office is anywhere and everywhere.
- Business complexities require new work behaviours and function driven design.
- Attraction and retention.
- Productivity.
- Innovation.
- Learning and mentoring.



Five key **CRITICAL SUCCESS FACTORS** or change drivers include: create a culture of innovation; build a highly skilled, diverse, and engaged workforce; encourage collaboration; demonstrate strong leadership and a clear vision; build an agile organization.

“I” & “WE” SPACES.

Work Environments are often designed according to hierarchy or around “I” spaces with few “WE” spaces, that is meeting, conference and team spaces. However, if more collaboration is occurring, the proportion between “I” and “WE” spaces also changes. Furthermore, what is one individual’s space (“I” space) versus that of another, or what is common (“WE” space) is no longer as clearly defined. The Workplace Environment Guideline is based on these approaches between “I” and “WE” spaces.

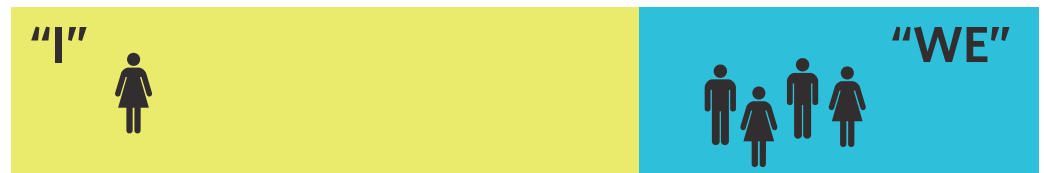
The amount of space required does not necessarily change but is reallocated to support new behaviours, up-to-date technology and work processes.

Some Ministries may choose to implement only part of the Workplace Environment Guideline, and other Ministries will be in a position to implement a broader scope.

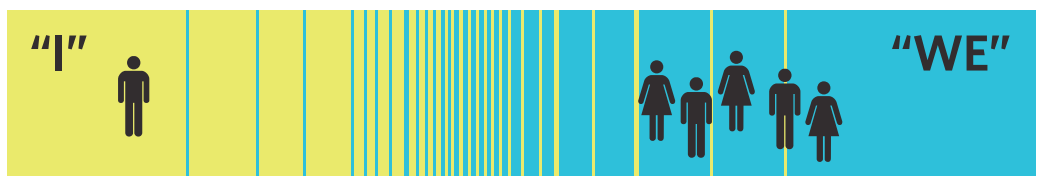


If more collaboration is occurring, the proportion between “I” and “WE” spaces also changes. The Workplace Environment Guideline encourages greater integration between the “I” & “We” spaces.

PAST



FUTURE



3.0

TEAMWORK -
TECHNOLOGY -
FLEXIBILITY -
INNOVATION -
TRANSPARENCY -

DESIGN PRINCIPLES

DESIGN PRINCIPLES.



The design principles provide the foundation for the Workplace Environment Guideline. They are both detailed and broad enough to direct the most appropriate solutions without impairing creativity.

The Critical Success Factors or change drivers help anticipate the desired future that would be supported by the new workplace and inform the following Design Principles:

- Facilitate teamwork and collaboration
- Leverage technology to promote productivity, access, and knowledge creation and transfer
- Flexible work environment
- Foster innovation
- Promote integration and transparency

CREATE

- Variety of meeting and getaway spaces:
 - > Size.
 - > Tools and technology.
 - > Degree of privacy.
- Break out areas adjacent to meeting areas.
- Spaces that encourage spontaneous interaction.
- Spaces to display and celebrate.
- Common areas for:
 - > Files.
 - > Supplies and equipment.
 - > Tools and technology.

1. FACILITATE TEAMWORK AND COLLABORATION



“Leverage opportunities for the cross-pollination and sharing of knowledge between groups and disciplines.”

CREATE

- State-of-the-art voice, image and data technology which is:
 - > Integrated.
 - > Visible.
 - > Accessible.
 - > Easy to use.
 - > Brings people together.
- A “Plug-and-play” environment which supports:
 - > Accessibility and connectivity.
 - > Mobility within the office.
- Pervasive connectivity (Wi-Fi, Bluetooth).
- Appropriate tools and spaces to accommodate and support mobile workers.

2. LEVERAGE TECHNOLOGY TO PROMOTE EFFICIENCY



Use space, tools, and technology to allow employees to effectively process their work, communicate and collaborate with colleagues, and to access, build and share knowledge and information.

CREATE

- Spaces that support a variety of activities which:
 - > Users choose according to the work at hand.
 - > Offer varying levels of acoustic and visual privacy.
 - > Allow for individual adjustment to support work preferences.
- Cues that indicate a need for confidentiality.
- Options for tailoring home bases.
- Variable lighting which users can adjust and access to views.
- Home bases that accommodate different levels of concentration and collaboration.

3. FLEXIBLE WORK ENVIRONMENT



“ Allow people to have flexibility in how and where they work within the environment.

CREATE

- A vibrant work environment that considers the diverse needs of different generations.
- Use natural light to its best advantage.
- “Out-of-the-box” spaces stimulating teams to meet and generate new ideas.
- Social spaces for connecting and building trust.
- Alternate work settings to encourage movement from home bases.
- Display areas to:
 - > Broadcast information.
 - > Encourage discussion.
 - > Foster a sense of pride.
- Transition zones for informal interaction.

4. FOSTER INNOVATION



Create opportunities for people from different teams or designated teams to come together to collaborate; develop ideas, and share solutions and new ways of working.

19

DESIGN
PRINCIPLES

CREATE

- Integrated public, semi public and private areas by providing easy navigation.
- Spaces that allow for work to be visible and accessible.
- Visual connections between individuals, and groups, to leaders.
- “Magnet spots” that encourage spontaneous information sharing.
- Spaces that leverage technology to facilitate and integrate feedback.
- Display areas to communicate strategic information.

5. PROMOTE INTEGRATION AND TRANSPARENCY

“Leverage the environment to promote better connections between individuals, groups and leaders.”

20

DESIGN
PRINCIPLES



4.0

COLLABORATION -
COMMUNICATION -
LEARNING -
INNOVATION -

“WE”
SPACES

“WE” SPACES.

In order to support and facilitate the design principles, the following “WE” spaces were developed as a guideline to promote the various forms of collaboration, communication, learning, innovation, decision making and work processes. The “WE” spaces can be regarded as a menu of settings. During the design process, Ministries and designers will explore which “WE” spaces best address their requirements. Some Ministries may have unique needs which require a type of “WE” space not identified in this menu. It is also possible that several of one or more types of “WE” spaces is required.








The “WE” spaces can be regarded as a menu of settings. During the design process, Ministries and designers will explore which “WE” spaces best address their requirements.

