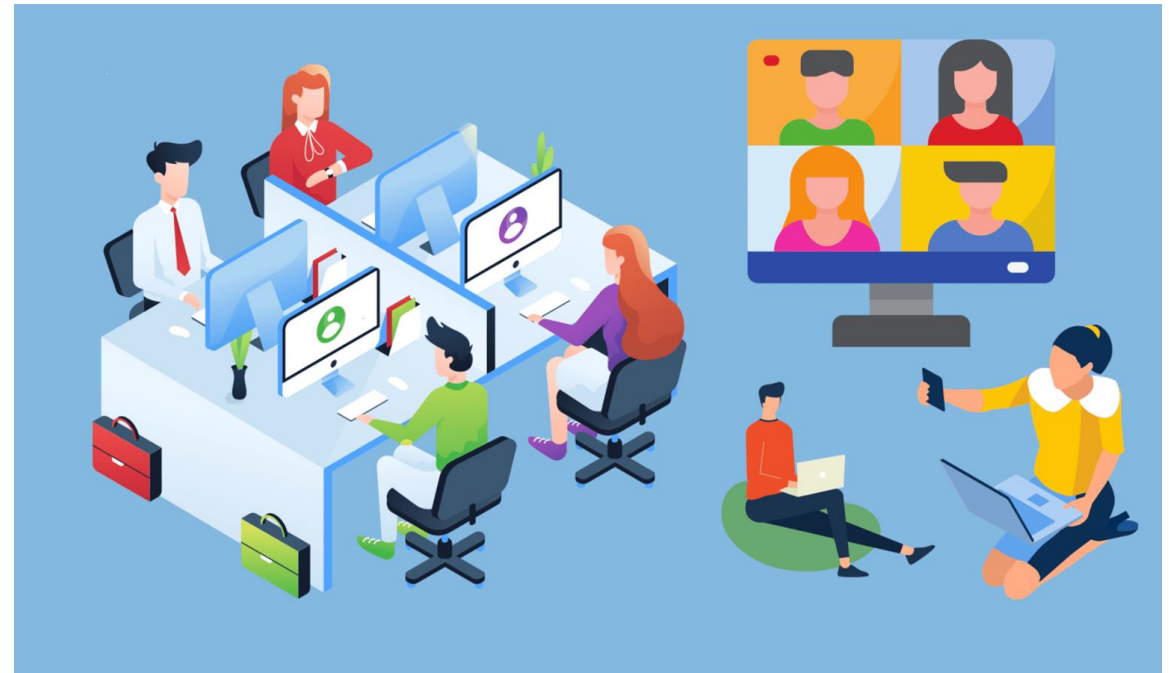# Me, my work, and my building

Chantelle Guilfoyle, HR

Helen Crowe, HR

Maureen Quinn, Presidents Office

Agenda 15mins

The world of work has changed. An introduction to Activity Based Working, ABW (Chantelle Guilfoyle)

Activity Based working in practice (Helen Crowe)

Ardmore House Pilot (Maureen Quinn)

WORK SMARTER TOGETHER

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Activity Based **Principles**

What is Activity Based Working?

Activity based working is a way of working in which colleagues make shared use of a diversity of work settings that have been designed to support different kind of activities .

Empowering people with the trust, technology and work environments they need to thrive and deliver.

Three key dimensions acting in congruence - space, technology and behaviours

For each activity
- A dedicated facility with the right functionality (size, acoustic and visual privacy, technology, adjustability, light, ergonomics etc.)
- Access to the information and people as required
- The ambience you need

Key features
- Variety of choice, support diversity
- Sharing is the norm
- Collective responsibility, rules of engagement
- Technology supports mobility and collaboration

ABW - GLOBAL AND UCD CONTEXT

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WHY ABW PILOT IN UCD?

- ABW was inspired because Covid was the opportunity. We have an opportunity to come back in a different and positive way.
- The hybrid working reality means that we have the opportunity to pioneer a new way of working rethinking how we are most productive and balance working from home / at the campus
- Increasing our choice based on the necessity to work within and outside of our teams in a new way
- The Why is the opportunity Covid and Hybrid have presented us.
  - It can enhance the employee experience and 'living' our core values, predicated on trust and autonomy
  - It will help to enhance creativity, collaboration and innovation which was challenged during the pandemic.
  - It will help to stay competitive in the 'war' for talent. and aligned to our strategic goals – health, sustainability„ digital transformation & empowering humanity.

WHY ARDMORE HOUSE PILOT?

- Ardmore House is a microcosm of roles within the university,
- Based on the learnings from this project, we can adjust, iterate and embrace this philosophy more widely across UCD and customise as appropriate to our context. and needs.

Our values are
- excellence
- creativity
- integrity
- collegiality
- engagement
- diversity

Re-assess the workplace

A workplace supporting

- Variety. We love variety of work and collaboration spaces and the workplace needs to provide it.

- Human, security and Wellbeing. The office is critical to support our human being. We are social creatures and we crave connections with other people—even at socially- distanced lengths.

- Purpose. The office also provides a critical sense of common ground and demarcation.

- Serendipity. Facilitating unplanned encounters.

- Teams to come and be physically together as needed. Shift from focus on individuals to focus on teams.

