Welcome to today’s presentation on:

**Introduction to Requirements Development**

the presentation will start at **2:00 pm Eastern Time**

**Note:** Phones are automatically muted during the presentation. You have the ability to send questions to the host and presenters through your questions pane. They will answer as many of the questions as possible throughout and at the end of the presentation. All questions will be captured, and answers sent to all participants within 2 weeks.
Client Enrichment Series
Introduction to Requirements Development

Hosted By:
Dawn Warner
Regional Account Manager
GSA Region 8

Presented By:
Ryan K. Doerfler
Senior Workplace Strategist
PBS Total Workplace PMO
“I want a tree swing.”
The changing workplace..

1900 - 1940
- Executive suites + staff pools
- Open office
- Hierarchical office assignment

1950 - 1960
- Management no longer confined to suites
- Functional planning
- Steel furniture

1970 - 1980
- Modular walls = “cube farm”
- Open vs. closed debate
- Dilbertville proliferates

1990 - 2000
- Technology & networks
- Less Hierarchy
- Flexible components
- Hoteling

2010
- Recruit/retain focus
- Collaborate to innovate
- Mobility/distributed work
- Visibility/transparency
- Sustainable

& Beyond
has broadened our perspective.
Workspace no longer stands alone

Effective Workplace

- Workspaces
  - Space Standards
  - Features & Performance
  - Office Environment

- Human Performance
  - Internal Communication
  - Organizational Growth
  - Culture Improvements

- Business Processes
  - Performance Measures
  - Staff Work Patterns

- Real Estate
  - Location
  - Site & Building Attributes
  - Financing Goals

- Supplies & Equipment
  - Furniture
  - Fixtures and Equipment
  - Support Services

- Technology / Telecom.
  - IT Infrastructure
  - IT Services
  - Telecommunications
Developing workspace requirements

• Requires an understanding of all facets that influence workplace needs
• It documents the client agency needs and key workplace characteristics
• Forms the basis of the executed project*

* learn more at next month’s CES webinar, “Introduction to Project Management”!

GSA Public Buildings Service
How it’s done varies, depending on:

<table>
<thead>
<tr>
<th>Project Parameters</th>
<th>Client Agency</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Area</td>
<td>Agency</td>
<td>In-House Personnel</td>
</tr>
<tr>
<td>Complexity</td>
<td>Composition</td>
<td>Consultant Funding</td>
</tr>
<tr>
<td>Population</td>
<td>Culture</td>
<td>Construction Funding</td>
</tr>
<tr>
<td>Building Condition</td>
<td>Stakeholder Interest</td>
<td>Furniture Funding</td>
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<td>Project Schedule</td>
<td>HR Policies</td>
<td>IT Funding</td>
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<td>Technology Availability</td>
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</table>
Top 10 reasons why workplace projects don’t go as planned*

* in no particular order
10 things to consider when developing workplace requirements
cause: mismatched requirements
Overly detailed requirements

Implications

- Limits available workplace strategies that weren’t considered earlier
- Restricts competition
- Increases implementation costs

Common causes

- Re-using requirements from another project
- Uncertainty about project needs
- Obsolete space standards / requirements
Overly general requirements

**Implications**
- Critical features are missed
- Costly change orders / schedule delays

**Common causes**
- Re-using requirements from another project
- Uncertainty about project needs
GSA’s methods for guiding requirements

- Initiate requirements discussion in a comprehensive manner: Needs Assessment Interview Questionnaire
- Don’t jump straight to solutions without understanding the problem first
- Consistent project management approaches
- Mobilize in-house & consultant experts
- Provide national workplace services
Steps you can also take

• Ensure there’s sufficient time
  – At least 3 months are needed to do a full-scale requirements development effort
  – Add more time for decentralized agencies or additional stakeholders

• Validate previously developed requirements through workplace diagnostic research
  – Performance of the current workplace
  – Changes in missions & operations
  – Employee work practices
our advice: start the discussions early
cause: using a single circulation factor
Total usable area (ABOA)
Primary Circulation