23

“WE” SPACES

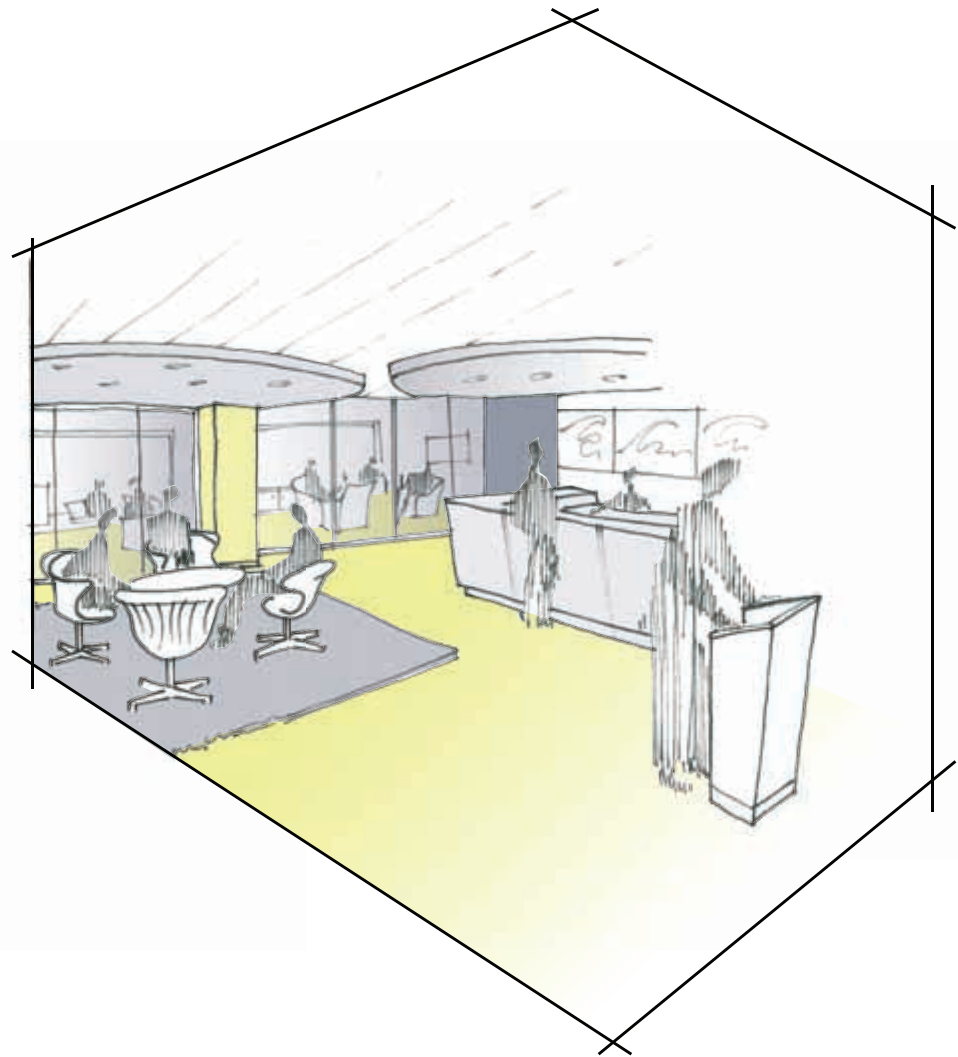
LEGEND

-  Open
-  Semi Open
-  Closed
-  Bookable
-  Non Bookable

DESIGN CONSIDERATIONS

- Intuitively allow for visitor orientation and easy wayfinding.
- Inform visitors by:
 - > Visual display of organizational information.
 - > Information kiosks.
- Design areas for short term waiting including:
 - > Telephones for internal and external access.
 - > Plug-and-play connections.
 - > Seating to support work and waiting needs.
 - > Short term storage for visitors' belongings.

1. WELCOME CENTRE



The Welcome Centre is a space for welcoming, accommodating and orienting visitors to the Ministry. This is the first pivotal stop along a primary path and reflects the essence of the Ministry's culture to all visitors and employees.

DESIGN CONSIDERATIONS

- Provide café amenities such as:
 - > An island for gathering.
 - > Plumbing and refrigeration for food.
 - > Variety of furniture such as, booth seating, café tables, and stools, to encourage conversation.
- Provide:
 - > Multi-media displays to create an information immersive environment.
 - > Marker boards, tack space, and display surfaces to capture ideas.
 - > Easy access to technology and connectivity anytime and anywhere.
- Support the ambiance shift from individual and project spaces to more informal space.
- Communicate the Ministry's vision and values.

2. WORKING LOUNGE



“ A Working Lounge is a semi private business cafe setting for employees and invited visitors, allowing people to enjoy refreshment and to meet informally. It is located adjacent to the Resource Centre and the Welcome Centre.

DESIGN CONSIDERATIONS

- The main corridor could be considered a Main Street integrating closed and open space.
- Provide:
 - > Active and easily changeable displays that encourage users to stop and interact.
 - > Transparent or semi transparent boundaries (as appropriate) to allow views into work areas.
 - > Boundaries to maintain privacy as required.
 - > Links between areas of necessity and interest, such as cafes and resource/ service centres.
 - > Tools to capture impromptu thoughts and ideas.

3. MAIN STREET



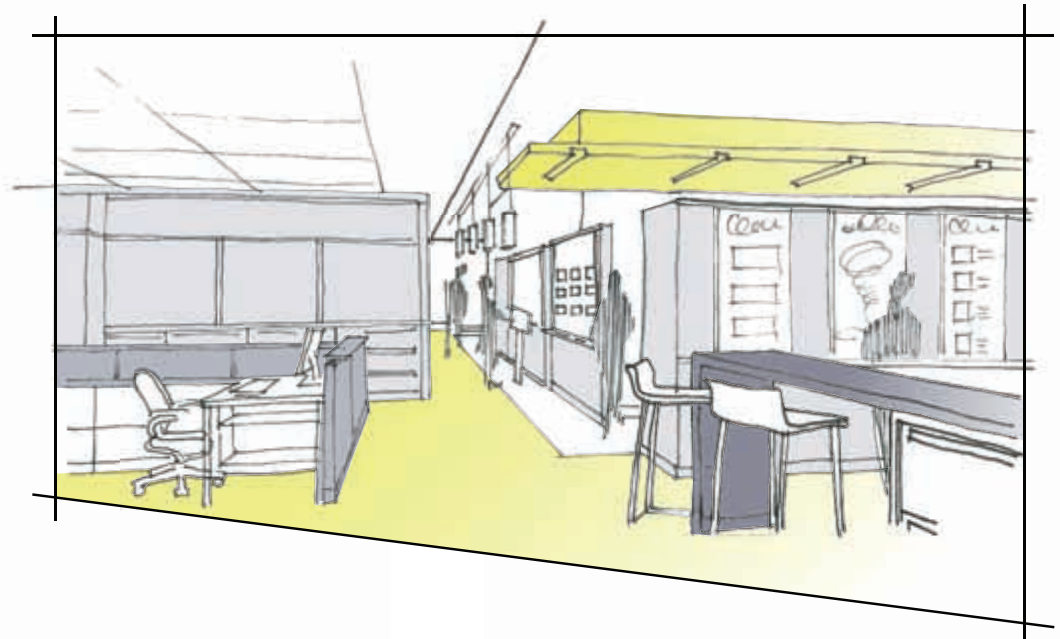
““

A primary thoroughfare that links the main spaces and zones and encourages interaction as it draws people through the environment.

DESIGN CONSIDERATIONS

- Idea Alley is a thoroughfare off the main street adjacent to team space, neighbourhoods and cafes.
- Display information as a magnet spot that:
 - > Celebrates team results.
 - > Communicates “lessons learned”.
 - > Stimulates the exchange of ideas.
 - > Offers maximum flexibility for changing and updating.
- Utilize technology and tools to keep the space current and exciting.

4. IDEA ALLEY

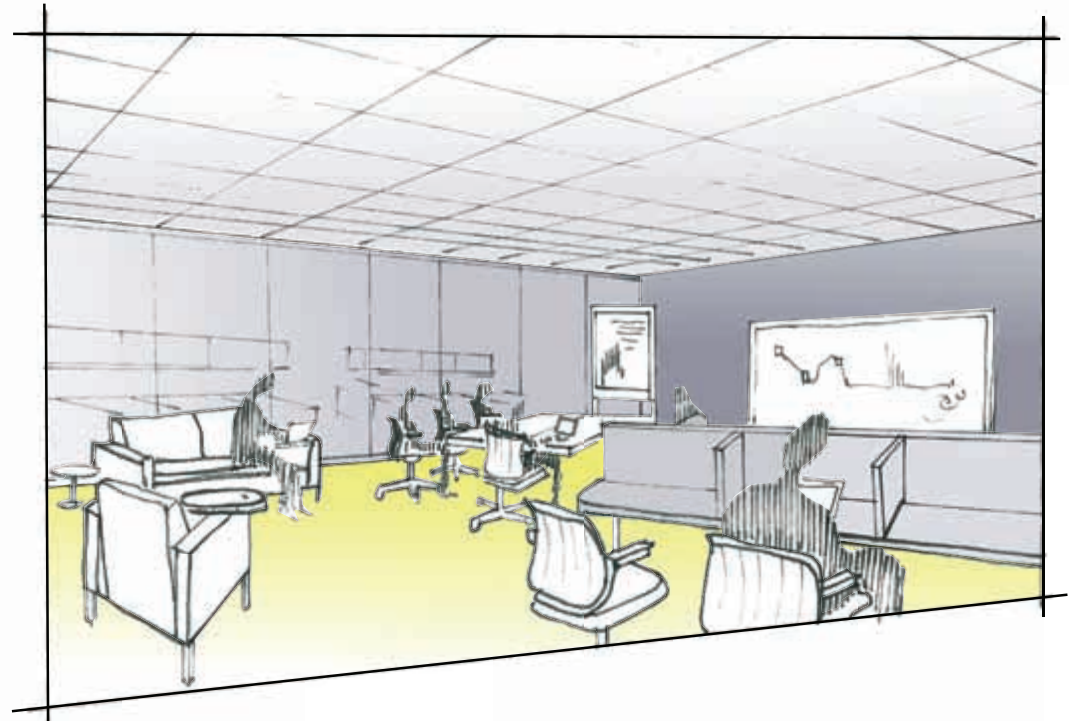


“A thoroughfare between neighbourhoods and group spaces lined with interactive displays that invite individuals and teams to post and respond to project information as they pass through. This is an area to demonstrate success, document performance, and describe works in progress.

DESIGN CONSIDERATIONS

- Locate conveniently, allowing easy access.
- Support individual training such as computer skills and equipment use by providing:
 - > Tools to support the changing display of information.
 - > Visibility and boundaries appropriate to the training tasks.
 - > Moveable architectural elements for easy relocation and reconfiguration.
 - > Connectivity.
 - > Easy access to technology.
 - > Appropriate furniture that will accommodate sitting or standing.
- Stimulate the senses – foster a desire to learn.
- Place in easy to access locations.
- Develop protocols for using the space.

