



# Workplace 2.0

*Public Servants  
Working Smarter,  
Greener, Healthier*

National Executive Forum on  
Public Property

May 12, 2011



## Overview

- Objectives and key principles of Workplace 2.0
- Pillars of renewal
- Workplace 2.0 – Proposed approaches
- Issues and challenges
- Implementing Workplace 2.0
- Pilot projects
- Paybacks
- Moving forward
- Examples of workplace designs



## Workplace 2.0

“A modern, healthy workplace supports greater productivity, a more engaged workforce and better results for Canadians. Deputies and managers have a responsibility to create workplaces that support the well-being, wellness and productivity of our employees. ”

Eighteenth Annual Report to the Prime Minister on the  
Public Service of Canada 2011



## What is Workplace 2.0?

- Initiative developed by PWGSC to support the Clerk of the Privy Council's commitment to workplace renewal
- Drivers:
  - Demographics
  - Attraction and retention of employees
  - Work-life balance
  - Greening government
  - Technology



## Principles of Workplace 2.0

- Modern, flexible work environments
- Technological infrastructure to support the “anywhere, anytime, and any device” concept
- Streamlined and modern policies
- Updated back office systems to support delivery of programs to Canadians
- Tools that support collaboration



# The Pillars of Renewal

## 1. THE WORKPLACE

*Anywhere, Anytime,  
Any Device*

**Physical Workplace  
Buildings (sustainable,  
strategically located)**

## 2. THE BACK OFFICE

*Break Down  
Barriers*

Self-Service Tools  
Legacy Systems Integration  
Systems Modernization  
(Pay, Pension)  
Information  
Management/Technology  
Secure Access  
Policy Renewal and Business  
Process Alignment

## 3. THE WAY WE WORK

*Connect, Collaborate,  
Communicate*

**GEDS 2.0  
Multi-Media Desktop  
(Laptop/ Blackberry)  
Web 2.0 Collaboration  
Tools  
Telepresence**



# The Workplace: *Proposed Approach*

## The Office

- **Integrated Workplace Solutions (IWS)** – New office designs that are more flexible and integrate technology and business processes, while being fully compliant with the Fit-up Standards
- Space provided based on **worker profiles** and time spent at the workplace
- **Sustainable design principles** in the workplace including increased daylight, limited hard-walled spaces and use of green products and finishes
- **Accessibility** maintained and enhanced in new work place designs and new buildings

## Buildings

- **Strategically located buildings** (e.g. transit routes)
- Provide **amenities** that meet employee needs such as daycare, fitness and religious observance facilities



Jean Canfield Building constructed on a brownfield site and registered to be a LEED Gold building, will be 60% more energy efficient than national energy efficient buildings

# The Back Office: *Proposed Approach*

## Systems

- **Legacy systems** being replaced, modernized and integrated with newer systems providing rapidity of government decisions for new breed of knowledge workers
- **Pension and Pay Transformation** - modernize systems and processes using latest technologies, industry-standard practices and tools, increasing automation and self-serve
- **Enabling** anywhere, anytime, secure communications and access to web applications:

## Policy and Process

- Update and streamline of policies and processes with the introduction of new technologies
- New **Record Keeping Directive** to improve the way we manage electronic records and reduce space required for physical storage



400 Cooper Street, Ottawa

# The Way We Work: *Proposed Approach*

## Social Media

- Web 2.0 **social media/collaborative tools** enhance our ability to connect with each other and Canadians
- GCPedia, GCConnex, GC Forums now available to promote **sharing** and **best practices** across government

## Technology

- Technologies and desktop tools support **mobility** and **flexibility**
- **Telepresence**, WebEx and other on-line meeting solutions provide reduced travel costs/ carbon footprint
- **Business Enterprise Enablement Project** migrates applications from the desktop to the web, enabling access from anywhere



Virtual Canada Post

# Issues / Challenges

## ▪ Change Management

- Significant culture shift to be addressed
- Leadership across departments and getting buy-in from all management levels
- Adapting to flexibility in work locations – managing the mobile employee
- Adapting to the “de-cubing” of the workplace – more open collaborate environment

## ▪ Technology

- Uptake of new technology and tools varies across government (i.e. Twitter, Facebook)
- Lengthy process to put service management agreements in place
- Security concerns restricting adoption of wireless and social media

## ▪ Operational

- Lack of clarity or awareness of policies affecting workplace (i.e. technology, Human Resources, security)
- Impact of strategic and administrative reviews, fiscal restraint

