

DRAAIBOEK

new ways of working

Dynamic Office



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.be



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ROADMAP NWOW: DYNAMIC OFFICE

Subject: Transition from a traditional work environment to a Dynamic Office

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1 INTRODUCTION

The concept of the New Ways of Working (NWOW) refers to a new form of work organisation that promotes flexibility and productivity and is based on various foundations. In order to ensure that these NWOW are successfully implemented, all the foundations of the traditional work environment must be adapted. This concerns the work environment (bricks), technology (bytes), the organisational culture (behaviour), digitisation and process adaptation.

The New Ways of Working are not only gaining ground in the private sector, but also within the federal administration. As the real estate expert of the Federal State, the Belgian Buildings Agency seeks to support their clients in their transition from a traditional work environment to a Dynamic Office.

This roadmap therefore focuses on the most visible foundations, namely the new work environment (Dynamic Office).

1.1 PURPOSE OF THE ROADMAP

The roadmap is a practical **step-by-step plan** for the client who aspires to transition from a traditional work environment to a dynamic work environment. A brief summary of the main steps of the transition process is provided in Appendix 1.

It gives a **clear overview** of the actions that need to be undertaken and the associated responsibilities. It clearly defines what the Belgian Buildings Agency expects from the client and, conversely, what the client can expect from the Belgian Buildings Agency in terms of assistance and financial support during their transition.

1.2 TARGET AUDIENCE

The roadmap is aimed at:

- clients of the Belgian Buildings Agency who are involved in a NWOW project;
- clients of the Belgian Buildings Agency who wish to examine whether a NWOW environment could provide them with an adequate solution;
- agents of the Belgian Buildings Agency as users of a NWOW environment;
- agents of the Belgian Buildings Agency who support the clients in their change management path;

2 NEW WORK ENVIRONMENT: DYNAMIC OFFICE

Before what the Belgian Buildings Agency precisely means by “Dynamic Office” can be fully explained, it is essential to clarify a few basic principles of the occupancy standard¹.

2.1 TERMS AND DEFINITIONS

In this section are explained several basic principles of the occupancy standard and the programming of application methods and principles.

2.1.1 PRIMARY AREA

The Primary Area (PA) is the area that can actually be used in a building for the exercise of the user’s activities. It therefore includes only the areas in which work, storage, conferencing, etc. zones can be created.

¹ See Appendix 2: occupancy standard and programming of application methods and principles

The Primary Area² is the sum of the OA, LSA and CSA³.

2.1.2 AREA CLASSIFICATION

The classification of the areas is determined according to 3 major types of functions that can be performed there:

Area...	dedicated to...	containing, for example, ...
OA	Office Area	<ul style="list-style-type: none"> • individual offices • group offices • open-plan offices
LSA	Local Support Area	<ul style="list-style-type: none"> • small conference rooms • long-term archives (1 m² / cFTE⁴) • Kitchenette, coffee corners • service documentation • floor reception, etc.
CSA	Central Support Area	<ul style="list-style-type: none"> • conference rooms, classrooms • cafeterias, dining hall • courtrooms, front office and waiting room • non-current records • printing rooms, server room, etc.

It is essential to make a clear distinction between the local support areas and the central support areas...

The premises...	fall within...	or...
<ul style="list-style-type: none"> • directly linked to office areas • usually linked to office functions, regardless of the core business of the user 	local support	LSA
<ul style="list-style-type: none"> • specifically linked to the core business of the user 	central support	CSA

The areas are allocated as follows:

The area...	dedicated to...	is calculated based on a need expressed...
OA + LSA	Office Area & Local Support Area	in corrected full-time equivalents
CSA	Central Support Area	in capacity and functionality (e.g. classroom for 20 people, cafeteria for 45 people, 300 linear meters of archives)

For the use of the OA and LSA zones, the occupying services have a fixed number of m² to organise their office activities as well as the support functions directly associated with these office areas.

Example of distribution chosen by the user:

- an occupying service wishing to allocate a large area to certain people will have to reduce the area allocated to other people
- an occupant wishing to have many service meeting rooms will have to take over this area from the office spaces
- an occupant wishing to establish shared workstations will have an advantage since he will optimise the area that is allocated to him by doing so

² For more information about the primary area, see page 6 of the occupancy standard and the programming of application methods and principles: "Re-measurement of the areas: primary area"

³ See section 2.1.2 Area classification

⁴ Corrected full-time equivalents: see 2.1.3

For the CSA requirement, the needs of the users should be expressed in terms of functionality (based on a typology of the premises) and capacity (number of users, of linear meters of archives, etc.).

The needs of the user will be expressed in the requirements programme and the Belgian Buildings Agency will then convert those needs in m² based on the required functionalities and capacities.

2.1.3 CORRECTED FULL-TIME EQUIVALENTS

Why work in full-time equivalents and not in natural persons?

The staff plan is specified through an estimated workload and based on the number of full-time employees that are needed to execute this workload. If a full-time position is being filled by two people working half-time, this is a variable feature over time. Therefore, the base unit can only be the full-time equivalent.

What is meant by “corrected”?

The intended correction is the one that takes the specificity of the function into account:

- in terms of function: if the function is not usually performed in an office area (e.g. cleaning staff);
- in terms of breaks: a function must be performed 24 hours a day, 7 days a week. In this case, 3 full-time equivalents are required to perform the function, but these 3 FTEs follow each other at the same workstation (e.g. security service or guard company)
- in terms of presence: this could apply to a travelling colleague who rarely visits the office (e.g. external supervisor, sales representative)
- in terms of teleworking: a fixed absence of one day a week is considered, regardless of the number of days a week during which the agent concerned works from home. Since the number of teleworkers and the number of days during which a teleworker works from home may vary, we wish to avoid a situation where the client has an insufficient number of workstations. The number of agents who will work from home in the future will serve as the basis for this calculation. The minimum number of FTEs that will be taken into account during the conversion to cFTEs is the current number of teleworkers within the organisation.

2.2 WHAT THE BELGIAN BUILDINGS AGENCY MEANS BY DYNAMIC OFFICE

In 2019, the function of an agent consists of various tasks. A suitable work environment provides added-value in terms of productivity and efficiency in the performance of the agent's tasks.

Activity-based work therefore holds a central place in this environment. Indeed, various workstations corresponding to the activities of the agents are made available. As a result, agents no longer have an official workstation but choose one according to the task they need to perform.

In addition, a dynamic work environment allows to save space since the required surface for the OA and LSA zones comes to a maximum of 10.5 m² / cFTE. Furthermore, the number of workstations required in these areas amounts to 85 % of the cFTEs⁵.

2.2.1 OPEN WORK ENVIRONMENT

An open work environment allows agents to meet in an open space, which promotes better communication between them and a faster integration of new colleagues.

In addition, this environment makes it possible to optimise occupancy and, as a result, to reduce the office space required.

2.2.1.1 NO DIVISION FOR OFFICE FUNCTIONS

In the new open work environment, no divisions are planned for the office functions. By office function is meant the Office Area (OA).

⁵ See 2.1 Terms and definitions

However, it is still a possibility to divide LSA spaces such as consultation spaces, silence spaces, coffee corners, copy rooms, etc. Those spaces can be closed with glass partitions and acoustic elements, for example⁶.

2.2.1.2 SURFACE ECONOMY: OA AND LSA

As mentioned above, an open work environment makes it possible to optimise the office space needed.

The surface required in a Dynamic Office is considerably smaller than in a traditional work environment. In a Dynamic Office, the surface required for the OA and LSA zones corresponds to 10.5 m² / cFTE. This includes the surface allocated to each workstation as well as the surface needed to create the LSA (small conference rooms, lockers, coffee corners, kitchenette, floor reception, etc.) of this zone.⁷

The surface needed for the CSA spaces is calculated based on the clients' needs expressed in terms of capacity and functionality (e.g. classroom for 20 people, cafeteria for 45 people, 300 linear meters of archives).

The Belgian Buildings Agency has undertaken to guarantee the capacity⁸ requested by the client and will ensure that this capacity can be achieved on the surface that the Belgian Buildings Agency offers. The determination of the "unit area" for the CSA premises and its possible adaptation remain a competence of the Belgian Buildings Agency.

2.2.2 "ACTIVITY-BASED" CONCEPT

In a traditional work environment, the agent is assigned a workstation where he performs all the requested tasks.

In the new dynamic work environment, the aim is for the agent to choose a workstation according to the task or activity he must perform.

The open work environment is completed by workstations that correspond to the various tasks of the agent. Thus, among others, consultation spaces (meeting point, meeting room/space, lounge, etc.), concentration zones (cubicle [alias open bubble], study booth [alias closed bubble or space for silence]), spaces to make a call (cubicle, study booth), coffee corners, brainstorming spaces (brainstorm room) and a multipurpose space (alias flex space) will be provided.