Secondary Circulation
Factoring in circulation

1. **INDIVIDUAL WORKSPACE UNITS**
   - Private Offices
   - Workstations
   - Touchdown Stations

2. **SUPPORT SPACE UNITS**
   - **GENERAL**
     - Print/Copy
     - Storage/Supply
     - Break Room
   - **COLLABORATION**
     - Conference Rooms
     - Open Meeting Areas
   - **MISSION SPECIFIC**
     - Labs, Courtrooms, Secure Evidence Storage, etc.

3. QTY OF EACH UNIT X NSF/UNIT × TOTAL NET AREA (NSF) × CIRCULATION MULTIPLIER (CM) = TOTAL USABLE AREA (USF)
Don’t mix up the multiplier & the factor!

**EXAMPLE REQUIREMENT: 45,000 USF**

PERSONNEL + SUPPORT = ~ 28,000 NSF

CIRCULATION = ~ 17,000 NSF

NSF + CIRCULATION = USF

28,000 + 17,000 = 45,000

USF ÷ NSF = CIRCULATION MULTIPLIER (CM)

45,000 ÷ 28,000 = 1.61

CIRCULATION ÷ USF = CIRCULATION FACTOR (CF)

17,000 ÷ 45,000 = 37.8%

**Applied on top of Net Area**

1.61

MULTIPLIER

38%

CIRCULATION

Portion of the Usable Area

GSA Public Buildings Service
Example 1: 0% open / 100% enclosed
Example 2: 33% open / 67% enclosed

<table>
<thead>
<tr>
<th>FLOOR CALCULATIONS</th>
<th>CIRCULATION CALCULATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPEN 33%</td>
<td>1.41</td>
</tr>
<tr>
<td>ENCLOSED 67%</td>
<td>29%</td>
</tr>
<tr>
<td>138 SEAT COUNT</td>
<td>FACTOR 29%</td>
</tr>
</tbody>
</table>

CLOSED OFFICES  OPEN WORKSTATIONS  SUPPORT SPACE  CIRCULATION  BASE PLAN
Example 3: 80% open / 20% enclosed
Example 4: 100% open / 0% enclosed

**FLOOR CALCULATIONS**

- OPEN: 100%
- CLOSED OFFICES: 0%

<table>
<thead>
<tr>
<th>OPEN</th>
<th>ENCLODED</th>
<th>SEAT COUNT</th>
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<tbody>
<tr>
<td>100%</td>
<td>0%</td>
<td>203</td>
</tr>
</tbody>
</table>

**CIRCULATION CALCULATIONS**

- CIRCULATION MULTIPLIER: 1.62
- CIRCULATION FACTOR: 38%

GSA Public Buildings Service
Implications if the circulation isn’t right

*If the circulation is too small*

- During the design phase, support spaces are reduced to regain proper circulation area
- Space request will need to be modified

*If the circulation is too large*

- Paying for space that isn’t needed
- Unneeded reductions in other workplace spaces
Consider: large enclosed spaces

Large Enclosed Support Spaces

1.37 MULTIPLIER  27% FACTOR
Consider: open to closed workspaces

**100% OPEN**

<table>
<thead>
<tr>
<th>Multiplier</th>
<th>Factor</th>
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</thead>
<tbody>
<tr>
<td>1.62</td>
<td>38%</td>
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</tbody>
</table>

**100% ENCLOSED**

<table>
<thead>
<tr>
<th>Multiplier</th>
<th>Factor</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.39</td>
<td>28%</td>
</tr>
</tbody>
</table>
Consider: floor plate efficiency

vs.