## ▪ Procurement

- Lack of innovative furniture on standing offers



# Implementation Approach

- Develop a standardized, integrated approach to office design, furniture, technology and tools to create a modern workplace
- Build sustainable “green” solutions
- Update or replace legacy systems that support the workplace (i.e. pay, pension and information management systems)
- Identify and resolve policy related issues including:
  - Better management of the fit-up costs of accommodation
  - Security issues hindering the uptake of some technology (i.e. wireless)
- Implement
  - As products and tools become available, and
  - As spaces are renovated and new spaces are built (opportunity to modernize 25% of government over next 5 years)
- Establish dedicated team to integrate WP2.0 in PWGSC and across government

11



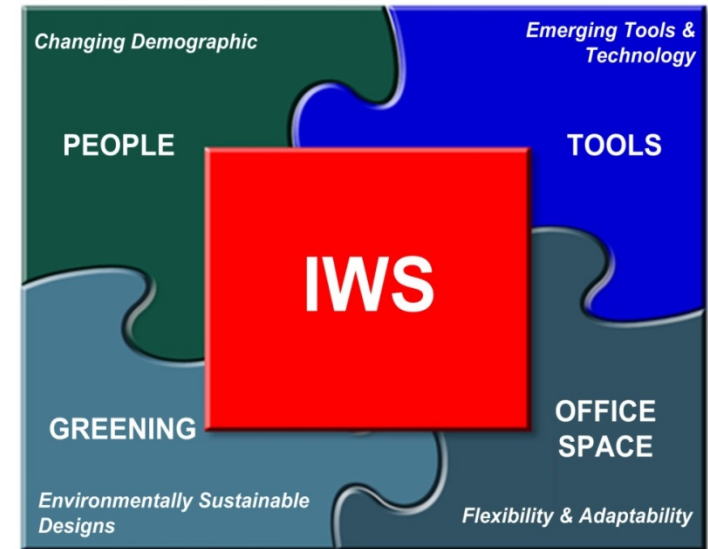


## *Operationalizing Workplace 2.0*

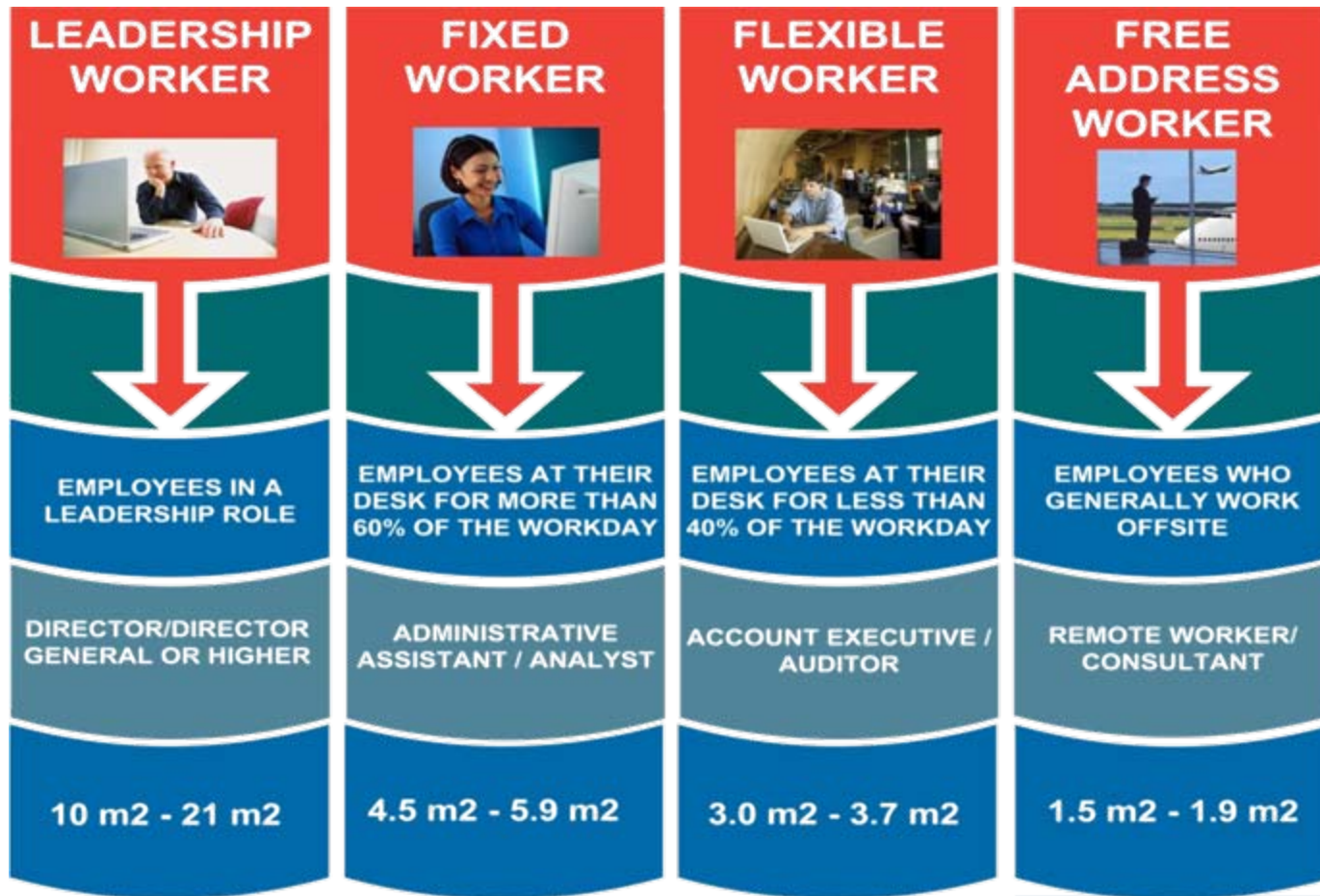


# PWGSC's Integrated Workplace Solutions

- Developed in 2007
- Space allocated based on worker profiles, functional requirements of the organization
- Minimum office space allocation for workstations
- More collaborative space and drop-in stations
- Reusable partition systems ensure future flexibility
- Sustainable design elements
- Enhanced technology such as laptops, wireless networks and videoconferencing provide flexibility and mobility
- IWS is fully integrated into the Government of Canada Fit-up Standards



# Worker Profiles



# IWS Pilot Project



## IWS Pilot Project 400 Cooper St. Ottawa

PWGSC completed a pilot project to test the Integrated Workplace Solutions concept.

### SPACE

Reduced space by 20% and provided collaborative work spaces. Clients may use space savings to optimize space.

### FIT-UP COSTS

One-time fit-up costs reduced by 14%. Client fit-up costs can be reduced by using more flexible, mobile furnishings.

### RENT

Pilot generating 20% savings annually. Reduced space and rental costs contribute to government-wide objectives.

