

# Activity Complexity

## Why does Activity Complexity matter?

Activity complexity refers to the degree of role complexity as defined by the number of **activities** a respondent considers **important**. Leesman provides a list of 21 **activities** for respondents to select from (Individual Desk based focus work, etc., full list available page 41). Researchers at Leesman found that the more complex an employee's daily work profile, the more beneficial it is for them to work in a mobile way that utilizes multiple settings.

## Insights

- Amongst Department of Health staff, a higher level of activity complexity correlates with a lower Lmi score. In other words, these people feel less supported and less productive in the workplace. This is likely to be caused by the current workplace setup, which has a low variety of settings and thus limited choice.
- Leesman results show that those who complete a large number of activities benefit the most from flexible work environments like ABW.
- The average number of activities that people undertake on a day is 10.1, with by far the largest group performing between 6 and 10 (41.7%)

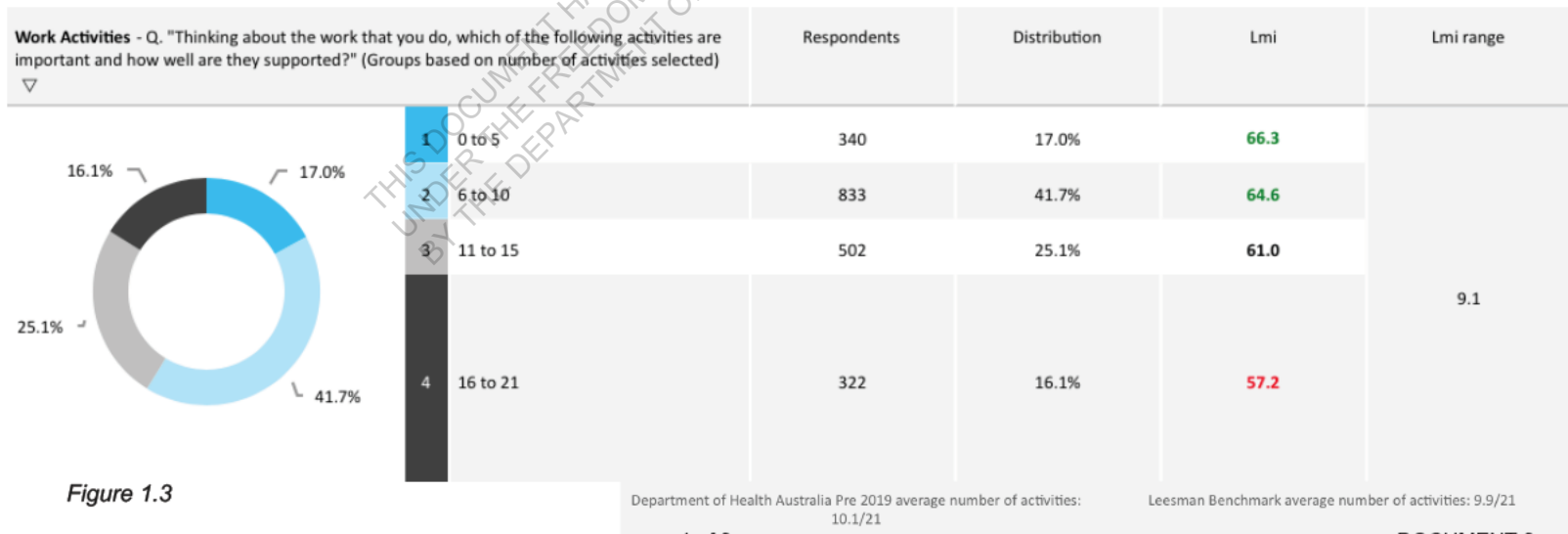


Figure 1.3

# Mobility Profile

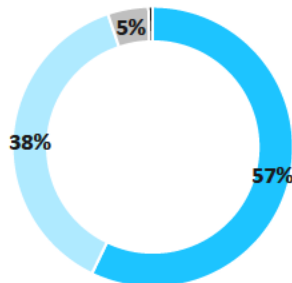
## Why does Mobility matter?

Leesman's research found that ABW can deliver significant operational benefits for employees who use the variety of spaces provided for them. Further, the more mobile employee become and the more settings they use, the more they report that the space enables them to work more effectively, creating higher productivity, pride, and other key measurement agreement scores.

## Insights

- When looking at the internal mobility, it shows that most people fall within category 1 or 2 of the mobility profile (95%), meaning they perform all or most of their activities at a single work setting.
- The results of internal mobility show that the more mobile that Department of Health staff are within the workplace, the lower their perceived level of support and satisfaction with the workplace.
- On the flip side, Senior Leaders (SES B1-3 & EL2) have a more complex Activity Profile (average number of activities of 11.6) and engage in less Individual Work. They also have a higher average Lmi than most other groups within Department of Health.

Internal Mobility – Q. Thinking about how you use your workplace, which of the following most closely describes your work mobility?		Respon- dents	Distribution	Lmi	Leesman Benchmark	Benchmark Lmi
1	I perform most / all of my activities at a single work setting and rarely use other locations within the office	1,136	57%	65.0	44%	64.7
2	I perform the majority of my activities at a single work setting but also use other locations within the office	749	38%	61.0	41%	62.4
3	I perform some of my activities at a single work setting but often use other locations within the office	93	5%	52.9	11%	59.6
4	I use multiple work settings and rarely base myself at a single location within the office	10	0%	40.3	4%	61.7



# Categorised Responses to Additional Question by Building

What questions would you like to raise at this point in the program?

## Miscellaneous

- I have previously held a leadership position in a government agency which transitioned to Activity Based Working and a fully paperless environment. Specifically, I was operating as an EL2 equivalent and the City of Casey council which has a population of over 340,000 people (not much smaller than the ACT and 100,000 more than the NT!). We had over 1,200 EFT and a 295million annual budget. In terms of advice, firstly I would highlight that it takes time and a prolonged effort to fully realise the potential of ABW, and we mustn't try and cut corners in implementation by simply copying methods that have been tried in other organisations. Doing so can cause a situation where the workplace doesn't fully accommodate peoples needs and in turn isn't fully utilised. Secondly, as a Manager of staff I found more introverted team members would always retreat to 'concentrative' areas and extroverted staff would always be in the 'collaborative' areas. Managing a team in this context can be a challenge at times. This can to some extent be managed by technology controls, such as a swipe card requirement to operate a workstation, where you cannot access the same workstation for more than three consecutive days in a week. ABW also needs to recognise the needs of specialised enforcement functions within an organisation. In my Division for instance, Investigations will still require a secured interview room, with a duress alarm and triple deck recorded for evidentiary purposes. Similarly, our Medical Advisors in Professional Review require a confidential and secure setting to interview medical practitioners in relation to their clinical conduct. In my own area (Provider Education) I need to routinely collaborate with peak bodies and colleagues from DHS and so a collaborative setting with strong video/tele conferencing facilities is needed. Additionally, often organisations will sell staff the idea of ABW on the basis that if they relinquish ownership of their desks they will in turn be given greater choice - but if the end product is overcrowded and in peak periods people are on top of each other then that promise of choice will not be available. Finally, s 22 (expert in ABW) sums it up nicely that the need for variety is misinterpreted so that different types of workspaces are created in the same area. "Instead, activities should be separated more. Knowledge workers need single-task areas and there should be more separation, both with space and walls. Good luck with the process and I look forward to being part of the journey! Kind regards, s 22