5. LEARNING LAB

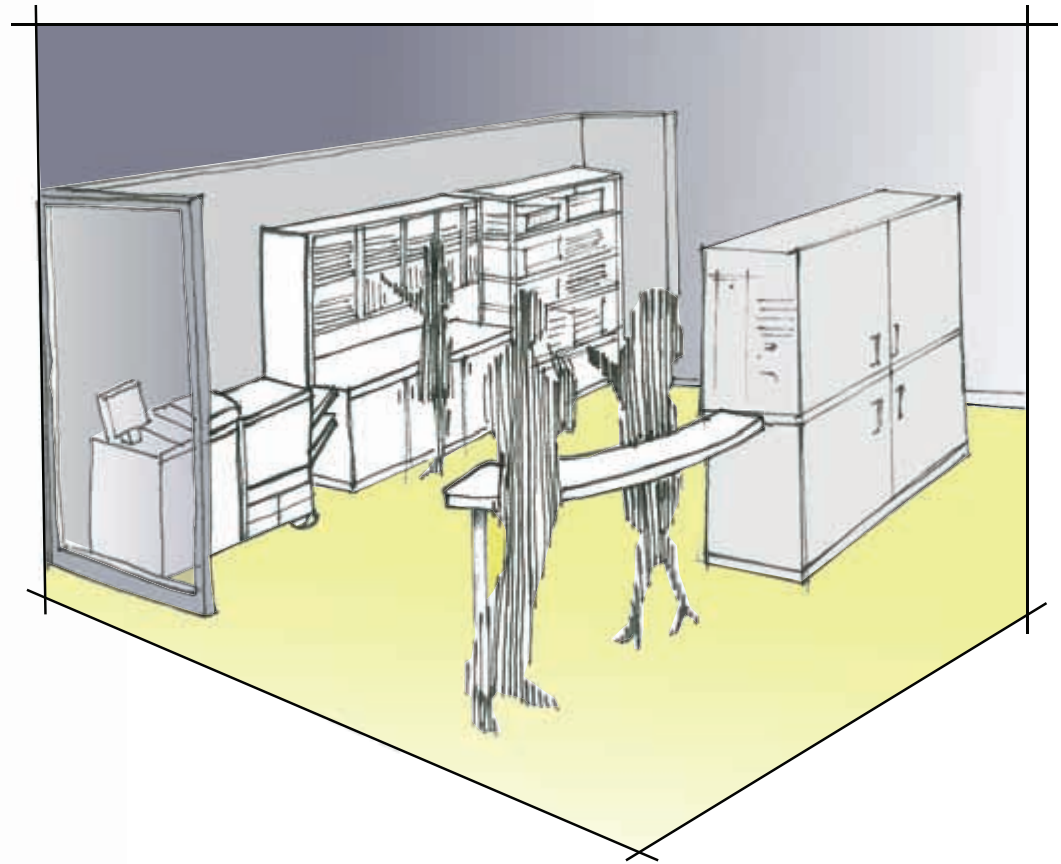


An area focused on independent learning tasks. The activity may or may not require interaction and supervision.

DESIGN CONSIDERATIONS

- Locate along thoroughfares and near the Working Lounge.
- Create areas to accommodate:
 - > Bulk storage of office supplies.
 - > Fax, copier, and other group specific technology and equipment.
 - > Specialty technology and equipment.
 - > Easy to access plug-and-play connectivity.
 - > Display surfaces.
 - > Casual spontaneous interaction.
 - > Views into the office space while providing appropriate acoustical separation.

6. RESOURCE CENTRE

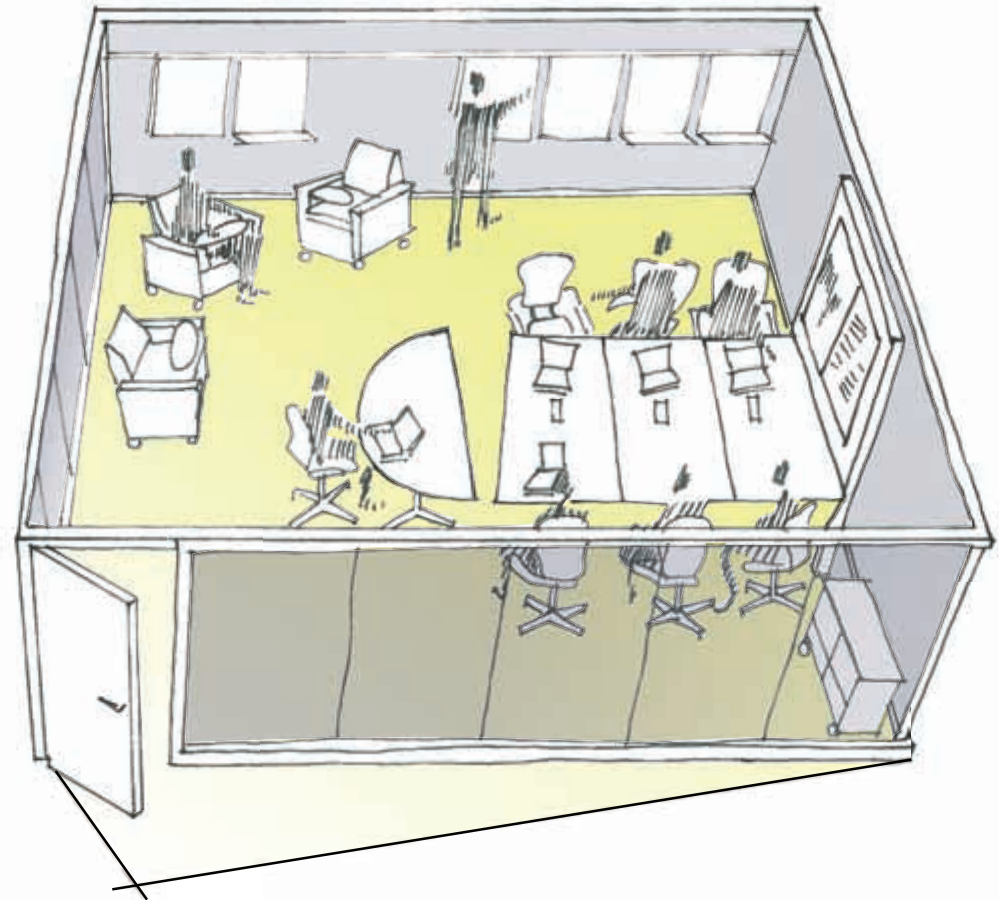


A Resource Centre is an accessible place where users can find business services, supplies and resources and office equipment. It is equipped to allow users to multi-task and make waiting time productive.

DESIGN CONSIDERATIONS

- Enclosed space that is a meeting space or project room.
- Provide:
 - > Tools that allow for project information access, secure storage and retrieval.
 - > Views into this space with options for visual and acoustical privacy.
 - > Flexibility – allow teams to rearrange the furniture and equipment as required.
 - > Display surfaces to capture ideas and facilitate collaborative interaction.

7. SMART ROOM



A Smart Room is a technology-enhanced meeting space that helps users capture, display, store, and retrieve project information. It allows for project hotelling, which provides the benefit of information confidentiality without owning the space.

DESIGN CONSIDERATIONS

- Locate multiple enclosed safe havens or meeting spaces adjacent to the neighbourhoods.
- Support the development of new ideas by providing:
 - > Tools that enable collaboration.
 - > Options for information concealment and disclosure.
 - > Views into the space.
 - > Enclosed boundaries for acoustical privacy.
 - > Marker and tack boards, magnets etc. to support discussion and idea sharing.
 - > Connectivity and easy access to technology.

8. SAFE HAVEN



A Safe Haven is a closed space that enables small (2-3 person) or medium (4-6 persons) groups and teams to meet, interact, concentrate and focus providing a secure and protected environment for the nurturing of ideas, conflict resolution, debate, and strategy development.

DESIGN CONSIDERATIONS

- Locate along Main Street or Idea Alley.
- Facilitate unplanned encounters by:
 - > Minimizing boundaries to increase the frequency of interaction.
 - > Including refreshment service.
 - > Providing tools for capturing and sharing of spontaneous information.