GSA
Consider: a range of multipliers

**CIRCULATION MULTIPLIER (CM)**

- **Range**: 1.4 - 1.6
- **Average**: 1.5

**CIRCULATION FACTOR (CF)**

- **Range**: 28 - 38%
- **Average**: 33%
Learn more

CIRCULATION: DEFINING AND PLANNING
January 21, 2013, revised Version 2

INTRODUCTION
DEFINING
PLANNING
NET AREA, CIRCULATION & USEABLE AREA
CIRCULATION METHODOLOGY
CIRCULATION MULTIPLIER CONSIDERATIONS
CASE STUDIES
OVERVIEW
CASE STUDIES 1-8
KEY TAKEAWAYS

available upon request at workplace@gsa.gov
our advice: adjust the circulation to match the workspaces
cause: workplace envy
Want the world’s longest desk?

The Barbarian Group
A Creative Agency – New York City
or a really cool workplace?

**Inventionland**
Headquarters for Davis Design & Development
Pittsburgh, PA
or the lowest utilization rate?
But, are these right for you?
Risks of using someone else’s solution

- Creates a vision that may not be achievable
- Discounts perspectives from others, including employees
- Forces employees to adapt to workplace that may not be efficient
- Greater possibility of “fixing” it later
Ways to temper the excitement

• When investigating other organizations’ workplaces, always find out:
  – Why did they may the workplace change?
  – What were the initial goals and how did it turn out?
  – How has it been received by employees?
  – Did the organizational culture change?

• Look at multiple workplaces/organizations

• Investigate alternate ways of introducing the same workplace concepts
Put it into context

available upon request at workplace@gsa.gov
Allocation rate by industry
Distribution of spaces by industry

**Industry Sector**

**Law Enforcement**
- Space Allocation Rate: 199.6
- Office: 14%
- Workstation: 32%
- Collaboration: 23%
- General Support: 16%
- Social Support: 4%
- Mission Specific: 11%

**Technology**
- Space Allocation Rate: 140.0
- Office: 1%
- Workstation: 50%
- Collaboration: 29%
- General Support: 9%
- Social Support: 10%
- Mission Specific: 1%

**Biotech & Science**
- Space Allocation Rate: 219.6
- Office: 25%
- Workstation: 28%
- Collaboration: 16%
- General Support: 11%
- Social Support: 4%
- Mission Specific: 17%

**Legal**
- Space Allocation Rate: 335.0
- Office: 43%
- Workstation: 10%
- Collaboration: 19%
- General Support: 16%
- Social Support: 4%
- Mission Specific: 7%

**Arch & Engineering**
- Space Allocation Rate: 168.4
- Office: 11%
- Workstation: 43%
- Collaboration: 22%
- General Support: 15%
- Social Support: 7%
- Mission Specific: 2%

**Call Centers**
- Space Allocation Rate: 103.2
- Office: 6%
- Workstation: 51%
- Collaboration: 27%
- General Support: 11%
- Social Support: 5%

**Finance**
- Space Allocation Rate: 168.0
- Office: 30%
- Workstation: 37%
- Collaboration: 13%
- General Support: 14%
- Social Support: 5%

**Social Services**
- Space Allocation Rate: 207.3
- Office: 41%
- Workstation: 38%
- Collaboration: 8%
- General Support: 11%
- Social Support: 3%
### Distribution of individual workspaces