ABW – In summary - Why explore ?

The office as we know it has changed.

We have an opportunity to reimagine the office for a flexible workforce in a world of hybrid work, uncertainty and global change.

We need to support the agility of the workforce with workspaces that facilitate the optimum employee experience whilst protecting the vibrancy of campus for the UCD community.

Future talent pipeline attraction – expectations .

Support strategic goals.

Activity Based Working in practice
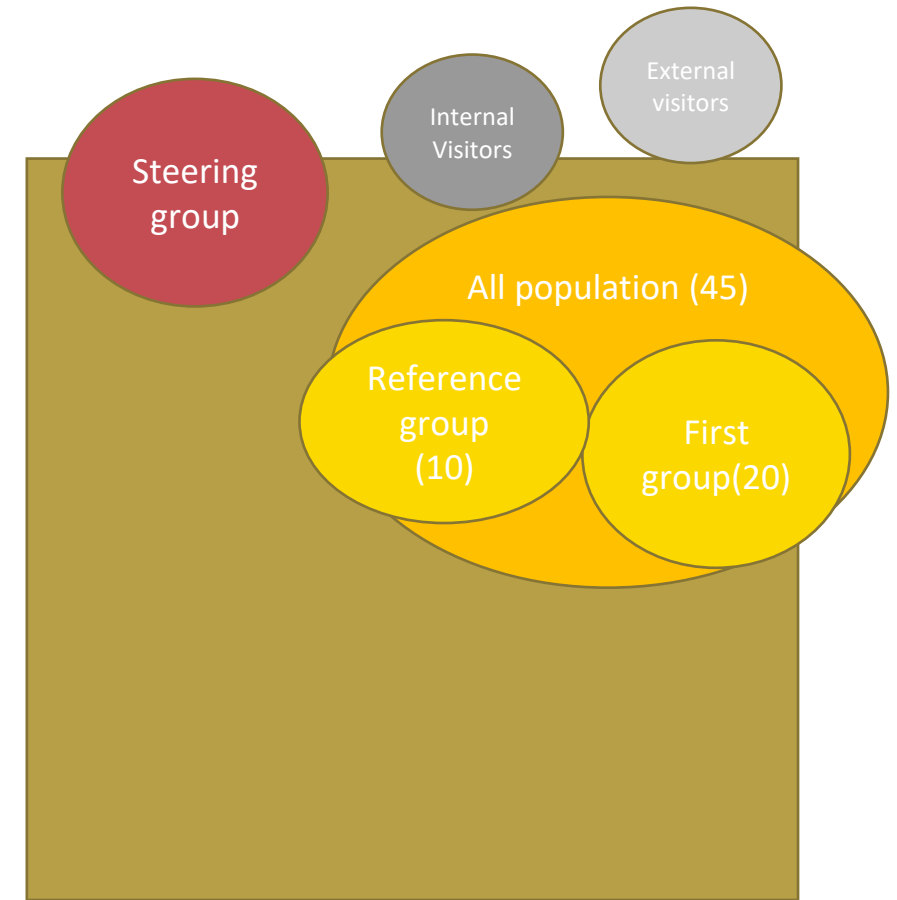
ARDMORE HOUSE ALIGNING EXPECTATIONS

Short term stakeholders – Ardmore House

Key objective: To define how to work in Ardmore house based on the context given and the tools (Space, Technology) that will be available throughout the pilot..

How?

- Rules of engagement/ Ways of working
- Organising / planning your day
- How to use the different spaces as intended
- Setting expectations with regards to the initial tools that will be provided

Steering group

Internal Visitors

External visitors

All population (45)

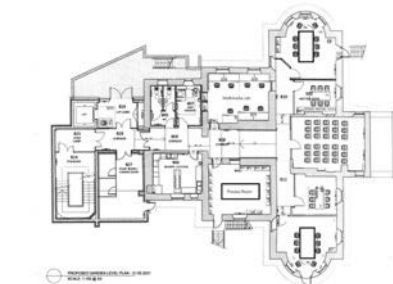Reference group (10)

First group(20)

HOW WE ARE DOING THIS

STEP 4: DESCRIBE BEHAVIOURS REQUIRED TO SUPPORT THOSE STATEMENTS

STEP 3: I CAN/I CAN'T STATEMENTS FOR DIFFERENT GROUPS IN THE DIFFERENT SETTINGS OF ARDMORE HOUSE

STEP 2: LOOK AT THE DIFFERENT PEOPLE USING ARDMORE HOUSE

STEP 1: CONTEXT & LAYOUT

Rules of Engagement

| Choose a way to work that makes you and others most effective | Eat in designated areas – drinks OK everywhere | Use one space at a time | Use all facilities as intended | For Everyone |

Accountability is fundamental to delivering the productivity benefits Activity Based Working enables. With Choice, comes responsibility.

Employee		Colleague		Visitor		Service Provider	
I can	I can't	I can	I can't	I can	I can't	I can	I can't

Employee
· Resident who is based in the building

Colleague
· Colleague not based on the Floor

Visitors
Infrequent External Visitor

Service Provider
· Frequent external visitor to the building, e.g. cleaner, courier, technician.

ACTIVITY BASED THINKING

"

Activity Based Working has always focused on answering the question: How does the workplace serve its people?