9. RENDEZVOUS

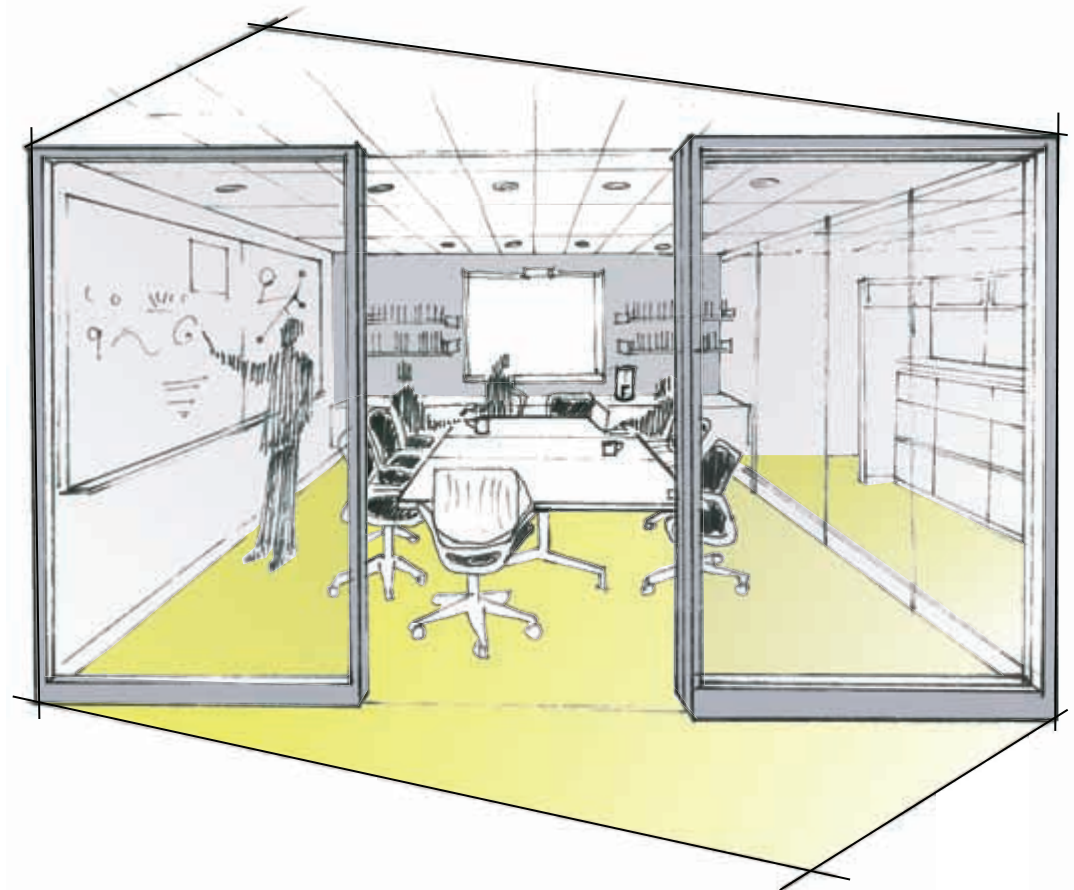


Rendezvous spaces are “in between” locations that act as landmarks for planned and unplanned encounters and exchanges. Also serves as either a gateway or break area from private spaces.

DESIGN CONSIDERATIONS

- Create a dedicated meeting space where group members can come together to foster group identity.
- Locate in close proximity to the home bases.
- Support learning by providing:
 - > Group libraries.
 - > Access to shared tools.
 - > Secure space to share new ideas.
 - > Tools for groups to generate and capture information and provide feedback.
 - > Views into the space to build awareness between groups.
 - > Technology to facilitate knowledge transfer and the sharing of information.

10. COMMUNITY COURTYARD

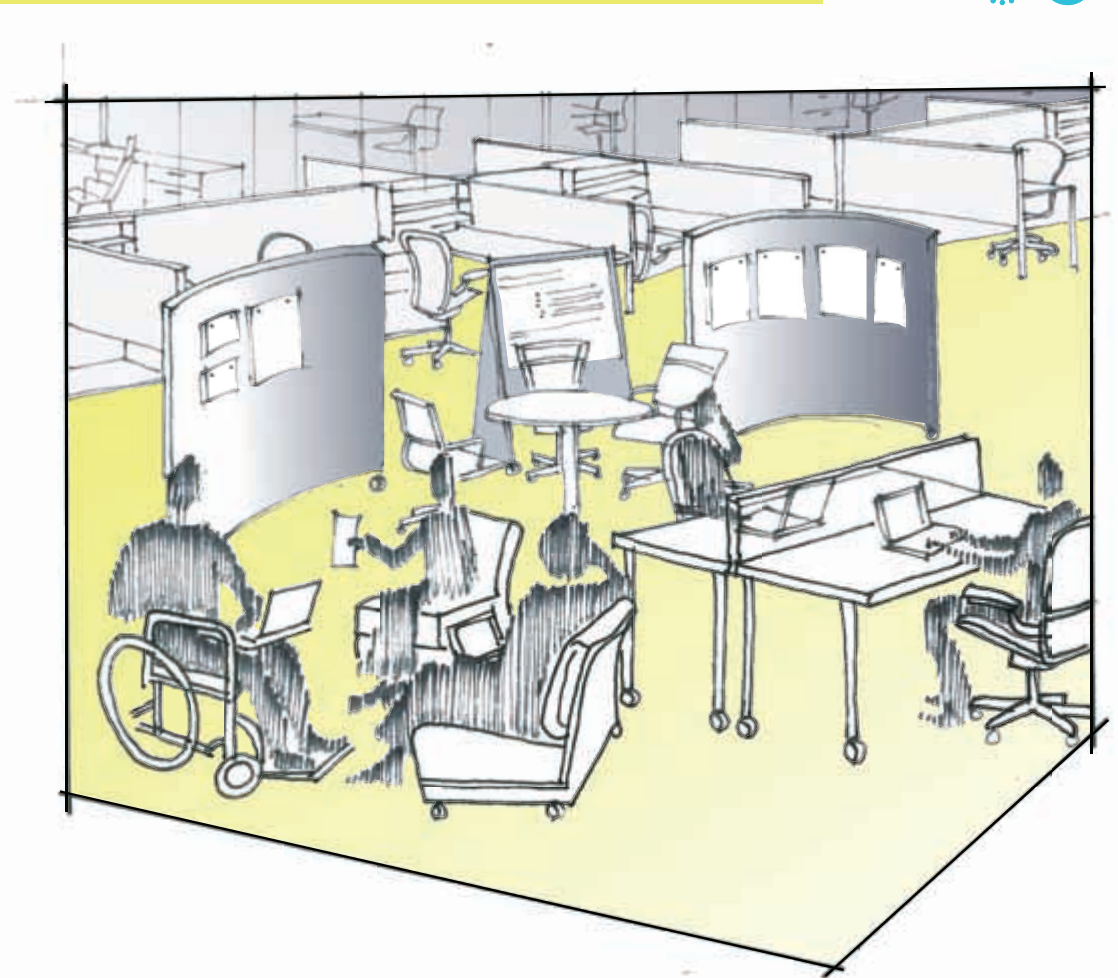


A Community Courtyard is a space where a functional group's identity is maintained. This space encourages learning through shared experiences, storytelling and mentoring. It can serve as a dedicated meeting space for a business unit, branch or program.

DESIGN CONSIDERATIONS

- Create a fluid space that provides for differences in activity, size, and frequency by:
 - > Using flexible boundaries to provide visual and acoustical privacy.
 - > Allowing views into this space.
 - > Incorporating work and or meeting spaces.
 - > Furniture which is flexible and addresses a wide variety of tasks.
 - > Providing easy access to technology.
 - > Connectivity anywhere and anytime.

11. OPEN HARBOUR

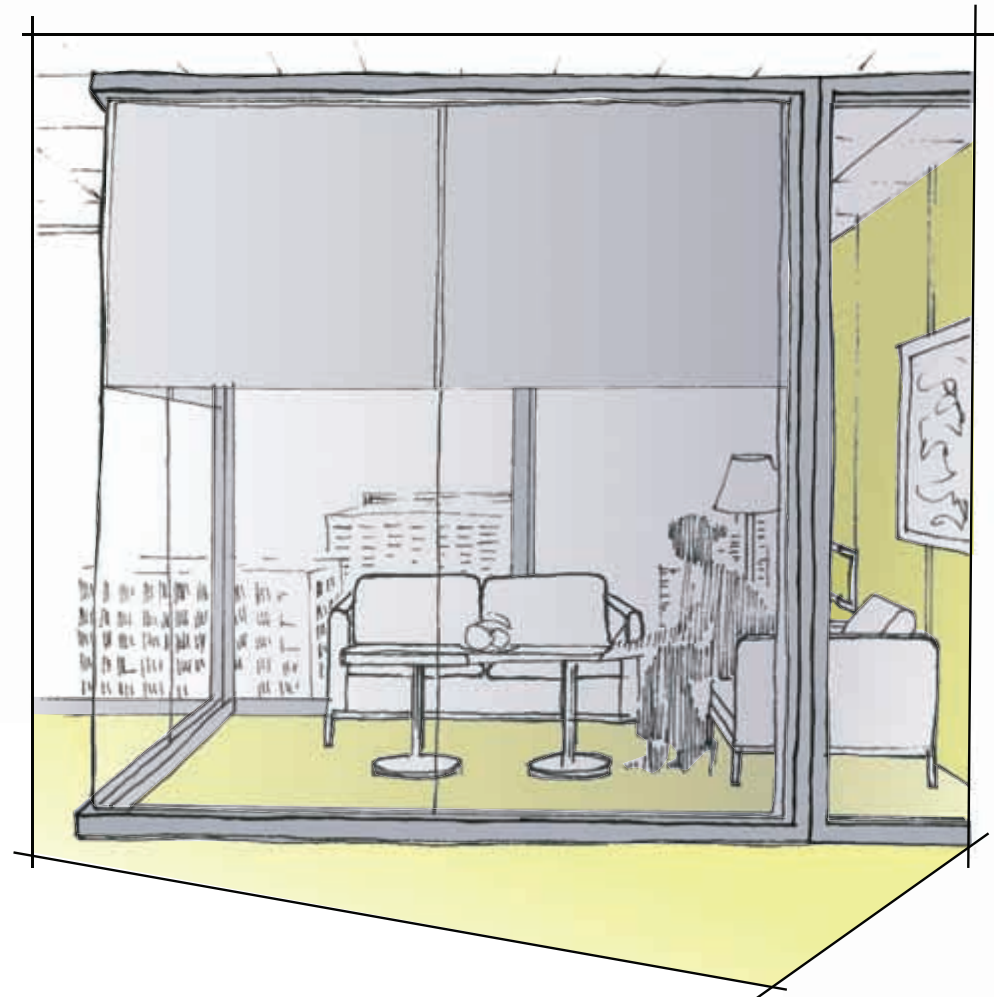


An open collaborative space with fluid boundaries that expand and contract according to needs.