2.2.3 SHARED DESK

Statistically speaking, the occupancy rate of workstations is generally around 45 % in a traditional work environment, which indicates that it is not advisable to provide one workstation per natural person.

In a Dynamic Office, workstations will thus be planned for a maximum of 85 % of the corrected full-time equivalents, including telework, what corresponds to the occupancy rate per natural person listed above.⁹

MUST BE INCLUDED IN THE WORKSTATIONS:

1. benches¹⁰ and desks: 1 workstation
2. individual cubicles/study booths: 1 workstation if minimum 6 m²
3. meeting spaces for 2 to 3 people (shared office, team space): 1 workstation
4. lounges: 1 workstation per bench, 2 workstations for the corner benches

ARE NOT INCLUDED:

5. meeting rooms (LSA: small meeting room/space) for more than 3 people.

⁶ In a Dynamic Office, the number of partitions will be reduced to a minimum. If partitions are still installed, preference is given to glass partitions and acoustic elements. The associated costs can be covered by the incentive. In a traditional work environment, the cost increase associated with the glass partitions and the acoustic elements is always covered by the client.

⁷ Besides, a surface of 1m² long-term archives is provided in this surface area

⁸ If this requested capacity has been approved by the Inspection of Finances accredited to the client.

⁹ See Appendix 3: Explanation of the calculation of the number of workstations

¹⁰ "Benches": individual workstations that are usually joined by two, four or six.

As a result, agents no longer have a designated workstation but choose an office according to their task or work method.

2.2.4 CLEAN DESK

In a dynamic work environment where desks are no longer assigned to specific agents, it is essential that everything stays impeccable. Hence the “clean desk” principle: each agent completely clears his workstation (documents, waste, personal belongings, etc.) when he leaves and leaves it clean for the next user. Storage space is provided in the form of cabinets for the long-term archives and lockers for personal belongings.

2.3 ADVANTAGES AND DISADVANTAGES

2.3.1 ADVANTAGES

- Open-plan offices promote collaboration among colleagues because they meet each other more frequently, which stimulates informal consultation.
- A pleasant work environment is a source of innovation and creativity.
- Choice between various workstations: the workstation is suited to the task to perform.
- A moving operation can act as catalyst to launch major change management projects (e.g. digitisation process or cultural change).
- Office space economy and associated costs.

2.3.2 DISADVANTAGES

- High interactivity can lead to noise pollution that may prevent the agents from concentrating. They can also feel that they no longer have privacy.

ADVICE: It is fundamental to devote sufficient attention to the following points:

- provide a sufficient number of concentration and silence work posts as well as cells for telephone calls
 - a clear charter of rules for the use of the work environment
 - acoustic between the different enclosed spaces and within the open-plan office
- The NWO cannot be considered as a simple moving operation. Indeed, they represent a different way of working, which should be well-prepared during a preparatory phase before the move.

ADVICE: All aspects regarding behaviour (trust and autonomy as motivation factors), process, digitisation, IT and communication must be considered. This responsibility rests with the client.

3 TRANSITION TO THE DYNAMIC OFFICE

Both the Belgian Buildings Agency and the client may suggest the transition from a traditional work environment to a Dynamic Office.

The effective decision to transition to a dynamic work environment is made based on the results of a business case carried out by the Agency in consultation with the client.

3.1 SINGLE POINT OF CONTACT

In order to facilitate the exchange of information during the implementation of the project, a SPOC will be appointed both at the Belgian Buildings Agency and at the client's premises, who will be responsible for all communications.

3.2 BUSINESS CASE

The Belgian Buildings Agency develops a business case. During the preparation of the business case, the cost-benefit analysis will focus on both the Belgian Buildings Agency and the client. The client is responsible for providing all necessary information to the Belgian Buildings Agency.

By business case, it is meant a comparison of the costs and benefits of to the suggested move.

3.2.1 ANALYSIS OF THE REQUIREMENTS PROGRAMME

The client will establish or update his requirements programme¹¹ in consultation with the client manager of the Belgian Buildings Agency.

Based on this requirements programme, the Agency will examine how much space is needed to accommodate the client in a dynamic work environment.

3.2.2 ANALYSIS OF THE SUITABLE SITE

The Belgian Buildings Agency will then consider whether the existing site lends itself to a redevelopment in a Dynamic Office. If not, they will examine in their existing portfolio which building is the most appropriate to accommodate the client in a dynamic work environment.

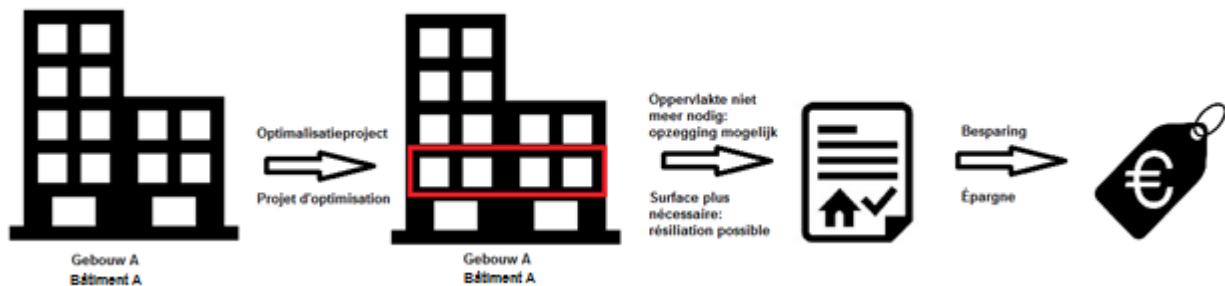
Once this building has been found, they will proceed to a technical analysis of the building so that any technical constraints can be considered during the project development.

3.2.3 FINANCIAL ANALYSIS

The client's transition from a traditional work environment to a dynamic work environment will result in a surface economy.

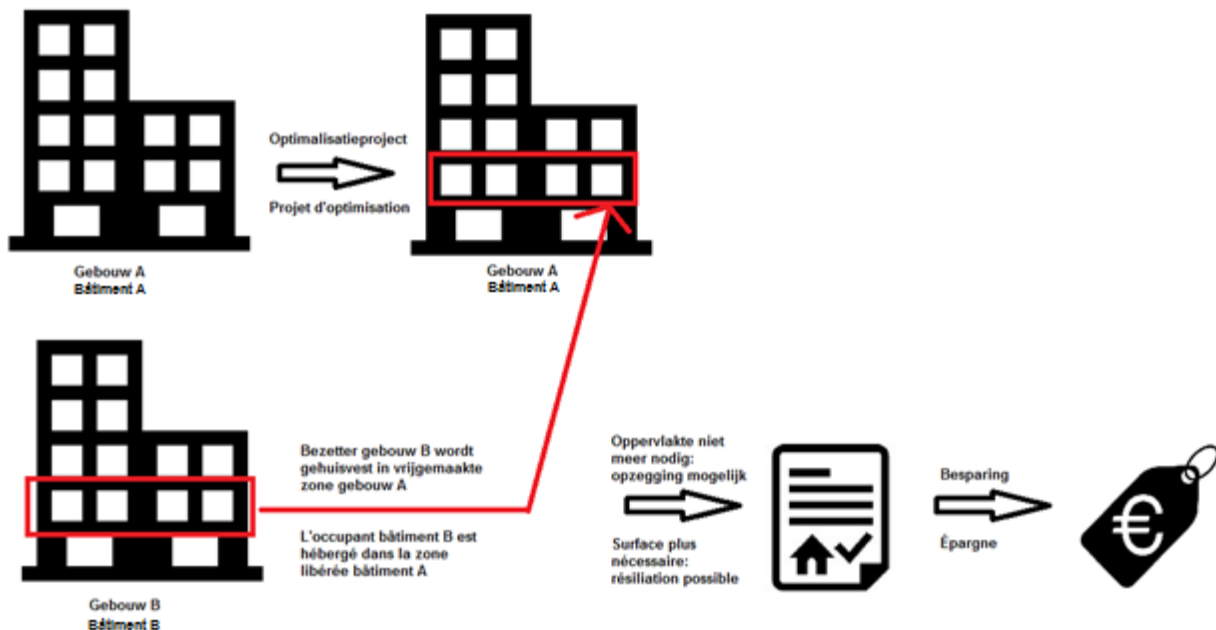
However, the surface economy does not systematically lead to a saving in rents and taxes paid by the Belgian Buildings Agency. As an illustration, effective savings will only be achieved:

- if it is possible to partially terminate the lease for building A: the part that is left vacant as a result of a surface economy may be terminated



¹¹ See Appendix 4: Requirements programme

- if part of the lease for building B can be terminated since the occupants can be transferred to the surface freed in building A



3.2.4 OPTIMISATION OF THE REAL ESTATE PORTFOLIO

The project presented therefore fits into a broader framework where the Belgian Buildings Agency is trying to optimise their existing real estate portfolio to the best of their abilities.