FOCUS **PROCESS** **CALL** **DUO** **DIALOGUE**

CREATE **COORDINATE** **INFORM** **RELAX** **TECHNICAL** **REFLECT**

VELDHOEN COMPANY
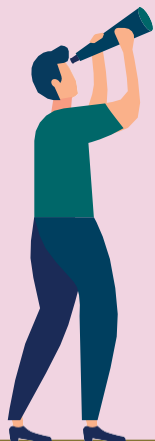
TECHNOLOGY CONTEXT

Given	To be Explored
Wifi available at all (you can work and connect anywhere in the building)	Screens at individual desks
Laptops as a standard	Headsets, mouse, keyboard solution
Docking Stations with USB-C Connectivity	Collaboration toolset – which tool for what purpose
Follow Me and secure Printing within Processing Room	Booking larger rooms
Soft phone on laptop and using mobiles	AV equipment in meeting rooms
	How do we enable people to use laptops in a secure way. How will they been set-up

PHYSICAL CONTEXT

Givens	To be defined in more detail / Explored
Variety of workspaces / functionality • Paper Processing and distribution room • Office rooms for individual work • Informal meeting spaces • Servery / Kitchen, Tea station, Break out space • Multimedia Lab • Video conference room, Small and Large meeting rooms • Creative room / brainstorm room	Precise amount, nature and positioning of Storage - Team storage (files, promotion materials etc..) - Vestibule / jackets, commute clothing, gym gear etc. - Bags / sportbags etc.. - Secure storage
No individual is assigned to a desk, people/teams are assigned to Ardmore House and able to us any space	Signage about how to use spaces and intended functionality
Reuse of existing furniture and desks	Team signage
The Ground Floor is focused on visitors, the other two floors are focused on Ardmore House residents	Booking / reserving space
Wheelchair Accessibility throughout Ardmore House	Naming of Meeting Rooms and Settings
Lockers for personal storage	
Ergonomic chairs	

BEHAVIOURAL CONTEXT

Given	To be Explored
We trust people to choose where to work	Social distancing will still be needed until …..
Cleanliness measures and expectations have been arranged and agreed in line with Covid-19 requirements	How do we share information? Accessibility of agenda's, sharing files etc..
All UCD employees have the facility to request hybrid working arrangements, however no employee is compelled to consider hybrid working	On site meetings are scheduled in advance, with frequency and capacity determined by the teams?
Leadership role models the way of working	Is there a physical minimum ?
Making our way of work work, is a joint responsibility. Everyone is responsible for building a foundation of mutual trust to support safety, wellbeing, high performance and autonomy.	All employees are required to be available for predetermined on campus meetings
We focus on work outputs, contribution and performance regardless of physical location be it on campus or working remotely.	How do we connect / which technology tool for what?
From time to time unforeseen on-campus requirements may arise and it is expected that all employees will make every effort to attend when requested to do so.	

APPROACH FOR CO-CREATING RULES OF ENGAGEMENT

WHAT ARE RULES OF ENGAGEMENT?

Rules of Engagement are the etiquettes defined by end users to help support appropriate behaviours in an ABW workplace.

They are not intended to be 'policed' but rather to help encourage collective responsibility for people to avail from the physical benefits which have been designed for ABW.

The Rules of Engagement should be simple, clear and quickly reasonable. E.g. when someone asks 'Why is THIS a Rule of Engagement?', others should be able to clarify the reasons in one sentence.

There is a balance to strike between what is practical and what suits the aspiration of the project.
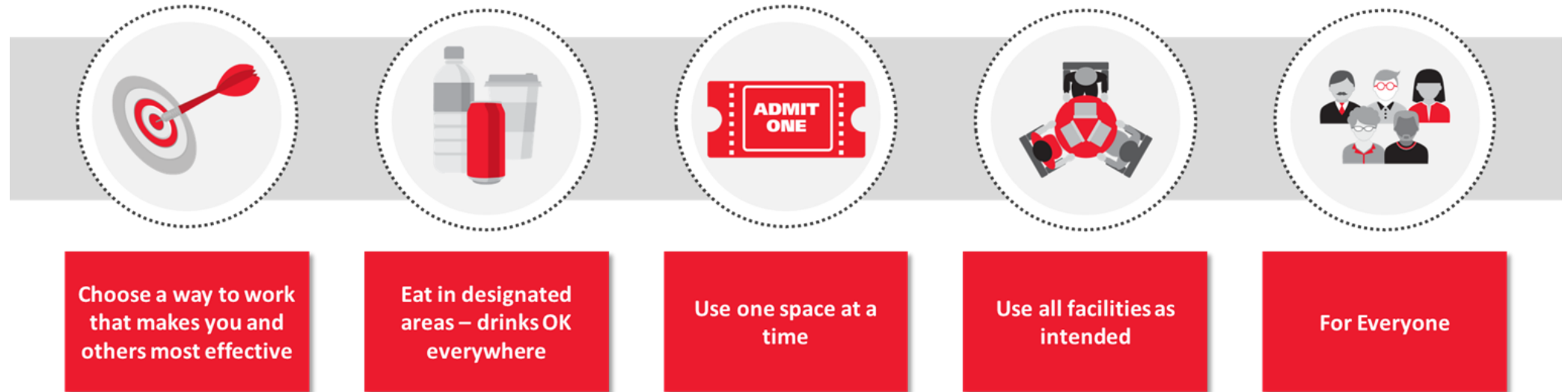
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Rules of Engagement

Choose a way to work that makes you and others most effective

Eat in designated areas – drinks OK everywhere

Use one space at a time

ADMIT ONE

Use all facilities as intended

For Everyone

Accountability is fundamental to delivering the productivity benefits Activity Based Working enables. With Choice, comes responsibility.