### CLIENT SATISFACTION

Modern, vibrant workplaces result in improved collaboration. 80% of employees very satisfied with light and air quality; space viewed as a tool for recruitment and retention.



# Health Canada – Workplace 2.0 Pilot



## Health Canada Workplace 2.0 Pilot Project 340 Legget Drive, Kanata

Results are still being assessed

### SPACE

Space usage reduced from 18m<sup>2</sup> per person to 15m<sup>2</sup> per person. Creating pods of four workstations, each 5.9 m<sup>2</sup>, provided space for collaborative areas.

### TECHNOLOGY

Wireless and laptops provide employees with flexibility. Cell phones instead of hard lines save approximately \$23/month per person

### RENT

Pilot generating rent savings due to the reduced space usage and reduced rental rent in Kanata location.

### CLIENT SATISFACTION

Employees enjoy the modern, vibrant workplaces and amenities. Other employees are requesting to move to the new space.



# The Paybacks

- Serving Canadians in a modern and connected Public Service branded as an attractive and dynamic place to work
- **People:**
  - Better tools + technologies = higher productivity and performance
  - Work-Life balance
- **Costs:**
  - Potential rent / fit-up savings
  - Reduction in travel costs
- **Space:**
  - Flexible, modern office designs
  - Efficient, sustainable, and supportive building solutions
  - Reduced real estate holdings
- **Greening:**
  - Reduced environmental footprint
  - Sustainable building solutions
- **Security:**
  - Improved business continuity options



Cisco Telepresence

# Workplace 2.0 Maturity Continuum



Workplace 2.0 will be fully realized as product and service offerings (Pillar 2, The Back Office) are phased in and as departments continue to invest in innovative technologies, implement flexible work arrangements and expand the use of collaborative tools and social media networks. 18