3.2.5 FORESEEABLE BUDGET

Based on the result of the financial analysis (i.e. the effective cost saving), the Belgian Buildings Agency will determine if it is economically speaking interesting to continue with the analysis of the project.

If this is the case, the business case will be extended with an analysis of the required budget for the execution of the DO-project. The Belgian Buildings Agency carries out an estimation of the budget that both the client and the Belgian Buildings Agency will have to foresee.

A joint note on the budget required is then drafted and submitted to the Inspectors of Finances of the client and of the Belgian Buildings Agency.

3.2.5.1 BY THE BELGIAN BUILDINGS AGENCY

The total budget to be provided by the Belgian Buildings Agency consists of several elements. The Belgian Buildings Agency provides a budget for the first installation work and for the incentive if the client fulfils the stipulated conditions.

3.2.5.1.1 First installation work

Are included in the first installation work¹²:

1. standard work on various techniques (HVAC¹³, electricity, data, multimedia wiring);
2. Standard work on partitions, floors and ceilings;
3. Standard work¹⁴ on data and multimedia wiring;
4. The wiring of all Wi-Fi access points, without the access points themselves.

¹² As described in the "Administrative regulations" document (see Appendix 5).

¹³ HVAC: heating, ventilation and air conditioning

¹⁴ See Administrative regulations

3.2.5.1.2 Incentive D.O. (financial incentive)

CONDITIONS

To be eligible for the financial incentive, the following conditions must be met:

1. A surface economy must be made compared to a traditional work environment: maximum 10.5 m² OA and LSA / cFTE instead of 13.5 m² / cFTE.
2. No division for office functions
3. No assigned workstations (application of the desk sharing principle)
4. A workstation / cFTE ratio of less than 0.85 (the incentive is limited to 0.85 x cFTE for the number of workstations)

CALCULATION

After the number of workstations that a client needs to transition to a D.O. environment has been determined, the sum of the financial incentive can be calculated because of a fixed price per workstation. The resulting amount represents the maximum budget that will be made available for the client and will be used by the Belgian Buildings Agency to pay invoices for furniture¹⁵ in the context of the transition from a D.O. environment. Any extra cost (> maximum budget foreseen) will be paid by the client. The Inspector of Finances of the client concerned will decide on this matter before the project starts.

The incentive amounts to 2,800 EUR (including VAT) per workstation.

USE

The financial incentive (based on the number of workstations) may be used primarily for the purchase of general and specific furniture to furnish the OA and LSA zones, including (manually) height-adjustable desks and cabinets in the work area (with sound absorption), as well as specific facilities for informal consultation spaces (coffee corners, recreation spaces, etc.).

The number of workstations determined in the requirements programme may not be exceeded when purchasing furniture for these workstations.

Some of the furniture that the client already owns might be reused, with adaptations and/or repairs if necessary. Such adaptations/repairs would, in this case, be covered by the Belgian Buildings Agency, within the limit of the maximum budget set for the incentive. This would not only reduce the incentive budget, leaving more room for other aspects of the redevelopment, but also reduce waste and thus preserve the environment.

If, once the OA and LSA zones have been installed, the financial incentive envelope provided by the Belgian Buildings Agency still has a remaining balance, this can be used for:

1. screens for the reservation system¹⁶;
2. additional aesthetic elements (e.g. special printing, lighting elements, etc.) except for electronic devices inherent in the layout of the OA and LSA zones (such as a coffee machine, a microwave oven, a dishwasher, a refrigerator, a beverage dispenser, etc.);
3. specific facilities: all works concerning sound masking;
4. furniture planned for the CSA zones.

3.2.5.2 BY THE CLIENT

The client must plan the budget for the costs below:

¹⁵ The ownership of the furniture bought by the Agency for each “NWOW project” remains on the inventory of the Belgian Buildings Agency. The furniture will be linked to a building and no longer to an occupant, in order to avoid additional costs when clients move in the future and to transition to “Interoperable buildings”. To this end, the Belgian Buildings Agency will set up a task force to examine whether and how the furniture of each “NWOW” environment should in this case be transferred to the Agency. This applies to furniture bought by the Agency and the client as well as to recovered furniture. Pending the outcome of this task force, daily management, inventory, maintenance and replacement of the furniture will nevertheless continue to be provided by the occupant.

¹⁶The Belgian Buildings Agency provides a free reservation system to their clients that will facilitate the common use of the CSA zones. The reservation system presents itself as a module in Archibus. This module can be adapted to suit the specific needs of the clients. The Agency will cover the implementation costs as well as the maintenance costs. Wiring is already included in the standard first installation work for which the Agency is responsible.

1. First installation work that is not included in the Belgian Buildings Agency's standard first installation work (e.g. luxurious finish, specific signalling)
2. In the event that the client has the right to a D.O. incentive: costs that exceed the envelope made available by the Belgian Buildings Agency or that do not fall within the purpose of the incentive (e.g. beverage dispensers and coffee machines)
3. ICT:
 - a. active IT devices and licenses (e.g. switches, routers, servers, installation / configuration / consultancy, Wi-Fi access points, information screens, laptops, docking stations, etc.)
 - b. active telephone equipment (wireless network antenna, telephone exchange, landline and mobile phones)
4. Human resources: possibly consultancy change management
5. Logistics: moving costs
6. Costs linked to digitisation and process adaptation
7. CSA furniture
8. Aesthetic signalling (e.g. decals with the number of the meeting room on the glass partition of the meeting room)

3.3 DECISION OF THE IF ACCREDITED TO THE BBA AND THE CLIENT

If the case is arguable, the results of the business case will be discussed with the Inspector of Finances accredited to the client and to the Belgian Buildings Agency.

3.3.1.1.1 Result of the business case

It is examined in the business case whether it is economically interesting for the federal budget to transition to a dynamic work environment.

PARAMETERS

The parameters that are taken into account are:

- Cost of the first installation work;
- Financial incentive = incentive from the Belgian Buildings Agency in the event of a transition to the NWOW;
- In rented buildings:
 - The rent to pay for the building (or part of the building) concerned;
 - Taxes (including property tax) due for the building (or part of the building);
 - Rental charges for the building (or part of the building) concerned.
- In State properties: maintenance for which the owner is responsible for the building (or part of the building) concerned.

ANALYSIS OF RESULTS AND CONSEQUENCES

All the aforementioned costs and advantages are projected into the project timeline. These are then updated and the internal rate of return (IRR) as well as the return on investment time (ROI) of the project are calculated.

3.3.1.1.2 Positive business case

By means of the following figures, the business case can be considered positive if the following conditions are met:

- Return on investment (ROI) time of maximum 10 years or (if applicable) the remaining term of the lease;
- Internal rate of return (IRR) of 10% minimum;
- Client's commitment to keep occupying the premises for a period equivalent to 1.5 times the return on investment time or the period needed to achieve an IRR of 10 %.

If this period is longer than the term of the existing lease, an extension will have to be negotiated with the landlord.

If the client wishes to leave the premises earlier, he will have to pay the Agency for the unamortised FIW (for the period equivalent to 1.5 x the ROI or the period to guarantee a 10 % IRR).

3.3.1.1.3 Negative business case

In some cases, the business case will demonstrate that the intended optimisation is not recommended, in the following cases for example:

- No heavy work will be carried out in buildings that will be vacated in the short or medium term;
- A regrouping of the client is planned in the short to medium term, so that a move is possible. In this case, it is advisable to introduce a business case as soon as there is more information on the future of the client's services;
- the space freed up after optimisation cannot be occupied in time by another occupant, thus preventing any savings. For example, when an optimisation is obtained in a building and a floor is thus left vacant, but that no other occupant can be found to occupy that floor.
- Redevelopment costs are too high due to conceptual constraints of the building (HVAC equipment, fire safety, etc.).

If the building in which the client wishes to transition to a D.O. is not considered to be "NWOW ready" – what will result from an unacceptable return time on the basis of the business case – the objective will be to leave the building at the earliest opportunity (e.g. the next expiry date, the end of the lease, on the basis of a consultation with the landlord, etc.). The Belgian Buildings Agency will endeavour to provide the client with a proposal for accommodation in a suitable building from the existing portfolio.

