Alternative Work Strategies, Benefits and Tools

The following table lists the various alternative work strategies, the primary benefit and outcome drivers, and related IT, space and people tools to support implementation and management of alternative work strategies.

Alternative Work Strategy	Primary Benefit/Outcome	AWS Profiles	Space Tools	IT Tools	People Tools

All:
● Non-territorial
● Universal footprint/space standards
● Team and activity spaces
● Collaborative spaces
● Shared work spaces/Desk sharing
● Mobile office
● Satellite offices
● Partnering
● Virtual office
● Telework
	All:
	● Real estate effectiveness and efficiency
	● Workplace culture
	● Employee flexibility and engagement
	● Service effectiveness and efficiency
	● Environmental sustainability
		All:
		Resident
		Resident Connector
		Internally Mobile
		Externally Mobile
			All:
			● Open office
			● Shared office
			● Dedicated workstations/office
			● Cubicle
			● Shared workpoint
			● Hotel/free address work point
			● Quiet room
			● Privacy room
			● Network counter
			● Touchdown
			
			Collaborative Spaces
			● Team room
			● Soft seating
			● Meeting booth
			● Chat point
			● Meeting room
			● Huddle space
				All:
				● Onecity Workplace:
				  ○ Shared devices
				  ○ Mobile devices and collaboration
				  ○ Real time communications
				● Desktop devices
				● User profiles
				● Google platform
				● Training
					All:
					● Flexible work hours policy and procedures
					● Workplace culture and change management strategies
					● Sourcing and attracting new people
					● Rebranding employment experience
					● Respectful workplace policies
					● Employment supports and programs
					● Employee onboarding programs and resources
					● Building leadership capacity to lead and support AWS
					● Modernization of learning experiences and processes to support mobile work
					● Position classifications and descriptions to assess compatibility with AWS strategies
					● Behavioural and role-specific competencies
					● Performance management and optimization
					● Attendance management
					● Discipline policy and procedures
					● Etiquette policies and procedures, e.g. noise, scents, allergens
					● Conflict resolution strategies
					● Occupational health and safety
					● Workforce planning
					● Succession and talent management
					● Working relationships between City and Unions and Associations and letters of understanding

Non-territorial Workspaces not dedicated to or owned by any one individual or group. Spaces are shared across sections, branches and/or departments and the entire tenant premise is available to the organization regardless of which department is currently housed on the floor.	● Increase number and variety of workspaces (flexibility) for employees to choose from, including collaboration spaces. ● Reduces vacancy rate of space. ● Accommodates staff changes without increasing accommodation costs.	Resident Connector Internally Mobile Externally Mobile	● Team room ● Hotel/free address work point ● Quiet room ● Touch down ● Privacy room		
Universal footprint/space standards Space planning involving a minimal number of standardized footprint sizes and shapes. Footprint sizes are based on functional need, furniture size and the building envelope.	● Decrease costs associated with churn. ● Supports sustainability; decreases costs associated with space changes and provides flexibility with minimal disruption. ● Space requirements can be easily adapted. Because there is a minimal number of work point sizes, the whole space does not need to be reconfigured when staffing changes occur.	Resident Resident Connector	● Hotel/free address work point ● Dedicated workstations ● Shared office ● Cubicle ● Open office		
Team Space Flexible work areas that allow project teams to work more closely together on an ongoing basis. Team spaces are designed to support teams as they expand and shrink and can be used by a	● Supports collaborative and integrative requirements of a team or group of individuals. ● Helps to break down barriers to communication and enables the formation of faster, better solutions. ● Additional meeting spaces can be	Resident Resident Connector Internally Mobile	● Team room ● Hotel/free address work point ● Soft seating ● Meeting ● Huddle space		

dedicated team or on a rotational basis as new work teams form and evolve.	reduced by incorporating an open meeting space within team spaces.		
Activity Space A variety of work settings that accommodate diverse tasks or group activities rather than standard office functions. Users may move from activity space to activity space according to the task requirement.	● Allows for custom work areas to support office tasks not carried out at a regular work point. ● Provides increased access to specialized resources and equipment.	Resident Resident Connector Internally Mobile	● Hotel/free address work point ● Team room ● Huddle space
Collaborative Space Spaces which support formal and informal collaboration in the workplace.	● Provides appropriate space to support collaborative work including impromptu or spontaneous informal information exchanges. ● Informal collaborative spaces are often design feature points providing aesthetic relief from the uniformity of more traditional office spaces. ● Often used as optional workpoints providing added choice and flexibility to employees.	Resident Resident Connector Internally Mobile Externally mobile	● Team room ● Soft seating ● Meeting ● Huddle space ● Conversation hub
Shared Workspace/Desk Sharing A space which is jointly shared by two or more employees at different times (consecutive use). Shared workspace also refers to concurrent use of a workspace by two or more employees (e.g. shared office). Also refers a workspace which can be used by any employee when the space is not in use.	● Support dyadic work. ● Maximize space utilization and reduce occupancy costs. ● Improved shared space for part-time employees.	Resident Connector Internally Mobile	● Team room ● Shared office ● Open office
Mobile Office Work performed from a variety of locations outside of the central office.	● Provides flexibility and supports mobility by enabling staff to work anywhere, anytime, reducing building footprint and supporting sustainability.	Internally mobile Externally Mobile	● Hotel/free address work point ● Touch down ● Team room
Satellite Office A workspace owned or leased by the organization, smaller than the primary office, used by employees who live near it, or are working in the area, to reduce commute and deadheading time.	● Provides flexibility to employee to work at location closer to home or customer, partner branch/department, etc. ● Reduces commute.	Internally mobile Externally Mobile	● Free address work point ● Touch down ● Team room
Partnering Work performed at an office location of a partner agency.	● Provides flexibility and supports mobility by enabling staff to work in the location that best supports getting their work done. ● Provides the ability to share resources and increase space utilization.	Externally Mobile	● Free address work point ● Touch down ● Team room

Virtual Office The concept of the workplace being wherever an employee happens to be working at during any given point in time. **Third Place** Informal, safe, public places where people gather, e.g. cafe, restaurant, public plaza, park.	• Provides flexibility and supports mobility by enabling staff to work in the location that best supports getting their work done. • Creates a reduction of the building footprint and supports sustainability.	Internally Mobile Externally Mobile	• Free address work point • Touch down • Team room		
Telework Any arrangement in which an employee regularly works from home or other work sites geographically convenient to their residence. Telecommuting is a component of telework, in which an employee works from home, substituting telecommunications for the commute to work.	• Supports mobility by enabling staff to work in the location that best supports getting their work done. • Provides flexibility and can enhance work-life balance while reducing building footprint and supporting sustainability from the reduction of commuting.	Externally Mobile	• Free address work point • Touch down • Team room		