SAMPLE RULES PER ACTIVITY SETTING – FIRST FLOOR

Informal Dialogue (Coffeehouse rules DON'T apply)
- Chatting to others is welcomed
- Socialising or collaborating virtually is fine
- Space is non-bookable
- No Eating

Individual Non-Focus
- Chatting to others is welcomed, and you are able to be interrupted
- Participating in virtual calls is fine, be considerate of others when speaking
- No eating

Informal Dialogue (Coffeehouse rules apply)
- Chatting to others is welcomed
- Socialising or collaborating virtually is fine
- Space is non-bookable
- Eating is fine

Duo Room
- Deliberate and active collaboration with 1 other person
- Collaborating virtually is supported
- Space is non-bookable
- No Eating

Pantry (Coffeehouse rules apply)
- Labelled food storage
- Food can be prepared
- Eating is fine
- Chatting to others is welcomed
- Be accountable for removing your food from storage at the end of each day (Friday sweep)

Individual Focus
- No eating
- Don't interrupt others
- Silent, Individual High Focus Work Only
- No calls

Video Call Room
- Leading and participating in virtual calls is supported
- Space is non-bookable
- No eating

Floor plan labels: Informal dialogue 4-6p; Informal dialogue 6-8p; 12p Social; 6p Video call; Informal dialogue 8-10p; 2x2p Duo; 8p Individual non-focus; 2x2p Duo; 8 Individual Focus

PROPOSED FIRST
SCALE: 1:100 @ A

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BATH-
ROO
M

LIVING
ROOM

BEDROO
M

HOME

STUD
Y

KITCHEN /
DINING ROOM

Coordinate

Inform

Dialogue

Create
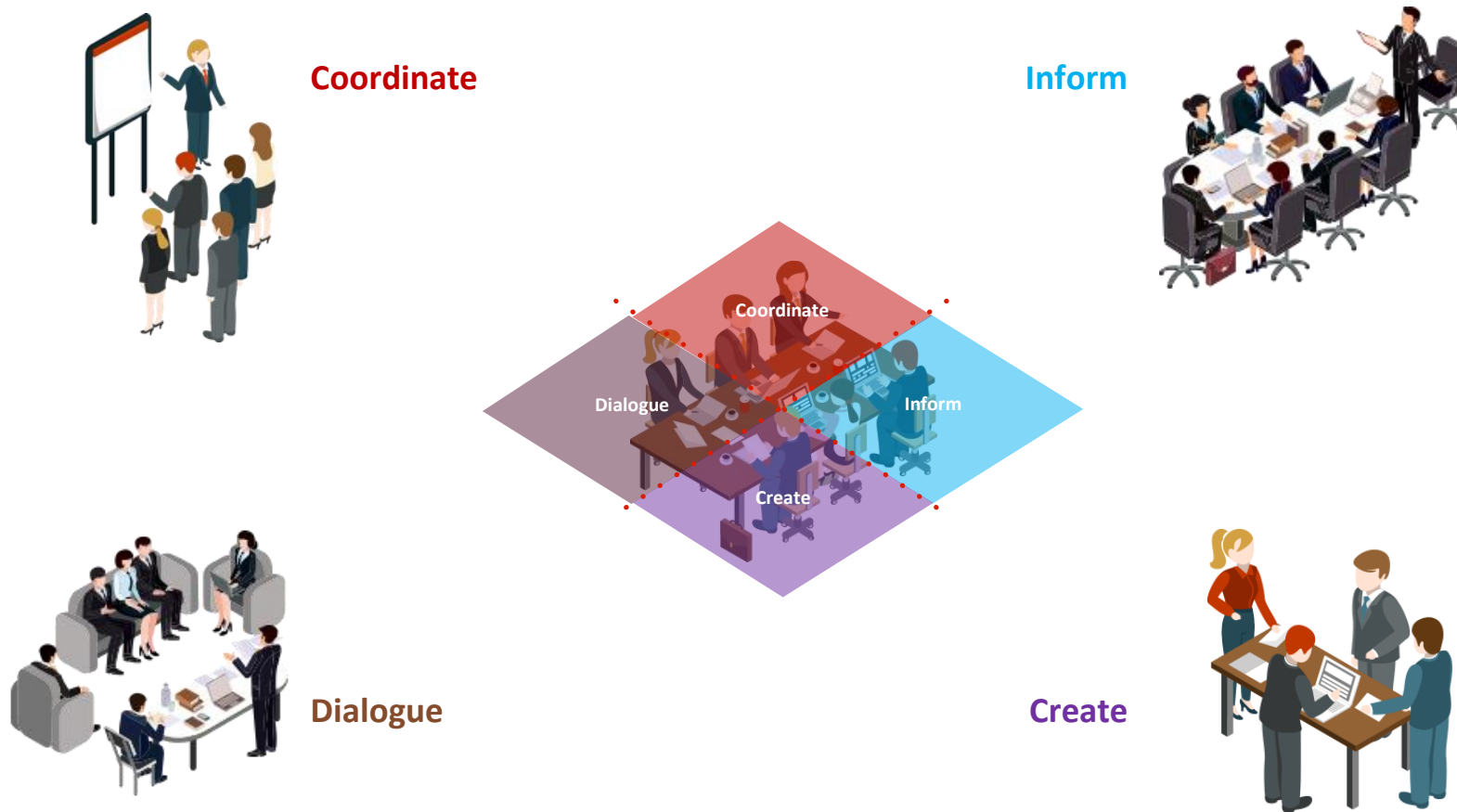
Freedom of choice   Accountability & responsibility