Pending a move to a building that lends itself to a D.O. environment, a specialist may be appointed within the Belgian Buildings Agency to support the client if he still wishes to transition to a (light) D.O. environment on his own initiative. In this case, the client is not entitled to the incentive of the Belgian Buildings Agency.

4 PREPARATORY PHASE

It is essential to have a preliminary idea of the organisation's vision and way of working since it will serve as the basis for the macro and micro-implementation project.

4.1 DEFINE THE VISION OF THE CLIENT

First, the client's vision of the NWOW is defined. To define this vision, brainstorming sessions will be organised with the client, if necessary under the guidance of a workplace strategist or the client manager. This role can be taken on by a competent agent of the Agency (client manager) or by a third party made available through the Belgian Buildings Agency (workplace strategist).

Thus, among other things, the vision of the client regarding technology, work environment and office and workstation concepts, agents' mobility, organisational culture, document management, etc. will be evaluated.

The results of those sessions will be converted into ideas by the workplace strategist or by the architect in order to reflect the organisational strategy in the design of the dynamic work environment. The organisational strategy includes the mission, the vision and the core values of the organisation:

- Mission: the client defines his fundamental purpose, his core business, his values and his identity.
- Vision: the client develops a vision that points out to what his organisation wishes to represent, what his future ambitions are and the long-term target situation.
- Core values: these define the conviction and the value by which an organisation wishes to accomplish their mission.

4.2 GATHER EVIDENCE-BASED INFORMATION

To know precisely what requirements the Dynamic Office environment project must meet, it is essential to collect factual information beforehand. This is done, among other things, through interviews with the agents and an analysis of the situation on the ground. The appointed workplace strategist will assist the client in this step, using various templates and tools.

4.2.1 ANALYSIS OF THE STAFF MEMBERS AND OF THE FUNCTION PROFILES

In consultation with the personnel department, it is essential to determine how many full-time equivalents should be accommodated in a dynamic work environment. Functions, shifts and presence as well as agreements regarding telework are all taken into account.

In addition, the various profiles are also identified: administrative, technical, mobile, etc. The types of workstations required will be determined on this basis.

4.2.2 MEASUREMENT OF OCCUPANCY

As a reminder, in a Dynamic Office environment, workstations are provided for 85 % of the corrected full-time equivalents. However, an analysis of the occupancy rate¹⁷ of the current workstations will convince agents that it is possible to drastically reduce the number of workstations in a dynamic work environment compared to the number of workstations in a traditional work environment. Telework and work in a satellite office also have a significant influence on the occupancy rate.

4.2.3 ANALYSIS OF THE WORKSTATIONS

An analysis of the workstations makes it possible to identify where agents work and what type of tasks they perform at a given location. This gives an idea not only of the type of workstation required but also of the facilities that the workstations must provide.

Agents are heard and questioned about their work method and the way they use the workstations. In addition, they are also asked what they expect from these workstations.

4.2.4 PROXIMITY CHART

The purpose of a proximity chart¹⁸ is to better understand the interactions between the different departments and divisions.

The macro-implementation¹⁹ will be based on this proximity chart so that departments that frequently work with each other will be in a way that facilitates this collaboration. Department areas will be created through the allocation of low cabinets in which department records will be kept. "Clouds" will then be created and allocated to each department. This will make it easy to find a department. However, agents do not have to choose a workstation in this area. Their workstation will be chosen according to the activity to perform.

4.2.5 DIGITALISATION ANALYSIS

It is important to examine beforehand to which extent agents are willing to work digitally. In addition, the number of linear meters of dynamic and semi-dynamic archives the client needs must be established in order to determine the number of cabinets that are required in the office space.

4.2.6 ANALYSIS OF THE COMMUNICATION METHOD

A communication method should be defined beforehand as it will have a major influence on the project development. For example, it should be determined whether communication will take place through mobile devices, landlines devices that use logins, headphones or other communication means.

4.2.7 ICT ANALYSIS

An analysis is made of the already existing tools for exchanging information, sharing knowledge and working interactively together.

An analysis is then conducted on the technologies and tools that will be further introduced or developed to support time and workplace flexibility

To prepare for the transition to a Dynamic Office environment, it is important that the public service concerned already replaces desktops by laptops beforehand, as a preparatory step towards time and workplace flexibility.

¹⁷ See Appendix 6 : template measurement of occupancy

¹⁸ The proximity chart can be found in the requirements programme.

¹⁹ See 7.1 Macro-implementation

5 DEVELOPMENT OF THE PROGRAMME OF NECESSITIES

Based on the factual information collected, the requirements programme is refined to become a programme of necessities in consultation with the client manager and the workplace strategist or the architect²⁰. The programme of necessities describes precisely what is expected from the project.

Among other things, a detailed overview is given of the number of workstations needed for each department / division (e.g. the number of meeting rooms, concentration spaces, informal consultation spaces, etc.) and the requirements they must meet in order to correspond to the client's vision. The number of long-term, semi-dynamic and non-current archives to be provided is also specified.

Additionally, the required mutual links between the services and departments is mentioned.

6 DEFINITION OF THE CONCEPT

Based on the programme of necessities, the workplace strategist or the architect will define the concept and confer with the client on this matter. A concept is always custom-made on the basis of the requirements that the client has stated in his programme of necessities. In addition, the features of the building are always taken into account if they are known.

However, the concept must be compatible with all the occupants of the same building.

7 PROJECT DEVELOPMENT

While developing the project, the Agency will rely on a number of fundamental principles. The aforementioned basic principles of the Dynamic Office will thus be taken into account:

Cond.	Description
1	ensure a surface economy in comparison to the standard (maximum 10.5 m ² OA and LSA / cFTE)
2	no division for office functions
3	no assigned workstations (so, application of the desk sharing principle)
4	and a workstation / cFTE ratio of less than 0.85

The workplace strategist always takes into consideration the technical aspects of the buildings: floor bearing capacity, ventilation rates, heating system, cooling capacity, etc.

The basic principles of general and fire safety, including escape routes, are always considered a priority. The project will be adapted accordingly.

The redevelopment project will be submitted in time to the landlord of the rented buildings to obtain his written consent, with emphasis on the fact that the premises will not or partially be restored at the end of the lease.

7.1 MACRO-IMPLANTATION

First of all, zones are created. For every floor is determined where the work lounge, the games rooms, the coffee-corners,... will go. Each time, specific aspects of the building (e.g. accessibility, view, natural light, proximity noisy installations etc.) are taken into account.

Subsequently, the zones are assigned to different services based on the proximity analysis that is included in the requirements programme.

²⁰ See Appendix 7 : programme of necessities

7.2 MICRO-IMPLANTATION

After the macro-implantation, which type of workstation goes into which zone is determined based on the workstation analysis.

7.2.1 TYPES OF WORKSTATIONS OA

The following is a description of the possible types of workstations in the Office Area:

- Open office (N.1.01)
- Team space (N.1.02) [a.k.a. informal conference room]
- Cubicle (N.1.03) [a.k.a. open bubble]
- Shared Office (N.1.05)
- Team room/Project room (N.1.06)
- Study booth (N.1.07) [a.k.a. closed bubble or quiet room]
- Work lounge (N.1.08)
- Touch down (N.1.09) [a.k.a. working in standing position]

Based on the definitive design plan and the standard file workstation type, the provisions for electricity, HVAC, sanitary fittings and ICT will be determined.

7.2.1.1 OPEN OFFICE [N.1.01]



Description

This type of workstation is the standard workstation in an open space for 1 agent.