DESIGN CONSIDERATIONS

- Respite zones are enclosed spaces, located adjacent to high concentration areas, off the main street and inside the neighbourhood.
- Users can come here to concentrate, make private phone calls and have quiet conversations with one other person.
- Provide spaces that facilitate fresh thinking by providing:
 - > User controlled boundaries for visual and acoustical privacy.
 - > Alternate views where possible for helping to shift the mind set.
 - > Stimulation for the visual senses through art displays, murals etc.
 - > Casual and comfortable lounge seating.
 - > Soft Lighting.
 - > User control over technology to turn information on and off.

12. RESPITE ZONE



A Respite Zone is a small breakout space for quiet personal conversations and conference calls.

5.0

HOME BASE -
FOCUSED WORK -
TEAMWORK -

“|”

SPACES



Today's workspaces enable people to be as productive as possible, providing them with a support backbone that allows them to do their job better than anywhere else, and allowing them to be creative and collaborative thinkers.

“I” SPACES.



In the past, most work was individually focused, but today the reverse has become true: 82% of office workers feel they need to partner with others throughout their day to get work done. Workers build on each other's ideas and together create something new.

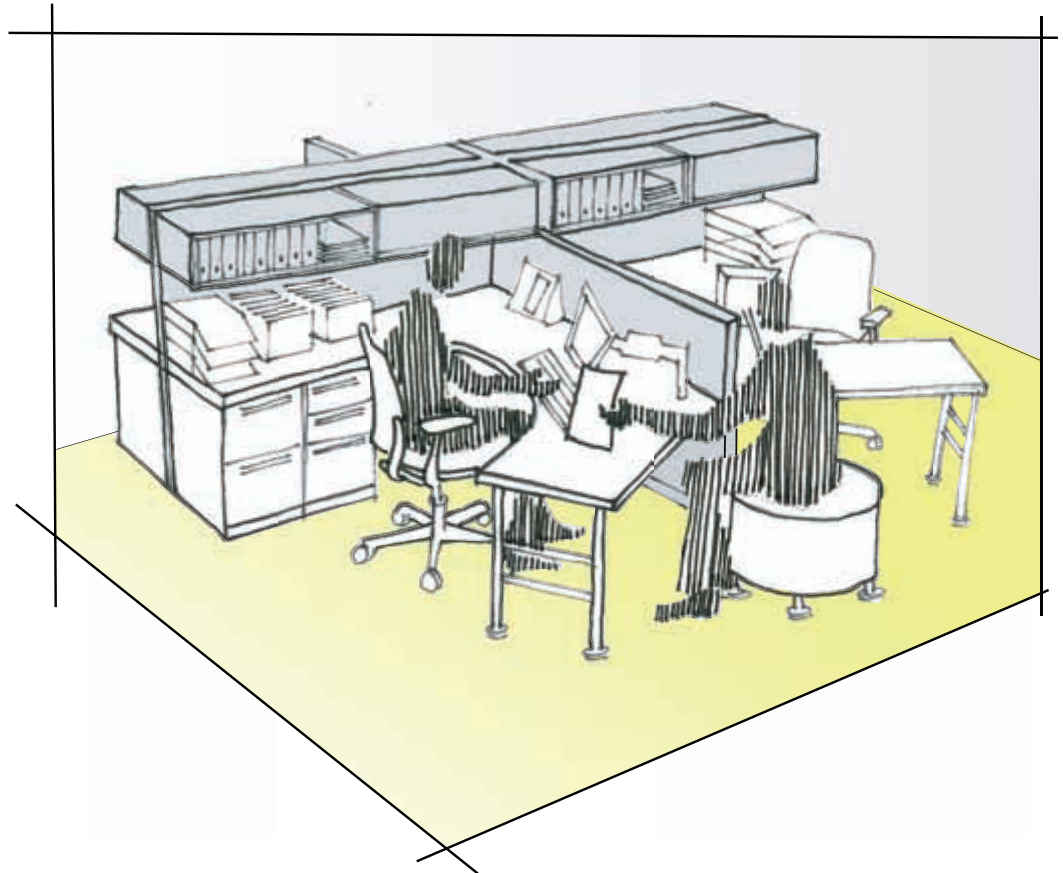
Five work patterns in the way people work have been identified. The dominant patterns are described in the following pages. However, it is entirely possible that a Ministry may engage in only a few of these work styles, or may employ a work style which is unique and does not fit these dominant patterns, or is a combination of two or more of these patterns.

1. ENABLER

The Enabler is the person who is often responsible for the smooth running of a company or department, providing services that enable others to work better. As a result, they have a high level of interaction with others. An Enabler typically has a wide variety of tasks, and they are often the first and best bet for information.

An Enabler:

- > Keeps information to support the work of others.
- > Stores public and private information.
- > Does work that is continuous and responsive.
- > Must be situated in an accessible and approachable location.
- > Has low privacy requirements.



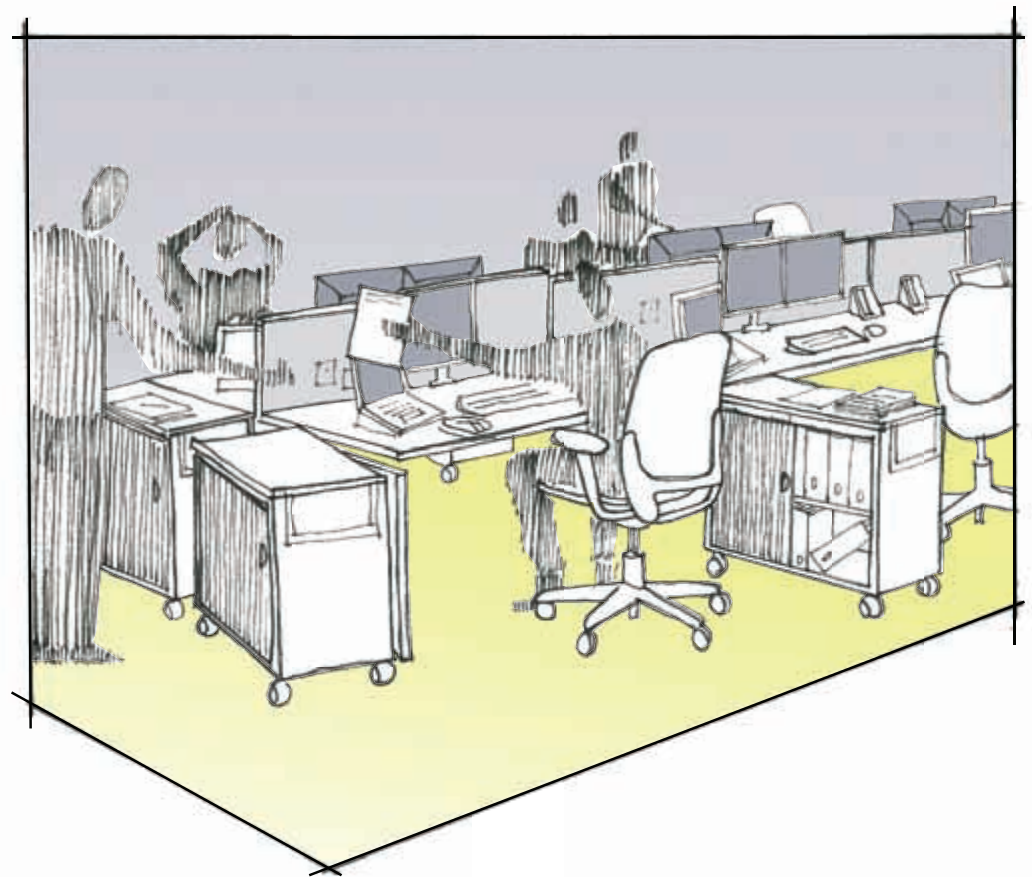
Enable the work
of another group
or person.

2. PROCESSOR

Their work usually has a specific set of inputs and outcomes. Processors work with information that is filtered, generally focusing on a part of a workflow. They follow a well defined process where content and action are closely linked.