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Call booth

Process desk

Create – Brainstorm area

Duo

Relax / socialise

Focus

Activity based Work

Coordinate

Inform – Training space

Dialogue – Chat Booth

DIFFERENCE BETWEEN ABW AND OTHER WORKPLACE STRATEGIES

TRADITIONAL WORKPLACE
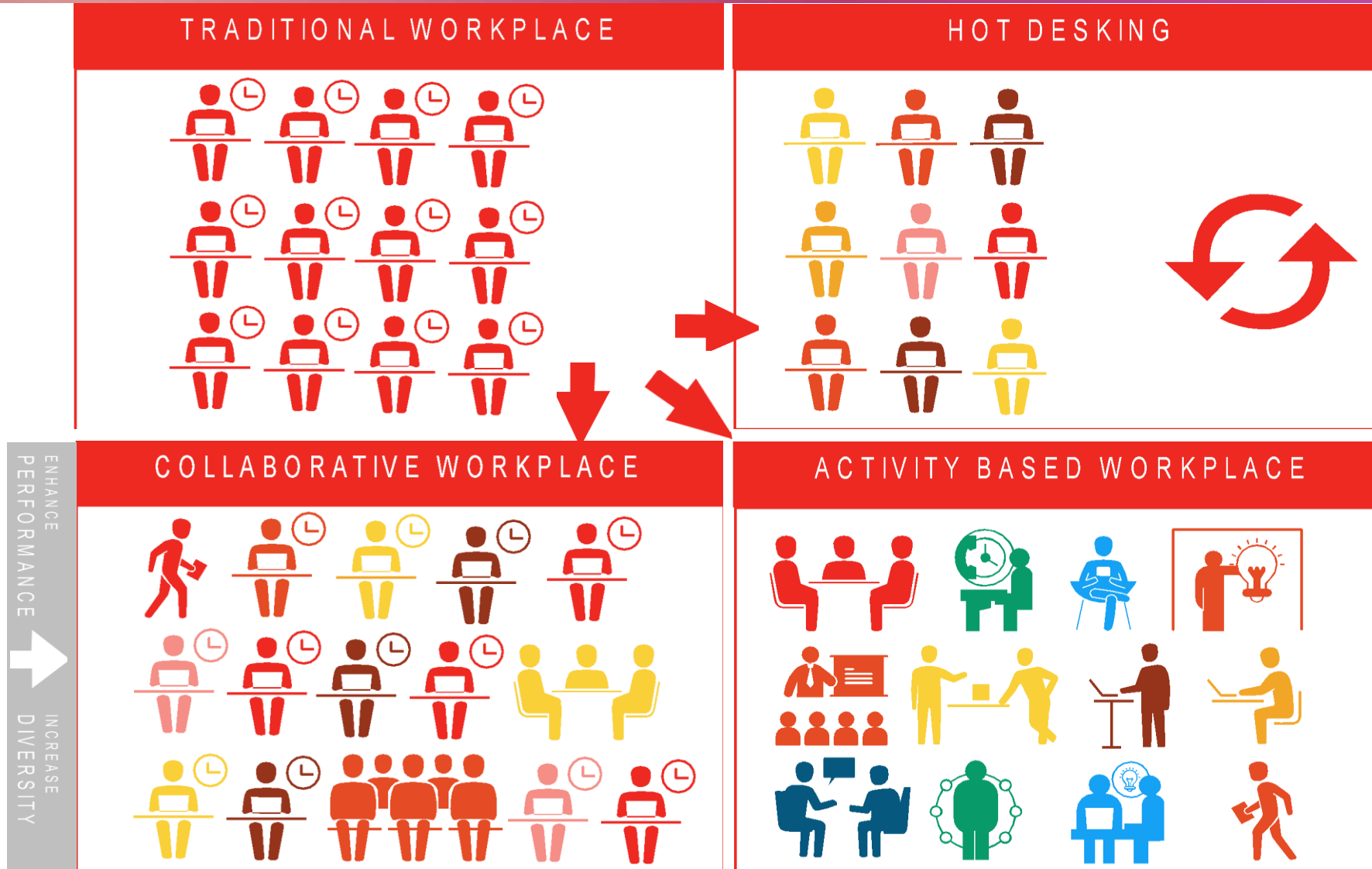
HOT DESKING

In a hot - desking workplace some or all people share desks in a workplace that are otherwise resembles a traditional workplace