The next features need to be taken into account for this workstation:

- This workstation was designed for 1 agent. Several workstations can be grouped
- The design of the workstations takes the need for communication and/or privacy into account
- The seating element must be adjustable for several people (like e.g. ergonomic chairs)
- It must be possible to work with a desktop computer and also with a laptop. The chosen option must be clearly stated beforehand

Usage

- Mostly semi-focused and routine work
- Long-term use – equipped according to the regulatory requirements concerning light, ventilation and acoustics, in accordance with the directives in the technical provisions
- The usage involves rules of conduct (e.g. clean desk, phone calls, consultation)

Situation

- First or second daylight zone, preferably first daylight zone
- A lot of passage and coffee corners nearby is not permitted without special precautions for acoustics and visual distraction
- Proximity of filing cabinets near several workstations or groups of workstations must remain possible

7.2.1.2 TEAM SPACE (N.1.02) [A.K.A. INFORMAL CONFERENCE ROOM]



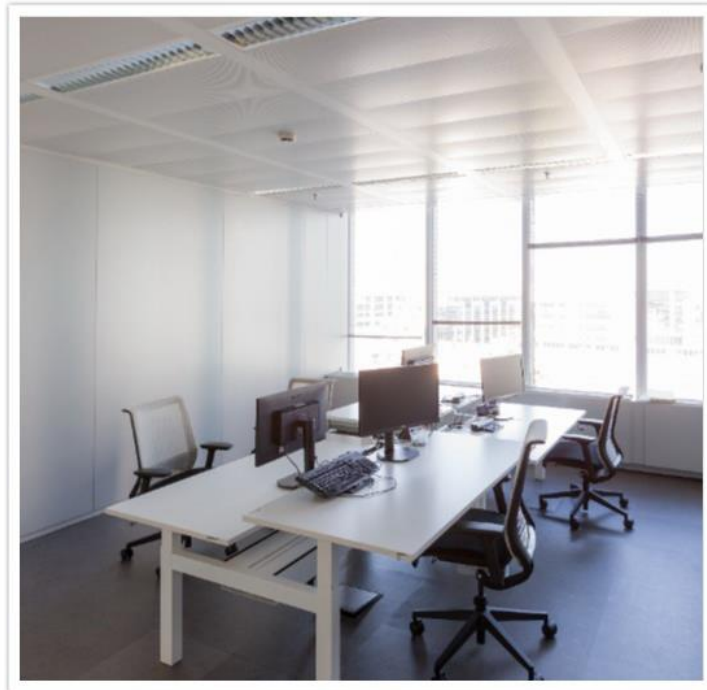
- Description** This type of workstation is half open for several agents and suited for teamwork.
The next features need to be taken into account for this workstation:
- The seating element must be adjustable for several people (like e.g. ergonomic chairs)
 - It must be possible to work with a desktop computer and also with a laptop. The chosen option must be clearly stated beforehand
 - Shielded from other workstations by (half-height) walls. Eventually, a laptop will mainly be used
- Usage**
- Mostly standard office work where a lot of consultation and a relatively low level of concentration is needed
 - Long-term use – equipped according to the regulatory requirements concerning light, ventilation and acoustics, in accordance with the directives in the technical provisions
 - The usage involves rules of conduct (e.g. clean desk, consultation)
- Situation**
- First or second daylight zone, preferably first daylight zone
 - Proximity of filing cabinets near several workstations must remain possible
 - Consultation taking place here may not be experienced as disturbing near workstations for focused work

7.2.1.3 CUBICLE (N.1.03) [A.K.A. OPEN BUBBLE]



Description	<p>This type of workstation is half-open and suited for 1 agent for (semi-) focused work.</p> <p>The next features need to be taken into account for this workstation;</p> <ul style="list-style-type: none">• The seating element must be adjustable for several people (like e.g. ergonomic chairs)• It must be possible to work with a desktop computer and also with a laptop. The chosen option must be clearly stated beforehand <p>Shielded from other workstations by half-height walls.</p>
Usage	<ul style="list-style-type: none">• Mostly used for standard individual office work• Long-term use – equipped according to the regulatory requirements concerning light, ventilation and acoustics, in accordance with the directives in the technical provisions• The usage involves rules of conduct (e.g. clean desk)
Situation	<ul style="list-style-type: none">• First or second daylight zone• Proximity of filing cabinets near several workstations must remain possible

7.2.1.4 SHARED OFFICE (N.1.05)

**Description**

This type of workstation is a closed workstation for a group of agents.

The next features need to be taken into account for this workstation;

- The seating element must be adjustable for several people (like e.g. ergonomic chairs)
- It must be possible to work with a desktop computer and also with a laptop. The chosen option must be clearly stated beforehand
- Shielded from other workstations

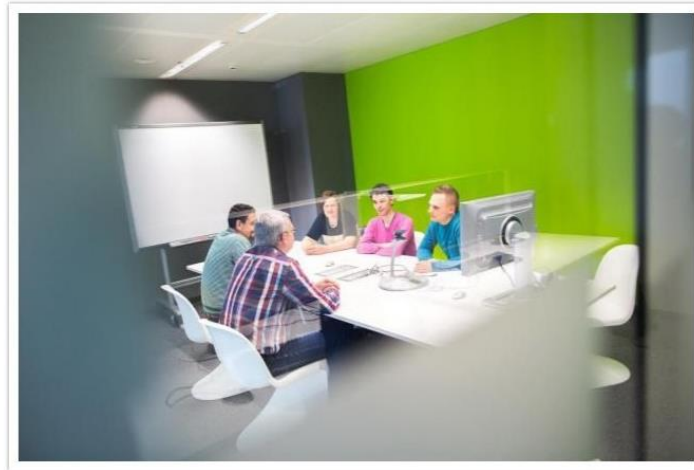
Usage

- Can be used for standard office work, phone calls and consultation
- Long-term use – equipped according to the regulatory requirements concerning light, ventilation and acoustics, in accordance with the directives in the technical provisions
- The usage involves rules of conduct (e.g. clean desk, phone calls and consultation)

Situation

- First daylight zone
- This workstation is acoustically fully isolated from workstations in open space and does not necessarily have a visual link with it.

7.2.1.5 TEAM ROOM/PROJECTROOM (N1.06)



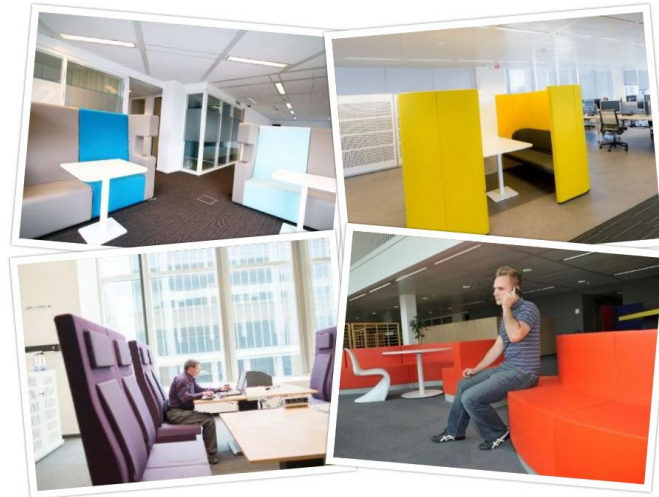
- Description** This type of workstation is intended for several agents for collaboration, consultation and presentations.
The next features will be taken into account for this space:
- Seating elements must be adjustable for several people (like e.g. Ergonomic chairs)
 - It must be possible to work with a desktop computer and also with a laptop. The chosen option must be clearly stated beforehand
 - Shielded from other workstations
- Usage**
- Can be used for collaboration, consultation, giving presentations, for semi-focused office work and as a buffer zone on peak hours/days
 - Long-term use – equipped according to the regulatory requirements concerning light, ventilation and acoustics, in accordance with the directives in the technical provisions
 - The usage involves rules of conduct (e.g. clean desk, phone calls and consultation)
- Situation**
- First or second daylight zone, preferably first daylight zone
 - Coffee corners nearby and a lot of passage is permitted
 - This workstation is acoustically and visually sufficiently isolated from workstations in open space without it hindering other workstations

7.2.1.6 STUDY BOOTH (N.1.07) [A.K.A. CLOSED BUBBLE OR QUIET ROOM]



- Description** This type of workstation is a closed space for 1 agent.
The next features need to be taken into account for this workstation;
- Enough space must be provided to place a computer and a file.
 - It must be possible to work with a desktop computer and also with a laptop. The chosen option must be clearly stated beforehand
 - The seating element must be adjustable for several people (like e.g. ergonomic chairs)
- Usage**
- Can be used for focused work and short phone calls
 - Suited for temporary use
 - The usage involves rules of conduct (e.g. clean desk)
- Situation**
- First or second daylight zone, preferably second daylight zone
 - Proximity of long-term archives and filing cabinets is an added value
 - Built-in varieties of this type are permitted provided sufficient measures regarded ventilation, heating and cooling.
 - This workstation is acoustically sufficiently isolated from workstations in open space without it hindering other workstations

7.2.1.7 WORK LOUNGE (N.1.08)

**Description**

This type of workstation is suited for 2 to 4 agents.

The next features will be taken into account for this space:

- Table with benches
- It must be possible to work with a laptop

Usage

- Suited for temporary use: short and informal consultation, teamwork, buffer zone

The usage involves rules of conduct (e.g. leaving the room clean for the next users)

Situation

- First or second daylight zone
- In the open working environment near the reception, waiting room or coffee corner
- Built-in varieties of this type are permitted provided sufficient measures regarded ventilation, heating and cooling
- This workstation is visually and acoustically separated from the other workstations by half-height walls/pieces of furniture

7.2.1.8 TOUCH DOWN (N.1.09) [A.K.A. WORKING IN STANDING POSITION]



Description This type of workstation is suited for brief moments of work.