## Moving Forward

- Research and best practices of other governments and private sector confirm we are on the right track
- PWGSC governance structure and Integrator Team identified
- Action plan and engagement strategy being developed
- Real Estate Modernization plan and potential WP2.0 projects being identified
- Pilot projects and demonstration sites being implemented
- New service offerings, products and tools to be developed
- Integration across business lines, regions and other departments to be implemented



## Annex A



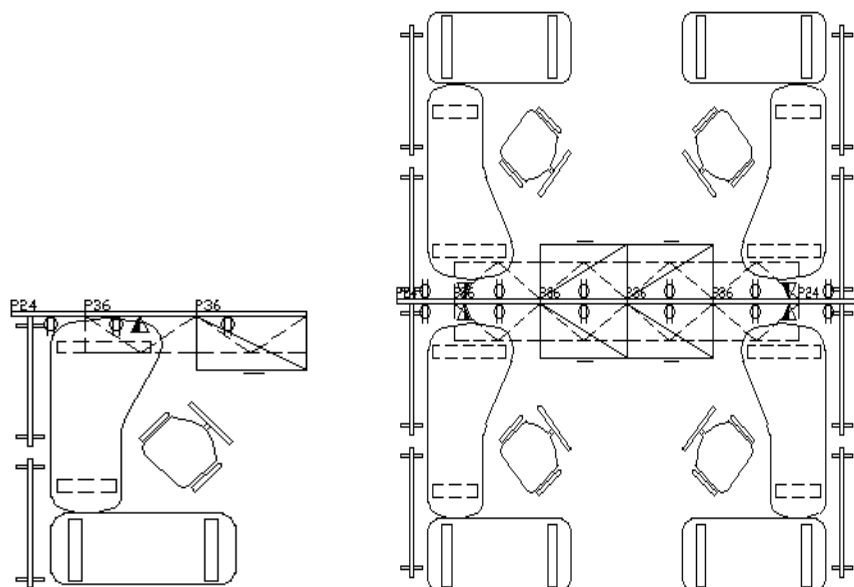
# *Examples of Workplace Designs*



# Fixed Workers

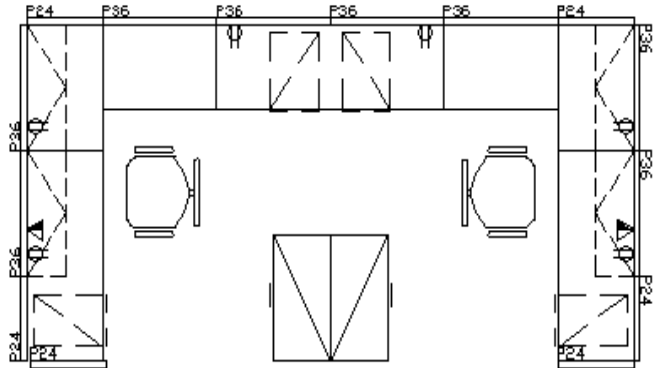
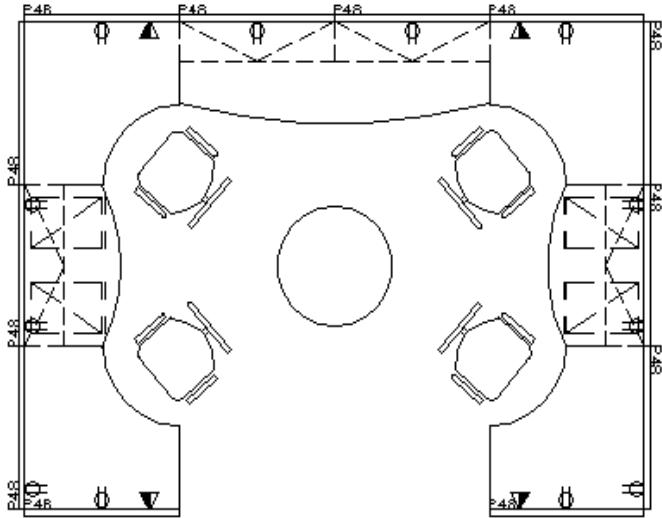
Annex A