<table>
<thead>
<tr>
<th>Industry Sector</th>
<th>Enclosed Office</th>
<th>Open Workstation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology</td>
<td>1%</td>
<td>99%</td>
</tr>
<tr>
<td>Space Allocation Rate</td>
<td>140.0</td>
<td></td>
</tr>
<tr>
<td>Call Centers</td>
<td>4%</td>
<td>96%</td>
</tr>
<tr>
<td>Space Allocation Rate</td>
<td>103.2</td>
<td></td>
</tr>
<tr>
<td>Arch &amp; Engineering</td>
<td>8%</td>
<td>92%</td>
</tr>
<tr>
<td>Space Allocation Rate</td>
<td>165.4</td>
<td></td>
</tr>
<tr>
<td>Law Enforcement</td>
<td>14%</td>
<td>86%</td>
</tr>
<tr>
<td>Space Allocation Rate</td>
<td>199.6</td>
<td></td>
</tr>
<tr>
<td>Biotech &amp; Science</td>
<td>29%</td>
<td>71%</td>
</tr>
<tr>
<td>Space Allocation Rate</td>
<td>219.6</td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td>29%</td>
<td>71%</td>
</tr>
<tr>
<td>Space Allocation Rate</td>
<td>168.0</td>
<td></td>
</tr>
<tr>
<td>Social Services</td>
<td>42%</td>
<td>58%</td>
</tr>
<tr>
<td>Space Allocation Rate</td>
<td>207.3</td>
<td></td>
</tr>
<tr>
<td>Legal</td>
<td>60%</td>
<td>40%</td>
</tr>
<tr>
<td>Space Allocation Rate</td>
<td>335.0</td>
<td></td>
</tr>
</tbody>
</table>
our advice: take it with a grain of salt
cause: forgetting that sound travels
Sound familiar?

“I currently work in a cubicle - my neighbors are a man in the midst of a divorce, a woman with a problem child, another woman with an elderly parent who should be in a care facility.

The only cure for my personal hell would be a quiet room with a door. Perhaps my employer would then get his money’s worth from my workday...did I mention that I am across from the copier?”

- internet comment in response to a New York Times workplace article
Extreme responses to noise

**LEVEL 1**
Noise begins or is relatively quiet

- Curiosity...
- ... or irritation

**LEVEL 2**
Noise continues or becomes louder

- Annoyance, anger, bitterness, feeling aggrieved...
- ... or tension, pressure, frustration, resignation, feeling fraught and anxious

**LEVEL 3**
Noise gets worse still

- Hatred, hostility, desire for revenge, bloodshed (I could murder, strangle, kill...)
- Depression, tiredness; taking it out on others, feeling upset and frightened
Can be reflected in satisfaction levels

- Amount of Light
- Visual Comfort
- Workspace Satisfaction
- Daylight
- Views
- Building Satisfaction
- Noise Levels
- Air Quality
- Temperature
- Speech Privacy

New vs. Old comparison
With greater workspace density..

.. acoustic comfort is no longer a peripheral issue, it is now a fundamental workplace concern
The impact of acoustic dissatisfaction

- Increased distractions and lower employee productivity
- Employee reluctance to adopt new ways of working (digging in)
- Ad-hoc workplace adjustments are utilized
- Workplace fixes are conducted to address the noise (walls going up), while creating other problems (air quality)
There are warning signs

- Moving from cellular offices to an open plan
- Incompatible work grouping
- Confidential and sensitive work processes
- Individuals who previously had a problem with noise will be occupying the future space
The workplace should include variety
And proper zoning

Zoning has been used by cities to ensure compatible adjacent uses. Office zoning aims at the same goal.

Where quiet is important, why not just say so? Courtesy of Hewlett Packard

Cluster people who do the same work together.

Separate open meeting areas from people who need quiet.
our advice: remember all the senses
cause:
assuming equal space = equitable spaces
One workstation/office size can *misfit* all

- Real estate footprint may be larger than actually needed
- Support spaces may be sacrificed that otherwise would of addressed acoustic issues
- Workstations may also be used as storage when not needed (filling the garage)
- Employees may be forced to work less efficiently
With so many risks, why do it?