A Processor:

- > Keeps information to support work in progress.
- > Stores some supporting references.
- > Holds almost no archive and very little that isn't immediately available.
- > Works on visible stuff which is mostly lying flat.
- > Uses quickly available supporting information.
- > Requires a small amount of information to be hidden.
- > Has little or no need for visitors.
- > Has low privacy requirements.



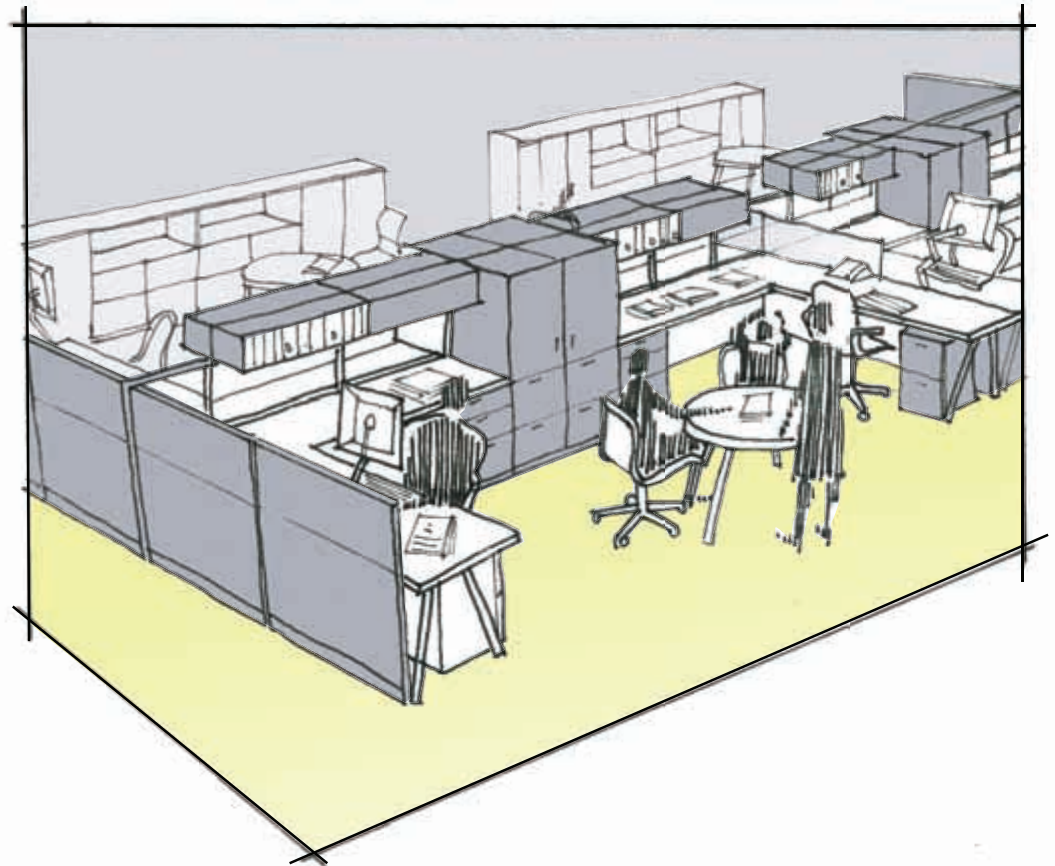
Perform predefined tasks on a continuous flow of information.

3. TEAM PLAYER

Team Players bring specific skills and disciplinary knowledge to a team. Incoming information is often filtered through other team members. They have a strong emotional and professional connection to their jobs, and the complexity of their work requires the management of a large number of anticipated collections. Team Players constantly change their work focus, following variable processes and experiencing a moderate level of interaction. They rely on a lot of information and are heavy users of shared collections.

A Team Player:

- > Keeps more stuff visible than hidden.
- > Stores stuff both vertically and horizontally.
- > Uses the desktop like a parking lot with work stacking up on either side of the primary work area.
- > Has several visitors.
- > Interacts with others in day to day problem solving.
- > Works independently as well as supporting the work of others.
- > Low to moderate privacy.



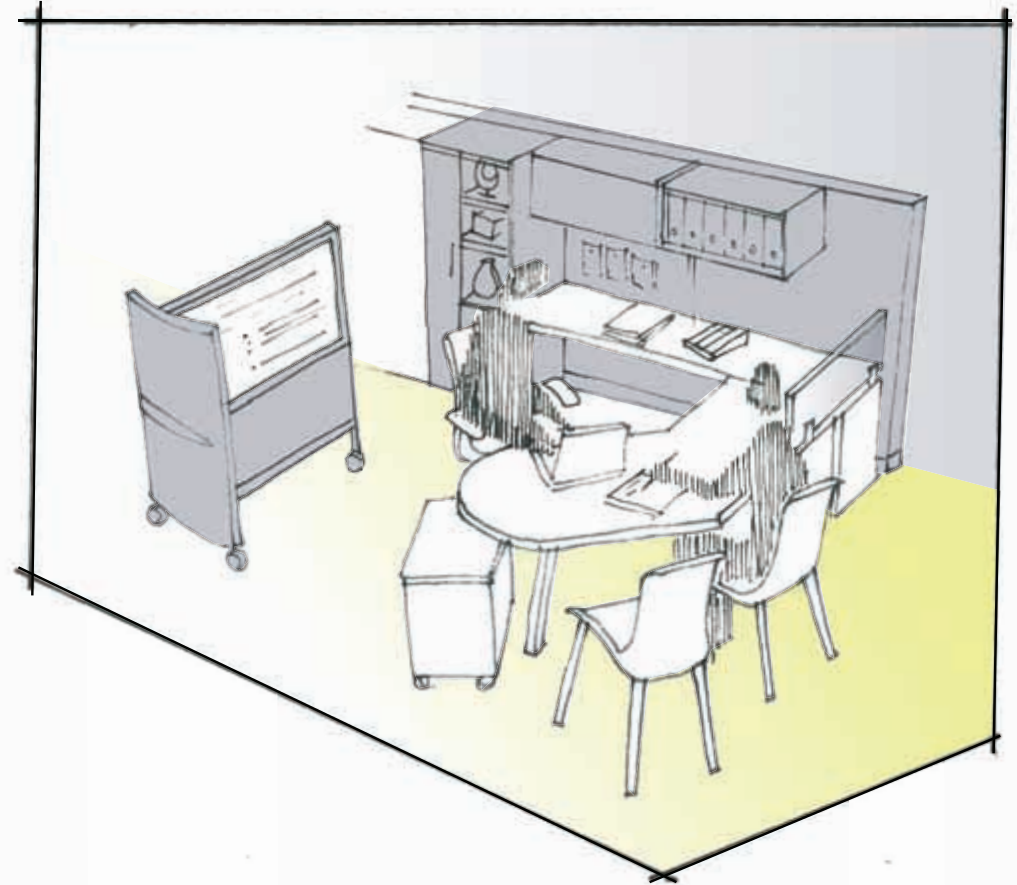
Work individually and
with others to complete
open-ended jobs.

4. LEADER

Leaders help to direct information to those who need it most. Their work is broad in scope, highly unstructured and often at the managerial or strategic level of an organization. A Leader's job is highly interactive making it hard to find time to do individual work. Their experience and knowledge make them filters of information. As a filter, it's their job to assess what information needs to be disseminated to the rest of the group, and to facilitate the dissemination of information. Communications is the largest part of their work and they are quite mobile.

A Leader:

- > Tends to store most stuff vertically.
- > Displays indicators of past work or personal experience.
- > Stores notebooks or binders from past work or experiences.
- > Requires large flat surfaces for small stacks of "anticipated" work.
- > Requires collaborative space within their individual workspace.
- > Receives a high level of visitors.