The next features will be taken into account for this space:

- This space is used for 2 consecutive hours maximum
- It must be possible to work with a laptop
- Seated and standing variants are possible

Usage • Suited for short-term usage: such as checking e-mail, printing documents, short consultation, waiting zone

• The usage involves rules of conduct (e.g. leaving the room clean for the next users)

Situation • First or second daylight zone

• Near the reception or meeting rooms

• Preferably not near open workstations

7.2.2 TYPES OF WORKSTATIONS LSA

The following is a description of the possible types of workstations in the Local Support Area:

- Small meeting room (N.2.01)
- Small meeting space (N.2.03)
- Large meeting room (N.2.02)
- Large meeting space (N.2.04)
- Brainstorm room (N.2.05)
- Meeting point (N.2.06)
- Filing space (N.3.01) [a.k.a. long-term and semi-dynamic archive]
- Print and copy area (N.3.03)
- Mail area (N.3.04)
- Pantry area (N.3.05) [a.k.a. coffee corner]
- Break area (N.3.06)
- Locker area (N.3.07)
- Games room (N.3.10) [a.k.a. flex space]
- Waiting area (N.3.11)

7.2.2.1 SMALL MEETING ROOM (N.2.01)



Description	<p>This type of workstation is a closed space.</p> <p>The next features need to be taken into account for this workstation;</p> <ul style="list-style-type: none">• Recommended to equip with a large HD display• This space is used for 4 consecutive hours maximum• It must be possible to work with a laptop
Usage	<ul style="list-style-type: none">• Suited for temporary use: especially for meetings and consultations• The usage involves rules of conduct (e.g. clean desk)• The usage of these workstations involves a reservation system
Situation	<ul style="list-style-type: none">• First or second daylight zone• Built-in varieties of this type are permitted provided sufficient measures regarded ventilation, heating and cooling• This workstation is acoustically separated from the other workstations

7.2.2.2 LARGE MEETING ROOM (N.2.02)



Description This type of workstation is a closed space for 6 to x agents.

The next features need to be taken into account for this workstation;

- Recommended to equip with a large HD display
- This space is used for 4 consecutive hours maximum
- It must be possible to work with a laptop

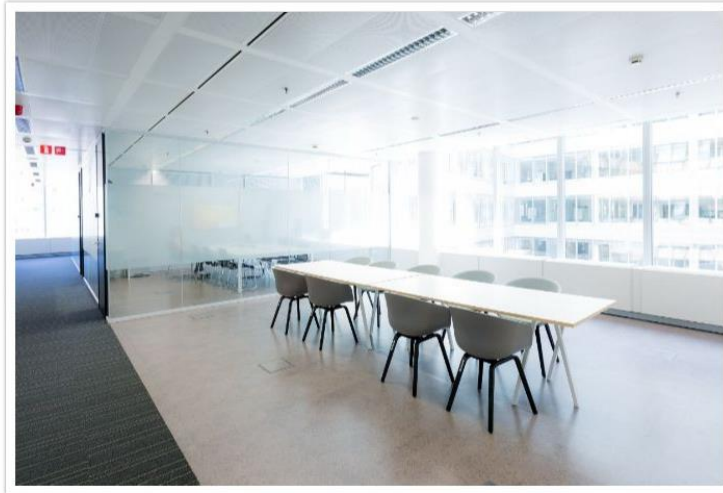
Usage

- Suited for temporary use: especially for meetings and consultations
- The usage involves rules of conduct (e.g. leaving the room clean for the next users)
- The usage of these workstations will be regulated by a reservation system

Situation

- First or second daylight zone
- Built-in varieties of this type are permitted provided sufficient measures regarded ventilation, heating and cooling.
- This workstation is acoustically separated from the other workstations

7.2.2.3 LARGE MEETING SPACE (N.2.04)



Description This type of workstation is an open space for 6 to X agents.

The next features need to be taken into account for this workstation;

- Optionally to equip with a large HD display
- This space is used for 4 consecutive hours maximum
- It must be possible to work with a laptop

Usage

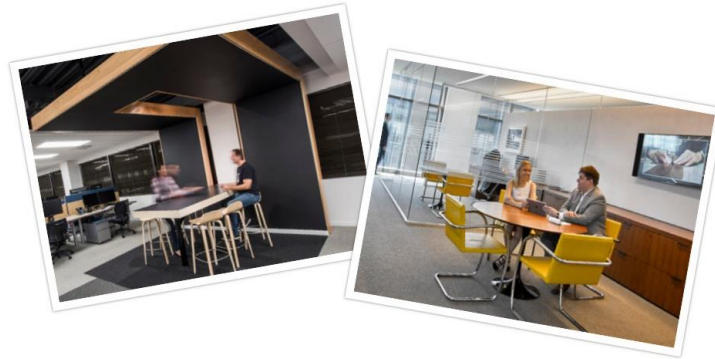
- Suited for temporary use: especially for meetings and consultations
- The usage involves rules of conduct (e.g. leaving the room clean for the next users)

Situation

- First or second daylight zone
- Built-in varieties of this type are permitted

7.2.2.4

7.2.2.5 SMALL MEETING SPACE (N.2.03)



Description

This type of workstation is an open space for 2 to 6 agents.

The next features need to be taken into account for this workstation;

- Optionally to equip with a large HD display
- This space is used for 4 consecutive hours maximum
- It must be possible to work with a laptop

Usage

- Suited for temporary use: especially for meetings and consultations
- The usage involves rules of conduct (e.g. leaving the room clean for the next users)

Situation

- First or second daylight zone
- Built-in varieties of this type are permitted

7.2.2.6 BRAINSTORM ROOM (N.2.05)



Description

This type of workstation is preferably an acoustically isolated space intended for brainstorming sessions, presentations and workshops. This space can also be used as a meeting or project room and also to provide training.

The next features need to be taken into account for this space:

- Optionally to equip with a large HD display or otherwise at least 1 wall on which can be projected.
- This space can be used for longer periods (e.g. workshops or trainings)
- It must be possible to work with a laptop

Usage

- Suited for brainstorming and creative sessions (flexible division with multifunctional furniture)
- The usage involves rules of conduct (e.g. leaving the room clean for the next users)

Situation

- First or second daylight zone
- Not near open workstations

7.2.2.7 MEETING POINT (N.2.06)



- Description** This type of workstation is meant for brief moments of consultation.
The next features will be taken into account for this space:
- Seated and standing variants are possible
 - This space is used for 2 consecutive hours maximum
 - It must be possible to work with a laptop
- Usage**
- Suited for short-term usage for formal or informal consultation
 - The usage involves rules of conduct (e.g. leaving the room clean for the next users)
- Situation**
- First or second daylight zone
 - Preferably not near open workstations
 - Preferably near the coffee corner or break area

7.2.2.8 FILING SPACE (N.3.01) [A.K.A. LONG-TERM AND SEMI-DYNAMIC ARCHIVES]



- Description** The filing space is suited for the storage of preferably dynamic archive and in second place for semi-dynamic archive.
If necessary, a distinction can be made between confidential archive and accessible archive.
The assignment of the archive rooms per person or per department occurs within the services themselves.
- Usage**
- Usage suited for archiving
 - Can also be used as space divider
 - The usage involves rules of conduct (e.g. leaving the room clean for the next users)
- Situation**
- Preferably blind or second daylight
 - Preferably strategically placed between workstations to limit passage

7.2.2.9 PRINT AND COPY AREA (N.3.03)



- Description** This space is closed, with a good ventilation to absorb the emission of pollutants, noise and heat. This space is meant for printing, scanning, copying, paper handling, as storage for office supplies and optionally as garbage place.
- Usage**
- Printing, scanning, paper handling, storage office supplies and eventual garbage place
 - The usage involves rules of conduct (e.g. leaving the room clean for the next users)
- Situation**
- Preferably blind or second daylight
 - Central near the workstations
 - Combination with other facilities (e.g. near coffee corner or break area) helps creating meeting places for agents

7.2.2.10 MAIL AREA (N.3.04)



- Description** This space is meant for the distribution of incoming mail. It can be open or closed. Closed pigeon holes can be provided for confidential mail
- Usage**
- Sorting and distribution of incoming mail
 - The usage involves rules of conduct (e.g. leaving the room clean for the next users)
- Situation**
- Preferably second daylight
 - Can be combined with the locker area
 - Preferably near the users

7.2.2.11 PANTRY AREA (N.3.05) [A.K.A. COFFEE CORNER]



Description This space is meant as a break area for eating and drinking.