- Easier to use generic space standards and figure out the details later
- Reluctance by leaders to explain to employees why variety may be better
- It can be challenging to define other indicators of workplace equality
- Potential negative reactions or resistance from stakeholders
We do know that people work differently

- Mobility: time spent at their desk and other locations
- At-desk activities: time spent interacting with others and the nature of the interactions
- Nature of the work: special security provisions; use of equipment at desk
At GSA, we look at the work patterns

<table>
<thead>
<tr>
<th>Concentrative</th>
<th>Desk Bound</th>
<th>Internally Mobile</th>
<th>Externally Mobile</th>
</tr>
</thead>
</table>
|               | • significant time at desk  
|               | • small amount of time elsewhere in or outside office  
|               | • mostly works alone while at desk | • moderate time at desk  
|               | • moderate time elsewhere in or outside office  
|               | • mostly works alone while at desk | • small amount of time at desk  
|               | | • significant time outside office  
|               | | • mostly works alone while at desk |

<table>
<thead>
<tr>
<th>Interactive</th>
<th>Desk Bound</th>
<th>Internally Mobile</th>
<th>Externally Mobile</th>
</tr>
</thead>
</table>
|             | • significant time at desk  
|             | • small amount of time elsewhere in or outside office  
|             | • mostly interacts with others while at desk | • moderate time at desk  
|             | • moderate time elsewhere in or outside office  
|             | • mostly interacts with others while at desk | • small amount of time at desk  
|             | | • significant time outside office  
|             | | • mostly interacts with others while at desk |
EXAMPLE: Desk Bound / Concentrative

Profile
>75% time at their own desk
>50% desk time working individually

Typical Day
• Works at desk
• Uses headset for short calls
• Break room to pick up lunch
• Gets file from high-density file room
• Personal call in focus booth
• Desk work, spreads out files
EXAMPLE: Desk Bound / Interactive

Profile
>75% time at their own desk
>50% desk time communicating with others

Typical Day
• Impromptu meeting in hallway
• Prepares for day at desk
• Impromptu meeting with colleague at desk
• Uses headset to participate in call
• Attends meeting in conference room
• Reviews papers with colleague at desk
EXAMPLE:
Internally Mobile / Concentrative

Profile
<75% time at their own desk
<25% outside the office
>50% desk time working individually

Typical Day
• Finds open desk to work for the day
• Attends meeting in conference room
• Lunch in break area while doing work
• Picks up folders from shared file area
• Reviews folders in open work table
• Resumes work at desk
• Packs up for the day
Typical Day
- Goes through e-mails at desk
- Meeting in conference room
- Lunch with boss in cafeteria
- Returns to desk
- Team meeting in conference room
- Private chat with employee

EXAMPLE:
Internally Mobile / Interactive
Profile
<75% time at their own desk
<25% outside the office
>50% desk time communicating with others
Typical Day
- Gets laptop and files from group storage
- Finds open focus room to concentrate on work
- Calls client in focus room to confirm meeting
- Conducts meeting at client location
- Returns to office
- Wraps up work at open workstations

EXAMPLE:
Externally Mobile / Concentrative

Profile
- >25% outside the office
- >50% desk time working individually
EXAMPLE: Externally Mobile / Interactive

Profile
>25% outside the office
>50% desk time communicating with others

Typical Day
• Meeting at client’s office
• Work at nearby café
• Meet coworker and client
• Return to office with coworker
• Ad hoc meetings with team
• Work on reports with coworker in open meeting room or table
Ultimately, a more effective workplace

1. Modular spaces can easily be reconfigured for individual offices or meeting rooms.
2. Shared focus rooms for 1-2 persons to take a private conversation or for short periods of concentrative work.
3. Large columns can be painted to differentiate neighborhoods or used to display team achievements or announcements.
4. Opportunities for branding, display and whiteboards.
5. Externally-mobile employees can share space at a 4:5 ratio.
6. Enclosed spaces buffer interactive neighborhoods from more concentrative ones.
7. Potential enclosure for security purposes.
Work patterns

- Overview of the 6 different work patterns which cover the range of federal office work
- Survey to determine individual or group work patterns
- Day in the life video to validate results

Space configuration

- Overview of team neighborhood planning
- Team neighborhood configuration principles
- Workstation configuration principles
- 3-D fly-throughs of each work environment
- Sample photographs