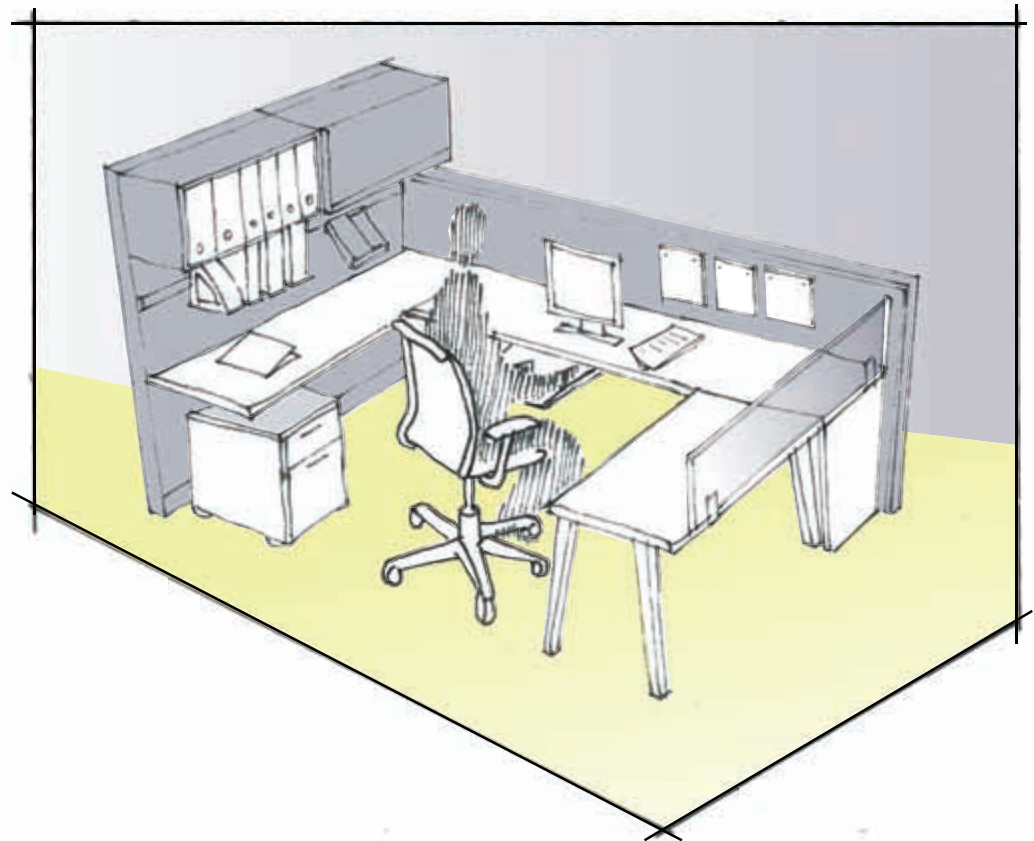
Filter and route
information to and
from others.

5. SPECIALIST

Specialists are more focused than Team Players. They tend to work individually, even when the fruits of their labour are used by the team. Specialists are often shielded from outside distractions, allowing them to spend as much uninterrupted time as possible on core work. As a result, their work requires low interaction with longer cycles of responsibility for keeping information. They draw greater disciplinary and content knowledge than Processors and their work tends to be more open ended.

A Specialist:

- > Displays indicators of past or personal experience.
- > Keeps more stuff visible than hidden.
- > Requires quick access to supporting information.
- > Has few visitors within their work area.
- > Requires flexible storage to address varying requirements.
- > Must not to be located on a high traffic path.



Works alone in
a focused area of
expertise.

6.0

ENGAGE >

INTERACT >

MENU OF SETTINGS >

BEST FIT >

COMMUNICATE >

TRANSLATING
INTO DETAILED
DESIGN



To succeed at innovation, you have to be willing to accept an idea even though you really can't be certain it will work.

Roger Martin, author of "The Design of Business: Why Design Thinking is the Next Competitive Advantage"

TRANSLATING INTO DETAILED DESIGN.

While this strategy is meant to provide the foundation for the detailed design process, the translation will not be identical for all ministries.

The number and size of each "setting" selected from the "menu" will vary between ministries based on their program requirements, number and diversity of employees. Not all the recommended settings will be appropriate for all Ministries. Conversely, some Ministries may have special programs and requirements that will require additional settings to be added to the menu of "I" and "WE" spaces. During the programming and design process, the Workplace Environment Guideline will be explored in an effort to find the best workspace fit for a specific Ministry. "Nothing ventured, nothing gained."

For each project, the leaders and a cross section of employees from that Ministry in conjunction with the architects and designers, will engage in an interactive programming process. This process will establish a clear and aligned understanding of the organization, business drivers, culture, challenges, and vision for the future, in order to determine the appropriate translation of the Workplace Environment Guideline.

Formerly, designers and architects were not required to engage leadership and employees prior to conducting a detailed analysis of needs. The basic paradigm shift is to design with and from an engaged employee and leadership point of view, rather than designing from organization charts and staff lists. Time spent up front in gaining an in-depth understanding of all the parameters affecting an organization is time saved in the design process. The overall time expended does not necessarily expand and the return on investment results in a truly functionally driven, and cost effective workplace environment, which maximizes program delivery and employee attraction and retention.



Formerly, designers and architects were not required to engage leadership and employees prior to conducting a detailed analysis of needs. The basic paradigm shift is to design with and from an engaged employee and leadership point of view, rather than designing from organization charts and staff lists.

TRANSLATING INTO DETAILED DESIGN.

Each project can serve as an opportunity for communication and experience building to promote the next project. They offer an opportunity for continuous improvement as lessons and best practices are assessed. With each project, the value of workplace change can be measured creating motivation, inspiration and evidence of the tangible benefits of new workplace strategies.

The transition process needs to be managed proactively with clear and consistent communications amongst all parties involved, in order that the full potential from the investment in workplace strategy can be realized.

Although not a comprehensive list, the major activities for programming and design development are summarized on the following chart.

CURRENT DESIGN PROCESS.



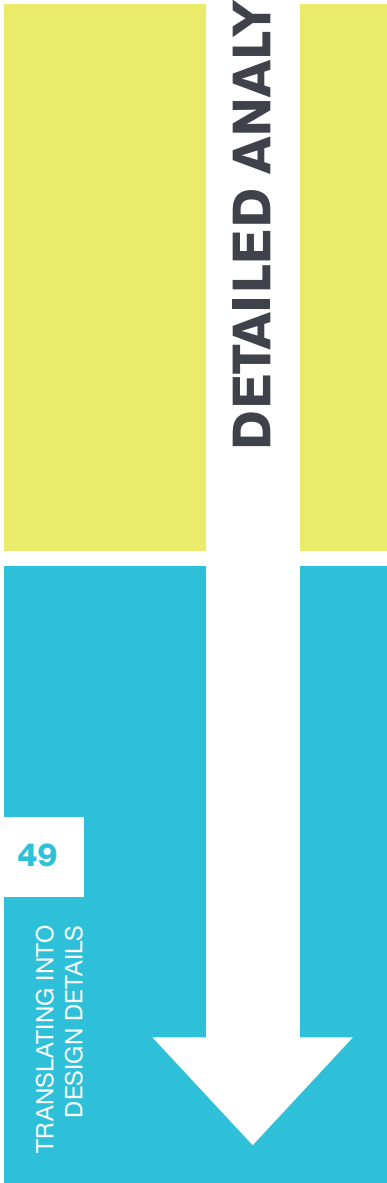
FUTURE DESIGN PROCESS.



Time spent up front in gaining an in-depth understanding of all the parameters affecting an organization is time saved in the design process. The overall time expended does not necessarily expand and the return on investment results in a truly functional driven, and cost effective workplace environment.

STRATEGIC ALIGNMENT & ENGAGEMENT.

STRATEGY.	GOALS.	TECHNIQUE.	OUTCOMES.
Employee satisfaction survey.	<ul style="list-style-type: none"> > Assess current level of satisfaction. 	Electronic survey.	Summary of customer satisfaction with current workplace.
Leadership engagement.	<ul style="list-style-type: none"> > Understand vision. > Define current and future business drivers, and organizational needs. > Cultural analysis. > Work style and work pattern analysis. > Review workplace environment guideline and brainstorm applications. 	Meeting.	Visioning document.
Employee engagement (cross section of employees).	<ul style="list-style-type: none"> > Corporate culture analysis. > Work pattern and work place concerns. > Work style analysis. > Explore workplace strategies best suited to their programs. 	Meeting(s).	Summary of findings and concepts.
Leadership/ employee alignment.	<ul style="list-style-type: none"> > Analyze findings and insights from leadership and employee engagement to highlight similarities and differences. > Finalize which “WE” and “I” spaces should be considered for project design. 	Presentation.	Proposed project direction to be approved by Ministry or Agency.
Communication, working with the Ministry to inform on the project direction approved above.	<ul style="list-style-type: none"> > Inform employees within all departments and business groups of the project direction. > Comments and feedback. 	TBD by Ministry or Agency.	Inform employees and begin to develop buy-in and agreement.



DETAILED ANALYSIS.

STRATEGY.

Detailed analysis with each department or business group.

GOALS.

- > Define departmental functions.
- > Discuss specific workplace concerns.
- > Review current department structure, work strategies and departmental relationships.
- > Determine applicable “I” and “WE” space requirements approved from the Ministry engagement.
- > Develop buy in through a participatory process.

TECHNIQUE.

Small group sessions with each department.

OUTCOMES.

Meeting summary issued to participants.

Other detailed analysis.

- > Existing furniture.
- > Building floor plate.

Review and analysis of all furniture types.

Floor plate analysis.

Report outlining the opportunities and constraints relative to the approved approach.

Space and relationship analysis.

- > Determine space factors by department and departmental relationships implementing applicable “I” and “WE” spaces.
- > Test overall space factors to ensure alignment with 160 sf useable or a maximum of 180 sf rentable per person.
- > Develop required project adjustments.
- > Develop buy in through a participatory process.

Small group sessions with departments and leadership sessions to review programming and space analysis charts and adjacencies schematics.

Final approval programme and critical adjacencies.



IMPLEMENTATION. SCHEMATIC DESIGN.

STRATEGY.

GOALS.

TECHNIQUE.