- At their desk more than 60% of the day
- **4.5 - 5.9 m<sup>2</sup>** workspace



# Fixed Workers con'd

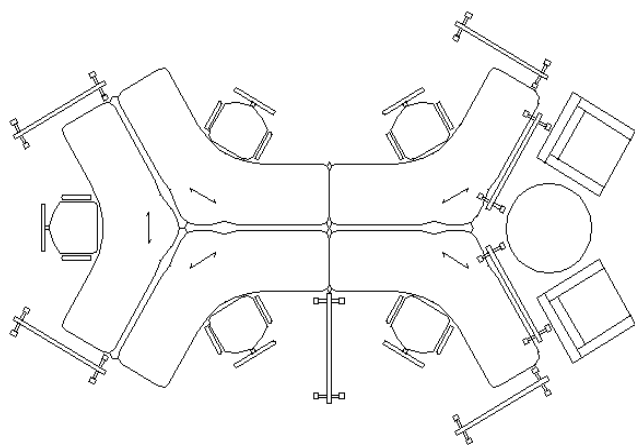
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## Flex workers

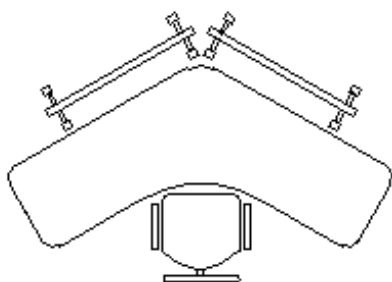
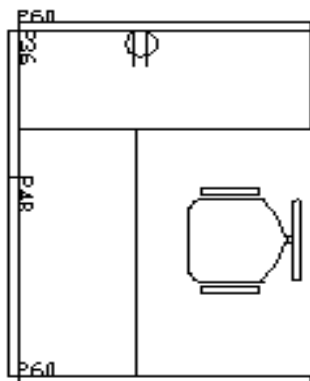
Annex A

- At their desk less than 40% of the time
- **3.0 - 3.7 m<sup>2</sup>** workspace