Furniture

- Overview of furniture selection
- Overview of furniture components
- Furniture selection principles for each work pattern
our advice: customize the workplace to how people should work
cause:
relying on 1 perspective to determine workplace needs
Big impact from different perspectives

<table>
<thead>
<tr>
<th>Concentrative</th>
<th>Desk Bound</th>
<th>Internally Mobile</th>
<th>Externally Mobile</th>
</tr>
</thead>
</table>
| Interactive   | • significant time at desk  
• small amount of time elsewhere in or outside office  
• mostly works alone while at desk | employee  
• moderate time at desk  
• moderate time elsewhere in or outside office  
• mostly interacts with others while at desk | leader  
• small amount of time at desk  
• significant time outside office  
• mostly interacts with others while at desk |

actual
How different would the answers be?

<table>
<thead>
<tr>
<th>Support Space Questions</th>
<th>How important is it for your work?</th>
<th>How is it supporting your work?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Very Unimportant</td>
<td>Very Important</td>
</tr>
<tr>
<td>Space for impromptu or informal meetings (e.g., open meeting tables)</td>
<td>O</td>
<td>O</td>
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<tr>
<td>Space for social interaction (e.g., break areas)</td>
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<td>Space where you can talk on a speaker phone</td>
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<tr>
<td>Space for activities that require focused concentration, such as writing reports</td>
<td>O</td>
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</tr>
</tbody>
</table>

GSA Public Buildings Service
How different would the answers be?

<table>
<thead>
<tr>
<th>Current Workplace Questions</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Agree nor Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The workplace heightens my awareness of the organization and its mission.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>The workplace makes me proud to be part of the organization.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>The workplace makes me feel like I am part of a community.</td>
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<tr>
<td>The workplace energizes me.</td>
<td></td>
<td></td>
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<tr>
<td>The workplace supports health and well being.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am proud to show this office to visitors.</td>
<td></td>
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<tr>
<td>There are opportunities to develop friendships at work.</td>
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<td></td>
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</tr>
</tbody>
</table>
Both perspectives should be considered

**TOP DOWN**
Quick look into the company culture, vision and mission, and where the business needs to be in the future

**BOTTOM UP**
Reality check and deeper look into the organization from the employees’ viewpoint
GSA’s methods for addressing both

**Leadership**

- **Visioning session** with all leaders identifies common goals and considerations
- **Individual leader interviews** refines visioning discussions; identifies workplace priorities

**Employees**

- **Web survey** collects employee perceptions in an efficient and structured manner
- **Focus groups** validate survey results and expand on key workplace priorities
Benefits from this approach

When leaders and employee opinions are similar

- “Quick-win” workplace priorities are identified
- Employees will participate more in their development
- Validates organizational and cultural understandings
- Use to build future office protocols
Benefits from this approach

*When opinions are dramatically different*

- Highlights disconnects between leadership and employees
- Points to potential deeper organizational or cultural issues
- Identifies future roadblocks
- Used to prioritize any change management efforts
5

our advice: solicit input from all organizational levels
cause: not preparing for the upcoming changes
6 stages of workplace grief

**POTENTIAL EMOTIONAL RESPONSE TO A NEW WORKPLACE STRATEGY**

- **FEAR**
  - "Why me?" "I need my desk!"
  - "Why are we doing this?"
  - "Why doesn't senior leadership have to do this?"

- **CONFUSION/ANGER**
  - "Will I have to give up my office?"
  - "It will be noisy. I won't get anything done!"
  - "This is the first of many benefits that is being taken away from me."
  - "Does this mean I'll have to work 24/7?"
  - "Mobility = working from home."

- **NEGOTIATION**
  - "This doesn't apply to me."
  - "It will never ever happen, if it does, I'll leave, or just work from home all the time."

- **ACCEPTANCE**
  - "My new workplace is different, but I am making the best of it."
  - "The new amenities are pretty nice."
  - "I might as well get used to this."
  - "This isn't so bad."