COLLABORATIVE WORKPLACE

ACTIVITY BASED WORKPLACE

ENHANCE PERFORMANCE

INCREASE DIVERSITY

The collaborative workplace allocates a higher proportion of space to be activity shared space (generally supporting collaboration) but everyone has allocated workstations

In an activity based workplace some or all people share a diversity of different work settings that support a variety of noise/ quiet/ private/solo/ collaborative activities

SETTINGS FOR ACTIVITIES – INDIVIDUAL FOCUS

Cockpit / Quiet room

Cockpit / Quiet room

Library / Silent room

Quiet cell

Booth

Single lounge
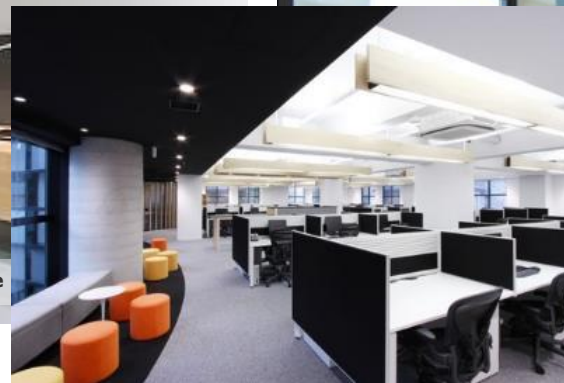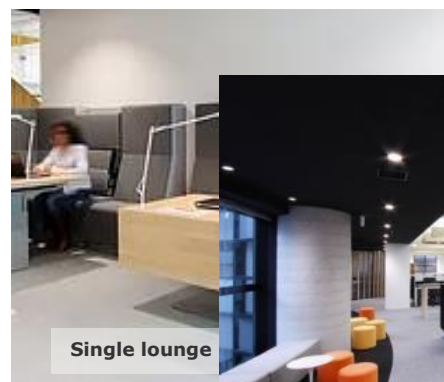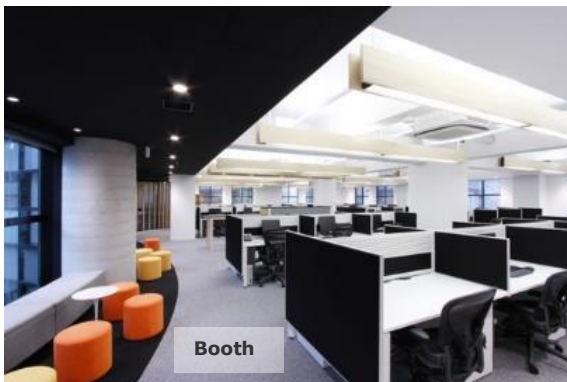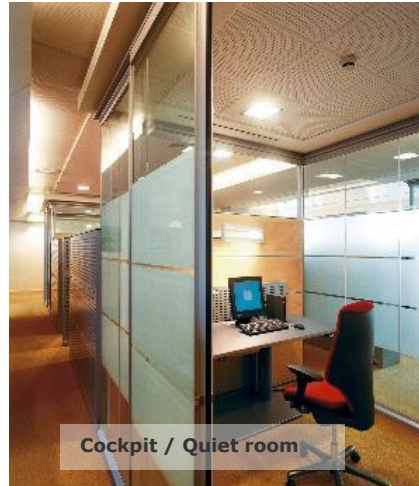
SETTINGS FOR ACTIVITIES – INDIVIDUAL PROCESS
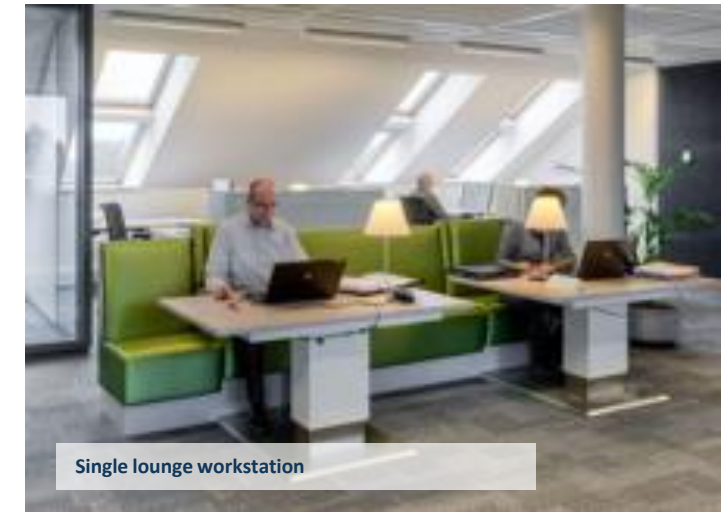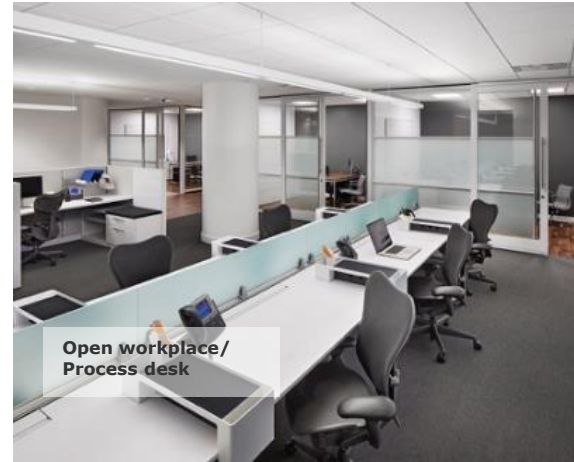
Open work desk