The next features will be taken into account for this space:

- This space can be continuously used by several agents
- Possibility to work with a laptop is an advantage

Usage

- Consuming drinks and snacks
- Informal consultation
- The usage involves rules of conduct (e.g. leaving the room clean for the next users)

Situation

- Preferably first daylight
- Preferably near the kitchenette
- Preferably near vertical circulation areas and conference rooms
- Preferably not near open workstations

7.2.2.12 BREAK AREA (N.3.06)



Description This is an open meeting place for taking a break or informal consultation.

The next features will be taken into account for this space:

- This space can be continuously used by several agents
- Possibility to work with a laptop is an advantage

Usage

- Suited for temporary use: for taking a break or informal consultation
- Can, if necessary, be combined with a waiting room
- The space can be provided with newspapers and magazines
- The usage involves rules of conduct (e.g. leaving the room clean for the next users)

Situation

- First or second daylight
- Preferably near meeting rooms
- Preferably not near workstations

7.2.2.13 LOCKER AREA (N.3.07)



- Description** This space is meant for storing personal belongings. The lockers are numbered and lockable via a personalised code or key.
- Usage**
- Storage of personal belongings
 - Pigeon holes can be integrated in the lockers, if necessary.
 - If necessary, including charging outlet for laptop or phone
 - The usage involves rules of conduct (e.g. leaving the room clean for the next users)
- Situation**
- Preferably in first daylight
 - Preferably near the entrance of the work zone
 - Can be used to separate spaces

7.2.2.14 GAMES ROOM (N.3.10) [A.K.A. FLEX SPACE]



- Description** This acoustically isolated space is meant as a relaxation room where diverse games can be offered to the staff members.
- Usage**
- Suited for temporary use: for taking a break or informal consultation
 - The usage involves rules of conduct (e.g. leaving the room clean for the next users)
- Situation**
- Preferably in first daylight

7.2.2.15 WAITING AREA (N.3.11)



Description This space is suited for welcoming visitors while waiting for their appointment.

Usage

- Suited for temporary use: for welcoming and informing visitors
- The usage involves rules of conduct (e.g. leaving the room clean for the next users)

Situation

- First or second daylight
- Nearby the main reception or access to the floors
- Visual link with the reception is necessary
- Preferably near the sanitary facilities

7.2.3 CSA

As mentioned before, CSA stands for Central Support Area and refers to the zones that are specifically linked to the core business of the user, such as conference rooms, classrooms, courtrooms, archives, printing offices, storage places, server rooms, multifunctional spaces, and so on.

The client himself needs to pay for the furniture in the CSA-spaces. Only when the envelope provided by the Belgian Buildings Agency, for the financial incentive after the accommodation of the OA and LSA zones, still contains a remaining balance, can it be used for this.

7.2.3.1 CAFETERIA

The cafeteria can, beside its standard function, also serve as a space where additional workstations can be made available. Corners can be created where working individually is possible or where informal meetings can take place. This way, the space is used optimally in the periods during which the cafeteria would ordinarily not be open.

7.2.3.2 LIBRARY (N.3.09)

A library is only granted to a specific service that is considered as LSA. If however the library is useful to the entire organisation, it is considered as CSA.



Description	<p>This acoustically isolated space is a library where books and journals about diverse work-related topics can be collected.</p> <p>The next features will be taken into account for this space:</p> <ul style="list-style-type: none">• This space can be continuously used by several agents• It must be possible to work with a laptop
Usage	<ul style="list-style-type: none">• Displaying books and journals• Using it as a reading room• Using it as a quiet workstation is possible• The usage involves rules of conduct (e.g. leaving the room clean for the next users)
Situation	<ul style="list-style-type: none">• Preferably in first daylight

7.2.4 SHEETS WORKSTATION TYPES

The Belgian Buildings Agency provides every type of workstation with a sheet²¹ with the requirements that the workstation must fulfil. The following information is included:

- Surface (objective and minimum acceptable)
- Description and usage
- Technical requirements (stability, lightning, acoustics, safety, HVAC,...)
- Furniture (this way the customer can easily order the furniture through FOR/CMS²²-contract)

²¹ See appendix 8: sheets workstation types

²² The transdepartmental framework contracts office (FOR/CMS) offers everything in het catalogue from laptops and office supplies to office furniture and vans.

7.3 FAQ

7.2.5 PRACTICAL TIPS

- The management must support the project from the outset.
- Involve the staff members and the trade unions since the preparatory phase so that their needs and concerns can optimally be taken into account.
- Pay enough attention beforehand to archiving and digitalising, since it is a very important factor for working independently of location and time.
- Provide a sufficient amount of quiet workstations and cubicles so that staff members can isolate themselves if necessary.
- Provide the requisite variety of types of workstations.
- Pay attention to acoustics.
- Plants provide a more pleasant environment. Seek advice from a specialised company and make use of a general maintenance contract. The advantage of this is that a totality can be created and that the plants are meanwhile properly maintained.
- Foregoing digitalisation and Wi-Fi support working independently of location and time.
- Consider the technical limitations of the building (stability, fire safety, HVAC,...).
- Consider the contractual framework: lease, maintenance contracts, environmental permit,...

7.2.6 BUDGETARY IMPACT

The already completed NWoW-projects teach us that the transition to a dynamic working environment does not only deliver savings in terms of office space, but also in terms of rental endowment and maintenance costs.

For example, the archive room of the FPS Social Security decreased by 22% and the paper consumption by 55% at the start up, and these numbers have probably continued to increase.

At the FPS Mobility, a saving was established of the number of refrigerators (from 100 to 30), the number of trash cans (from 2000 to 40), the number of pigeon holes (from 600 to 20). Moreover, the number of individual scanners, printers, faxing machines and copy machines has drastically decreased since the introduction of the multifunctional printer.

7.2.7 IMPACT ON ENERGY CONSUMPTION COMPARED TO PREVIOUS YEARS

LIGHTNING

The consumption is proportional to the used surface and the number of hours that this surface is effectively used. The impact on the energy consumption consequently depends on the layout of the building:

- If it involves open space: the consumption is steady, but on a smaller surface
- If everyone has his own desk, the energy consumption proportionally depends on the number of occupants (with a steady base for common areas)

HEATING

The heat losses are almost proportional to the heated surface and the free contribution (warmth of the persons present and IT-equipment) is proportional to the number people that are present.

If we halve the surface per person, the heating consumption can decrease by 30% to 50% but this depends on the energetic performance of the building.

AIR CONDITIONING AND VENTILATION

The more people per m², the more the air conditioning must function to remove the heat.

The warmth coming from a room that must be removed is proportional to the amount of people and computers in the room and to the external factors. Consequently, there is a slight decrease of the energy consumption for cooling because of the external input.

8 THE REALISATION OF THE ARCHITECTURAL PROJECT, ESTABLISHING BILL OF QUANTITIES, SPECIFICATIONS AND TENDER DOCUMENTATION

The Belgian Buildings Agency will vouch for the development of the architectural project and for the development of the bill of quantities, the specifications and the tender documentation, including the technical parts (e.g. electricity, sanitation, HVAC). 1 general contractor is assigned.

Then they will analyse the tenders and assign the contract.

Renovation works in existing buildings will often take place in phases, in close consultation with the client (SPOC).

9 CLEAR THE ZONES THAT NEED TO BE REBUILT

De client himself is responsible for clearing and cleaning the zones that need to be rebuilt

The client will, in consultation with the Belgian Buildings Agency, be responsible for the organisation and the payment for clearing and thoroughly cleaning the affected zones.

10 WORKS AND EQUIPMENT

The Belgian Buildings Agency is always responsible for following up the works and the equipment. They will follow up the works and redirect the contractor if necessary.

10.1 CONSTRUCTION SUPERVISION AND COORDINATION

The workplace strategist will be responsible for the construction supervision and the coordination of the works, this in consultation with the inspector of the Belgian Buildings Agency.

10.2 PLACING FURNITURE

The furniture will be delivered and placed by the designated company. The workplace strategist or the architect will, in collaboration with the client, ensure that the furniture is correctly delivered and placed.

11 DELIVERY OF THE WORKS AND FURNITURE

If the works fully completed, the Belgian Buildings Agency will, in consultation with the client, hand a delivery report to the contractor/supplier.

The ownership of the furniture bought by the Agency for each "NWOW project" remains on the inventory of the Belgian Buildings Agency.

The furniture will be linked to a building and no longer to an occupant, in order to avoid additional costs when clients move in the future and to transition to "Interoperable buildings". To this end, the Belgian Buildings Agency will set up a task force to examine whether and how the furniture of each "NWOW" environment should in this case be transferred to the Agency

This applies to furniture bought by the Agency and the client as well as to recovered furniture. This workgroup will be linked to Trajectory I of the Redesign of the Federal State.