- **CULTURAL NORM**
  - "This is the way we work!"
### Common workplace changes

<table>
<thead>
<tr>
<th>Workplace change</th>
<th>Employee fears</th>
</tr>
</thead>
<tbody>
<tr>
<td>Going from enclosed offices to open workstations</td>
<td>• Distractive noise will increase</td>
</tr>
<tr>
<td></td>
<td>• Lack of visual &amp; acoustic privacy</td>
</tr>
<tr>
<td></td>
<td>• Lack of personal storage</td>
</tr>
<tr>
<td></td>
<td>• No places to hold meetings</td>
</tr>
<tr>
<td></td>
<td>• Indoor air quality will be worse</td>
</tr>
<tr>
<td>Reduction in office size</td>
<td>• Lack of personal storage</td>
</tr>
<tr>
<td></td>
<td>• No places to hold meetings</td>
</tr>
<tr>
<td>Reduction in workstation size</td>
<td>• Increase in noise (higher-density)</td>
</tr>
<tr>
<td></td>
<td>• Lack of visual &amp; acoustic privacy</td>
</tr>
<tr>
<td></td>
<td>• Lack of personal storage</td>
</tr>
<tr>
<td>Lowered workstation partition heights</td>
<td>• Increase in noise</td>
</tr>
<tr>
<td></td>
<td>• Lack of visual privacy</td>
</tr>
</tbody>
</table>
## Common workplace changes

<table>
<thead>
<tr>
<th>Workplace change</th>
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</thead>
</table>
| **New to telework**                      | • Supervisor’s perceptions  
• Colleague’s perceptions  
• Technology problems  
• Isolation / sense of remoteness |
| (still assigned workstation)             |                                                          |
| **New to hoteling**                      | Same as telework, plus   
• Having clearing off the desk each night  
• Moving materials to a locker  
• Not being able to pick their neighbors |
| (shared, reservable workstation)         |                                                          |
| **New to free-address**                  | Same as hoteling, plus   
• Unpredictability of the next desk     |
| (shared, unreservable workstation)       |                                                          |
## Common workplace changes

<table>
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<tr>
<th>Workplace change</th>
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<tbody>
<tr>
<td>Centralized file storage</td>
<td>• Trouble prioritizing files to access</td>
</tr>
<tr>
<td></td>
<td>• Files will be misplaced</td>
</tr>
<tr>
<td>Going paperless; electronic routing</td>
<td>• Can’t access critical documents</td>
</tr>
<tr>
<td></td>
<td>• Having to print documents to review in print</td>
</tr>
<tr>
<td></td>
<td>• Technology challenges</td>
</tr>
<tr>
<td></td>
<td>• New IT security measures</td>
</tr>
</tbody>
</table>
What happens when the fear isn’t faced?

• Adoption of workplace changes is limited
• Risk goes up of reverting back to the original workplace
• “Band-aid” fixes are implemented to address individual issues
• The potential for future workplace enhancements is limited due to skepticism
• Decreased employee satisfaction
• Decreased employee productivity
Addressing degrees of change

**COMMUNICATION & CHANGE ENGAGEMENT (CCE)** required

**MAJOR CHANGES**
- Overhauling
- Redirecting
- Adapting
- Tuning

**MINOR CHANGES**

**COMMUNICATION** required
Facilitating adoption using CCE

- **Align** workplace with business priorities.
- Build a strong **business case**.
- Establish visible **sponsorship**.
- **Manage** dialogue between leadership and employees for positive outcomes.

**TOP DOWN**
- Executive sponsorship
- Vision & mission
- Business case
- Role models

**BOTTOM UP**
- Numbers on your side
- Reality check
- Change Agents
- Influence

- Increase **awareness** of key strategic objectives through effective **communications**.
- Enable employees to take **ownership** of the project.
- **Educate** and prepare employees to new ways of working.
What a difference CCE makes

Without CCE...

- Desired changes are not realized.
- Performance and motivation drop.
- Future change efforts are compromised.