Open workplace/ Process desk

Bench workstation

Open workplace/ Process desk

Open workplace/ Process desk

Single lounge workstation

SETTINGS FOR ACTIVITIES – CALL

Short term calls phone booth
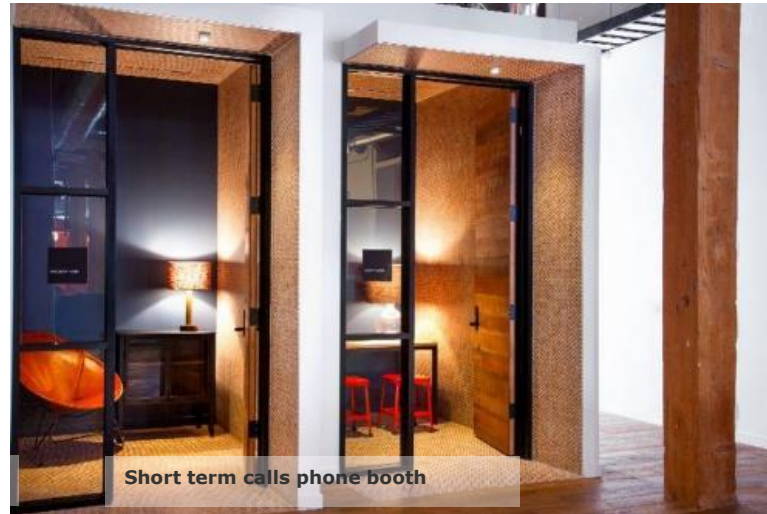
Short term calls phone booth

Enclosed phone box

Long term calls phone booth
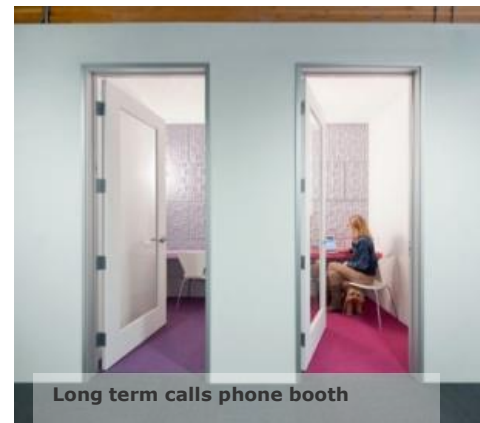
Long term calls phone booth

Semi-open phone box

SETTINGS FOR ACTIVITIES – DUO

Duo 90'' Table

Duo Bench
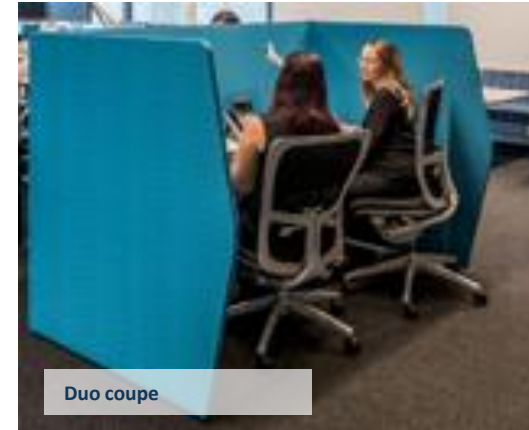
Duo coupe

Duo Booth

Duo Lounge

SETTINGS FOR ACTIVITIES – DIALOGUE

Collaboration bench
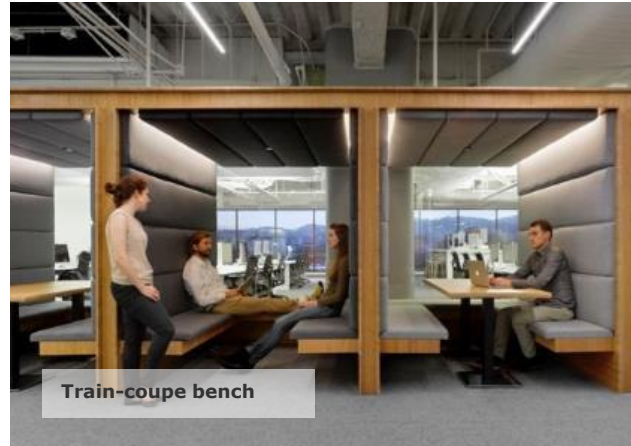
Train-coupe bench
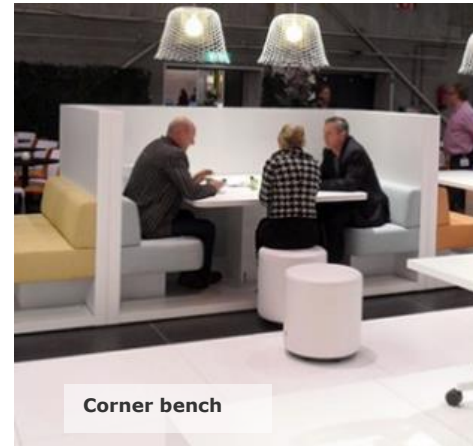
Corner bench