## Flex workers cont'd

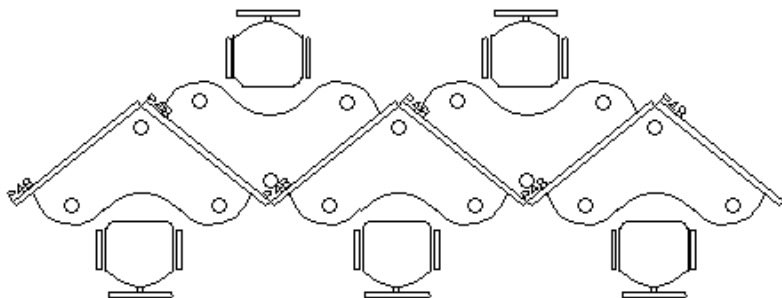
Annex A



# Free workers

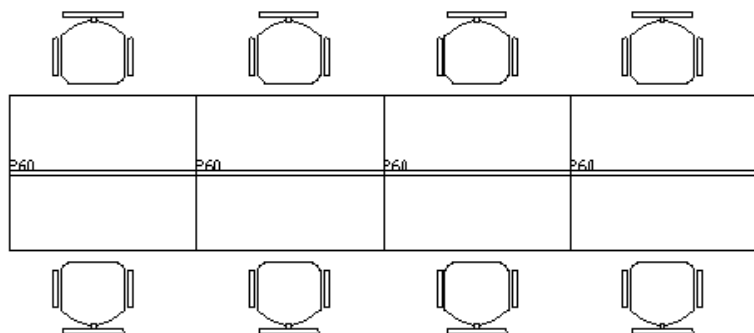
Annex A

1.5 -1.9 m2 workspace



# Free workers cont'd

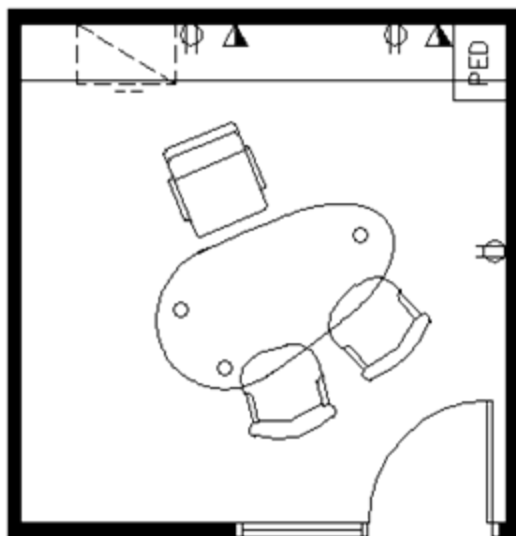
Annex A



## Leadership workers

Annex A

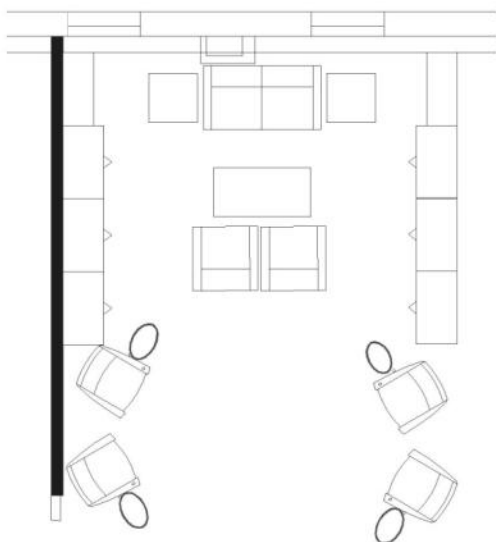
- 10 -14 m<sup>2</sup>, enclosed office



# Collaborative Spaces

Annex A

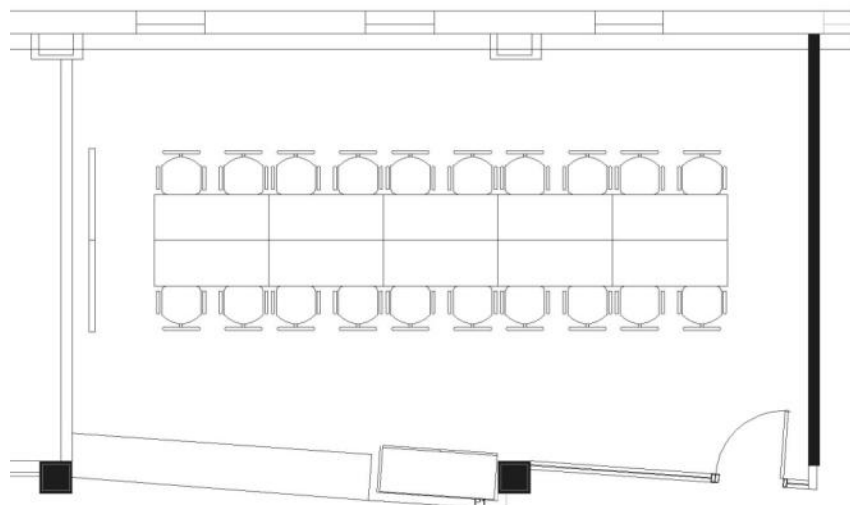
- Informal areas can be used for meetings, networking alternate workspace
- Open design encourages casual interaction



# Meeting Rooms

Annex A

- Mobile furnishing enable different configurations to meet different needs
- Technology increases collaborative capabilities



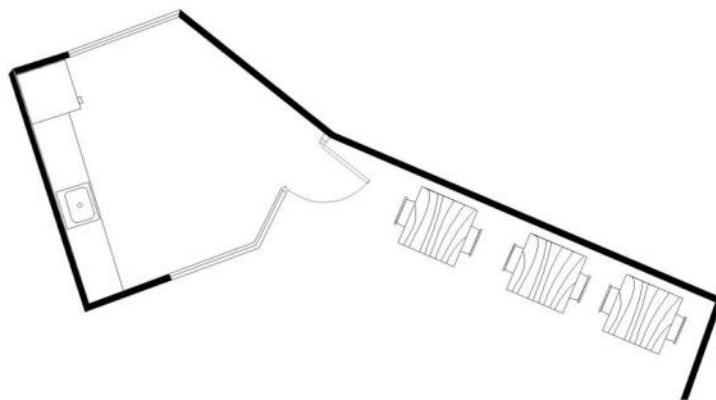
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# Kitchen Facilities

Annex A

- Bright modern designs encourage socializing and collaboration
- Sustainable finishes support healthy workplaces



# Demountable walls

Annex A



## *Questions?*

### **Workplace 2.0 links**

[http://www.gcpedia.gc.ca/wiki/Workplace\\_2.0](http://www.gcpedia.gc.ca/wiki/Workplace_2.0)

[http://www.gcpedia.gc.ca/wiki/Workplace\\_2.0\\_Key\\_Initiatives\\_for\\_Federal\\_Accommodation](http://www.gcpedia.gc.ca/wiki/Workplace_2.0_Key_Initiatives_for_Federal_Accommodation)

### **IWS links**

SIMT-IWS@TPSGC-PWGSC.GC.CA

<http://www.gcpedia.gc.ca/wiki/IWS>