Pending the outcome of this task force, daily management, inventory, maintenance and replacement of the furniture will nevertheless continue to be provided by the occupant.

12 PAYMENT OF BILLS

The sum concerning the financial incentive will be managed by the project manager that was designated by the Belgian Buildings Agency. Regarding the CSA, the client himself will be responsible for the eventual

purchase of the furniture. With that, the next principle should be taken into account: a meeting room for 10 or more people is considered a CSA.

13 FOLLOW-UP AFTER EXECUTION OF THE WORKS/DESIGN


After execution of the works, a provisional acceptance is done. Remarks are written down about the adaptations that need to be done by the contractor(s). During the provisional acceptance, half of the warranty is withheld until the final acceptance.

A final tour with the contractor takes place one year after the provisional acceptance of the works. It is consequently only on the final delivery date that the contractor(s) will be reimbursed for the second part of the warranty.

14 APPENDIX

- 14.1 Appendix 1: Main steps and deliverables (see below)
- 14.2 Appendix 2: Occupancy standard and programming of application methods and principles
- 14.3 Appendix 3: explanation of the calculation of the number of workstations (see below)
- 14.4 Appendix 4: Requirements programme
- 14.6 Appendix 5: Administrative regulation
- 14.7 Appendix 6: Template measurement of occupancy
- 14.8 Appendix 7: Programme of necessities
- 14.9 Appendix 8: Sheets workstation types

APPENDIX 1: MAIN STEPS AND DELIVERABLES

	Client	Belgian Buildings Agency
<p>Define contact person (SPOC)</p>		
<p>Developing a business case</p> <p>The Belgian Buildings Agency develops a business case</p> <p>In this business case, a comparison is made of the costs and benefits for the Belgian Buildings Agency, as well as for the client involved in the suggested moving operation.</p>	<ul style="list-style-type: none"> Develop a requirements programme  <p>Template behoefteprogramma </p> <p>In cooperation with the client manager of the Belgian Buildings Agency, the client will develop a requirements programme in which the surface area that is needed to accommodate the client in a dynamic working environment is determined.</p>	<ul style="list-style-type: none"> Find an appropriate location <p>Based on the surface that is needed to accommodate the client in and D.O-environment, the Belgian Buildings Agency will look into its portfolio to find an appropriate location.</p> <ul style="list-style-type: none"> Establish a financial analysis <p>The Belgian Buildings Agency estimates the costs (e.g. moving costs, first installation work, incentive,...) and benefits (e.g. saving rentals and taxes) linked to the moving operation.</p>
<p>Decision whether or not to proceed with the project</p> <p>Based on the result of the financial analysis (i.e. the effective cost saving), the Belgian Buildings Agency will determine if it is economically speaking interesting to continue with the analysis of the project.</p>	<ul style="list-style-type: none"> Provide the inspector of finance accredited to the client with a note 	<ul style="list-style-type: none"> Establish an overview of the budget required by the BBA and the client <p>If this is the case, the business case will be extended with an analysis of the required budget for the execution of the D.O-project.</p> <ul style="list-style-type: none"> Establish and present note <p>Then one joint note is drafted concerning the required budget and presented to the inspector of finance of the client and of the Belgian Buildings Agency. It is finally the council of ministers that makes the final decision about whether the project must be carried out and whether a budget needs to be provided by the FPS Budget and Management Control.</p>

Preparatory phase

It is important to get an idea beforehand about the vision of the organisation and the way of working since this will be the basis for the draft of the macro- and micro-implantation.

- Define vision NWoW

The organisational strategy (mission, vision and values of the organisation) will be determined in terms of technology, working environment, office- and workstation concepts, mobility of the agents, organisational culture, document management,...)

- Gather evidence-based information
- Analysis of the number of full-time equivalents and determining the job profiles (administrative, technical, no-madic,...)



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- *Optional:* Occupation measuring and analysis occupancy rate to persuade the agents that the number of workstations in a D.O-environment can be drastically reduced.



Bezettingsmeting.xls
x

- Analysis of the workstations

- Reflection of organisational strategy in the design

The results of these sessions will be converted by the workplace strategist into ideas to reflect the organisational strategy into the design of this dynamic working environment.

- Determine the needs that the design must fulfil
- Based on the different profiles, the required types of workstations will be determined.

- Define the required types of workstations and facilities with which they have to comply.

- The macro-implantation will be based on this proximity chart so that the services that often need to work together can be positioned in a way to facilitate this collaboration.

- The required archive space will be taken into account in the design.

- The communication method has a significant impact on the draft of the design.



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- Proximity chart: reflect the interaction between different services and departments.



Nabijheidstabel.xlsx

- Analyse level of digitalisation and required archive space.



digitale_documenten
_bewaren.pdf



we_gaan_digitaal.pdf



documenten_klassen.pdf

- Analysis communication method: determine whether communication takes place through mobile phones, fixed telephone on which you can log on to, via headsets or other communication tools.

- ICT has a significant impact on the draft of the design.

- ICT analysis: An analysis is made of the already existing tools for exchanging information, sharing knowledge and working interactively together. Then is examined which technologies and tools need to be introduced or further developed to support working independently of location and time. In preparation of the transition to a Dynamic Office environment, it is important that the involved public service already replaces the desktops with laptops so that staff members can work independently of location and time.

Developing a programme of necessities

Based on the requirements programme and the gathered evidence-based information, a programme of necessities is developed.

The programme of necessities consists of an accurate description of what is expected of the design.

A detailed overview of the number of required types of workstations per service/department and the requirements they must fulfil (e.g. the number of meeting rooms, concentration zones, informal conference rooms, etc.) is provided. It is specified how many linear meters long-term, semi-dynamic and non-current archive is required.

Additionally, the required mutual links between the services and departments is mentioned.

- Develop a programme of necessities

Determine concept

- Feedback concept

- Determine concept
- Consult with client

APPENDIX 3: EXPLANATION OF THE CALCULATION OF THE NUMBER OF WORKSTATIONS

	Natural persons	Full-time equivalents	Corrected full-time equivalents
Definition	By natural persons we mean the number of natural persons working for the organisation.	<p>A full-time equivalent is a correction applied to the principle of the natural person so that the time regime of the natural person is taken into account.</p> <p>The staff plan is specified through an estimated workload and based on the number of full-time employees that are needed to execute this workload. If a full-time position is being filled by two people working half-time, this is a variable feature over time.</p>	<p>A corrected full-time equivalent is a correction applied on the principle of full-time equivalents so that the presence of the natural person can be taken into account.</p> <p>The intended correction is the one that takes the specificity of the function into account:</p> <ul style="list-style-type: none"> ● in terms of function: if the function is not usually performed in an office area (e.g. cleaning staff) ● in terms of breaks: a function must be performed 24 hours a day, 7 days a week. In this case, 3 full-time equivalents are required to perform the function, but these 3 FTEs follow each other at the same workstation (e.g. security service or guard company) ● in terms of presence: this could apply to a travelling colleague who rarely visits the office (e.g. external supervisor, sales representative) ● telework: fixed absence of 1 day/week (regardless the number of days the agent in question works from home, a maximum correction of 20% is applied)
Example	<p>4 natural persons:</p> <ul style="list-style-type: none"> ● 1 cleaning lady working half-time ● 1 inspector working on average 1 day a week on the construction site and teleworking 1 day a week ● 1 administrative employee working full-time and 2 teleworking 2 days a week ● 1 administrative employee working 4/5 <p>= 4 PP</p>	<p>Is translated into:</p> <ul style="list-style-type: none"> ● 0.5 FTE (half-time) ● 1 FTE (full-time) ● 1 FTE (full-time) ● 0.8 FTE (4/5) <p>= 3,3 PP</p>	<p>Is translated into:</p> <ul style="list-style-type: none"> ● 0 cFTE (function not performed in an office space) ● 0.6 cFTE (travelling 1 day a week and teleworking 1 day a week) ● 0.8 cFTE (2 days a week telework with max. correction of 20%) ● 0.8 cFTE <p>=2.2 cFTE</p>
Number of workstations provided in an D.O	<p>Statistically speaking, an occupancy rate of 45% is stated in a classic working environment. A workstation must not be provided for every natural person.</p> <p>$45\% \times 4 = 1.8$ (this is always rounded up: 2 workstations)</p>		<p>In a D.O, a workstation is provided for maximum 85% of the cFTE:</p> <p>$85\% \times 2.2 = 1.87$ workstations (this is always rounded up: 2 workstations)</p>