Dialogue room

Dialogue/Duo bench

Acoustic chairs

SETTINGS FOR ACTIVITIES – CREATE

Enclosed create room

Semi-open Identity point
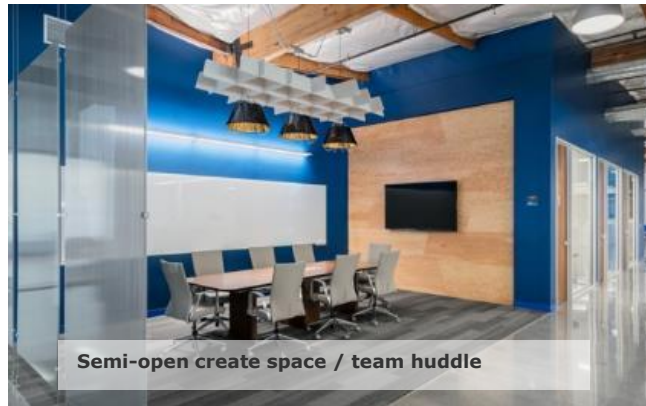
Semi-open create space / team huddle
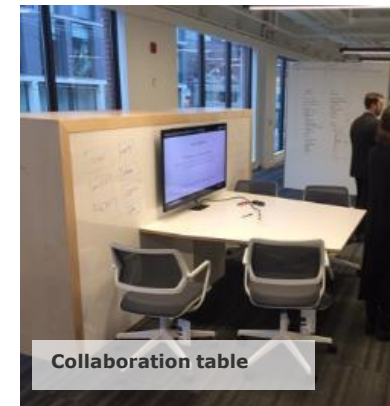
Collaboration table

SETTINGS FOR ACTIVITIES – COORDINATE
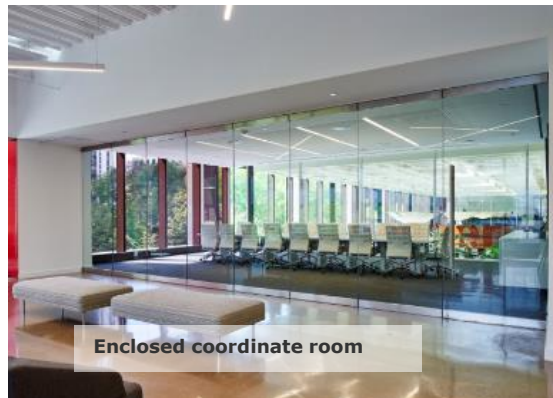

Enclosed coordinate room
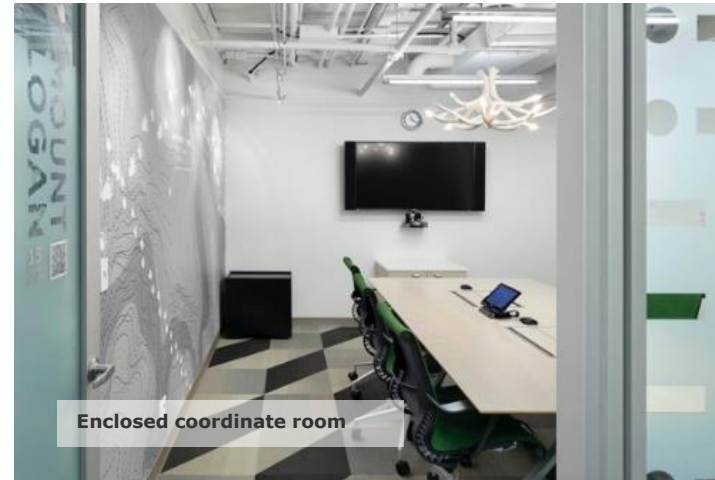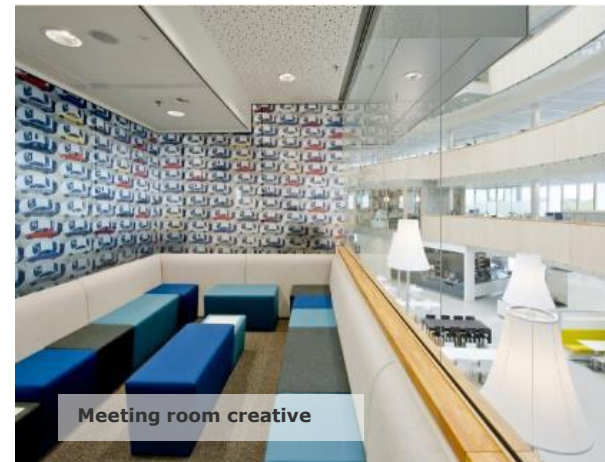

Enclosed coordinate room

Meeting room 1:1

Enclosed coordinate room

Meeting room creative

SETTINGS FOR ACTIVITIES – INFORM

Town halls, presentations

Auditorium/ presentation space

SETTINGS FOR ACTIVITIES – SOCIALIZE