OUTCOMES.

Schematic design.

- > Develop vertical and horizontal block plans.
- > Develop preliminary departmental layouts implementing approved workplace strategies.
- > Establish buy in and ownership through a participatory process.

Small group sessions.

Final approval of block plans and preliminary schematic plans.

Implementation.

- > The typical implementation strategy involving documentation, tendering, contract administration, and construction, continues as currently practiced.

Post occupancy satisfaction survey.

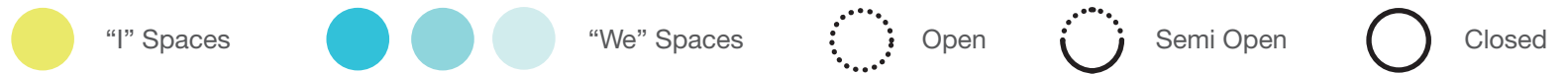
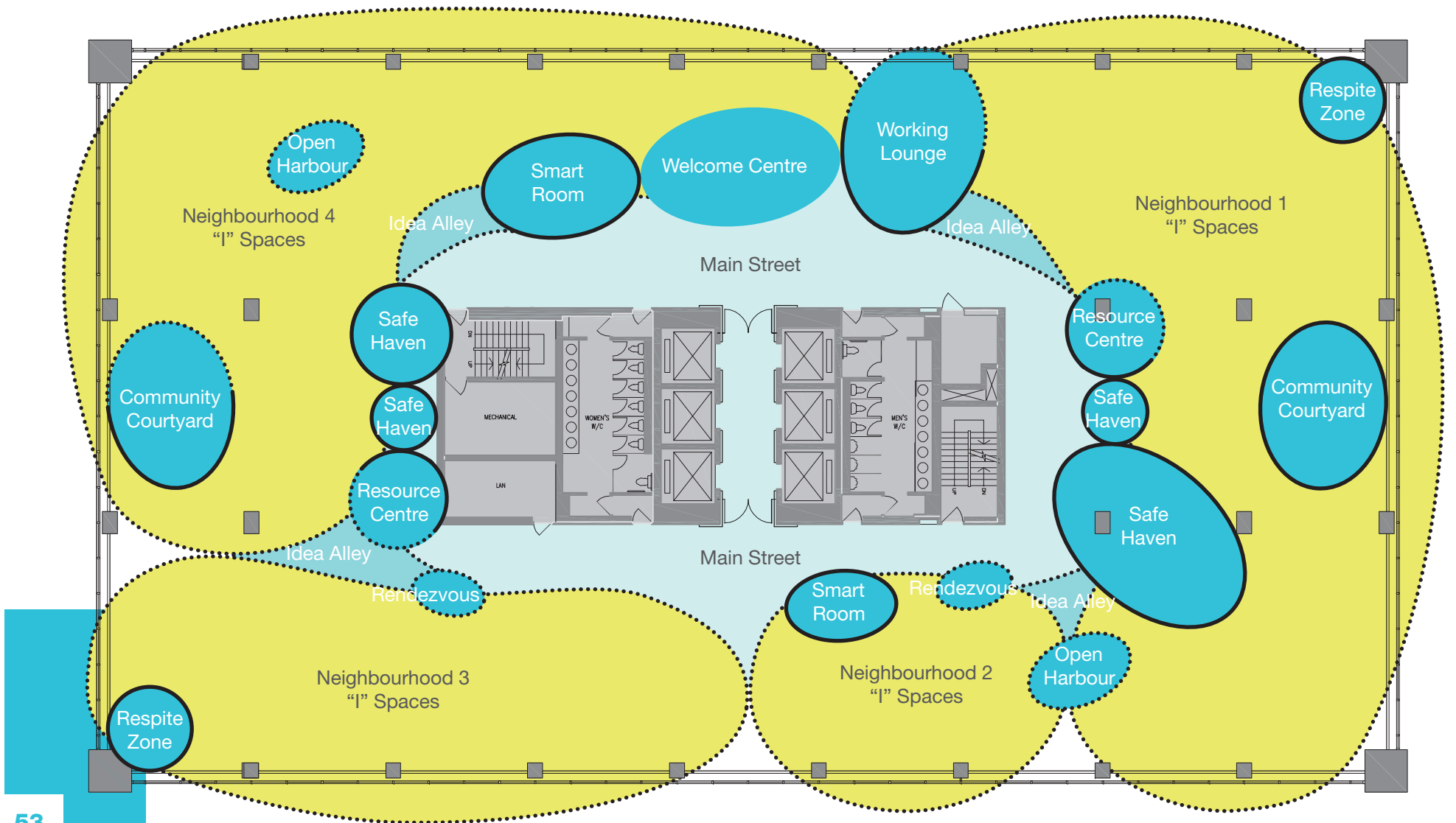
- > Assess level of satisfaction with new workplace.

Electronic survey.

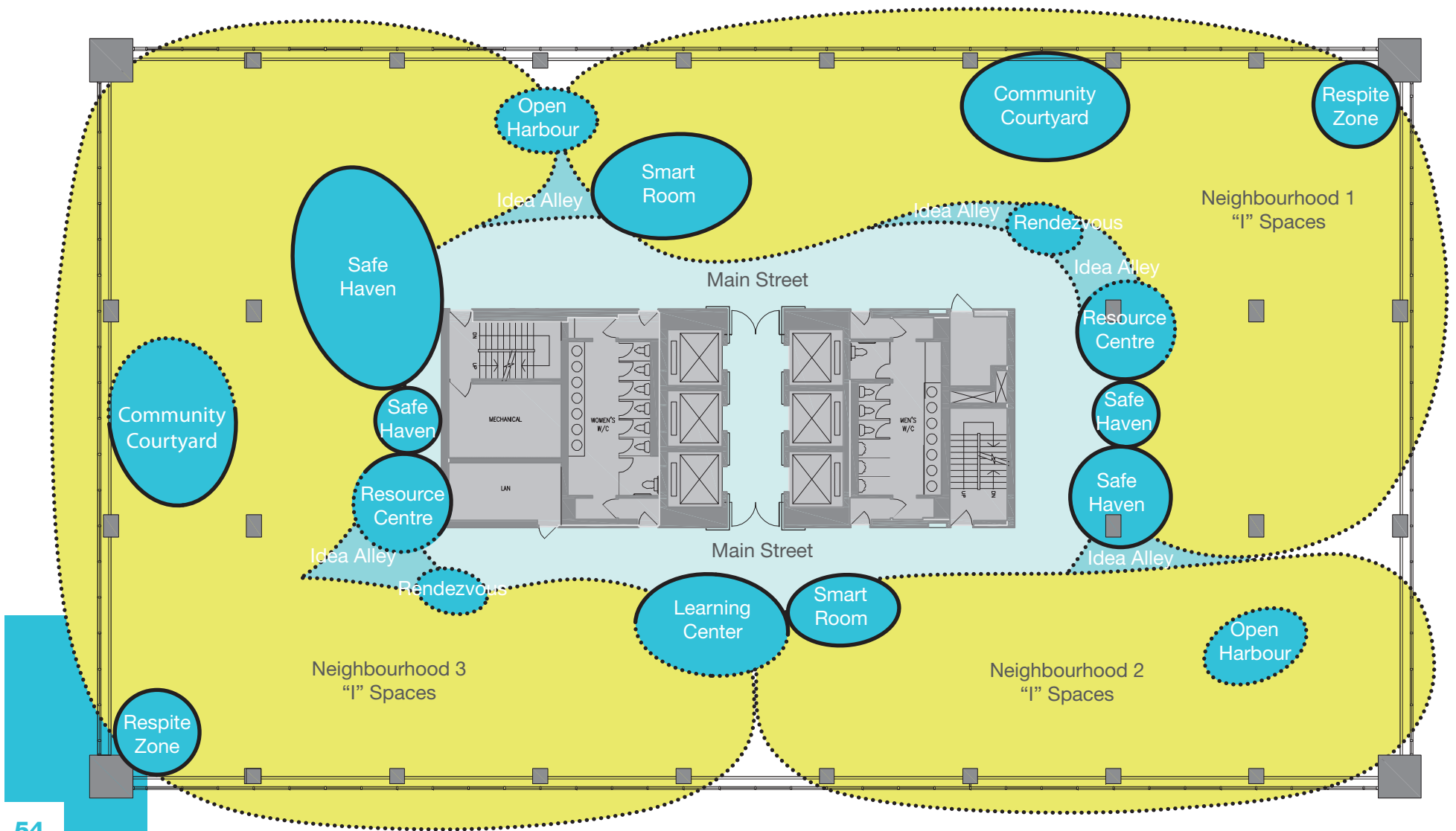
Summary of customer satisfaction workplace strategy post occupancy.

7.0

“I” & “WE”
DIAGRAMS



FLOOR 1 > PUBLIC ACCESS FLOOR.



CREDITS.

Workplace Environment Guideline prepared by Stantec Architecture Ltd.
Workplace Environment Strategy developed by Steelcase Inc.

PHOTOGRAPHY.

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