With CCE...

- The entire organization shares common goals.
- Employee satisfaction and performance is strengthened.
- The organization’s speed to change increases.
- Workplace change is embraced through engagement of early adopters.
- Disruption and impact on operations are minimized.
- Revisions and delays during the design process can be avoided.

Source: adapted from the Virginia Satir Change Model
Steps to take before, during, and after

- Accept that some sort of workplace change is happening
- **Once the changes are identified**, consult with an expert to determine the level of CCE that’s needed
- Build the internal case of change
- Involve senior executives, middle managers, and employees in the CCE efforts
- Measure success and re-calibrate
our advice: lead the workforce through the changes
cause: the workplace is considered just a cost center
Implications

- Obtaining funding for fit-up, furniture, and technology is harder to come by
- Workplace decisions are based how to reduce costs, not necessarily increased efficiency
- Workplace changes are harder to implement
- More difficult when real estate budgets are in the same fund as program budgets
Business goals link to strategy

The **BUSINESS SCORECARD** is a framework for linking business decisions to strategies and tactics.

**Fundamental Business Drivers**

- Identify macro **GOALS** that address each of these values.
- Define actionable **STRATEGIES** designed to meet those goals.
- Develop micro **TACTICS** to execute strategies.
Business goals link to strategy

Common Goals
- Brand
- Environmental Consciousness
- Customer Experience
- Public Outreach

Goals
- Provide a Consistent Message to the Market
- Express the Brand Throughout Space
- Brand Attributes Leveraged in Physical Terms
- Design Lobby & Public Areas to Inspire
- All Spatial Queues Contribute to a Consistent Message
- Front-of-House Experience Reassessed for Impact
- Collaboration, Break-Out & Work Areas for Customers
- Enhance Customer Experience

Strategies
- Improve Way Finding & Signage

Tactics
- Financial
- Process
- People
- Customer
Common Goals

- Health & Wellness
- Attraction & Retention
- Mobile Work
- Culture / Community
Common Goals

- Growth
- Churn
- Cost/SqFt per Person
- Operating Expenses
Business goals link to strategy

Common Goals
- Collaboration / Communication
- Functionality
- Relationships / Adjacencies
- Leveraging Technology

Process
- Financial
- People
- Customer
Ways to make the connection

• Conduct a visioning session with senior leadership
  – Reach a consensus on the common goals
  – Brainstorm on potential business strategies to guide workplace tactics

• Look for workplace opportunities from leader and employee feedback

• Develop workplace performance measurements
our advice:
link all workplace decisions to business goals
2

cause: forgetting office protocols
Let’s say you’re in your new workplace

Mobility Test Bed
GSA Region 6
What’s the stop this from happening?

- On a speaker phone
- A/V is reprogrammed
- Bumped someone’s reservation
- Burnt popcorn
Protocols maintain the workplace vision

- The new workplace has instructions
- When not used by its occupants, the workplace doesn’t perform as envisioned
- Office protocols are critical when dramatic workplace changes are envisioned
Writing the instructions

• Office protocols should be developed at the same time as the requirements

• Protocols should address
  – Individual workspaces (e.g., hoteling)
  – Meeting rooms (e.g., reservation rules)
  – Eating areas
  – Acoustic considerations
  – IT connections

• Ask employees to help draft the protocols
Following the instructions

- Have a champion within the office remind everyone of the protocols
- Make the protocols available in a variety of formats
- Make it easy for visitors to the workplace to find and follow the protocols
- Periodically evaluate the new workplace and how it’s used
2

our advice:
don’t toss the instructions
cause:
preconceived ideas on what’s possible
The implications are huge

- Limits the scope of potential workplace improvements right from the start
- Limits the potential for optimizing the real estate portfolio
- Increases the tendency to rely on “the way that it was always done” to determine workspace requirements
Most preconceptions can be addressed

<table>
<thead>
<tr>
<th>Common preconception</th>
<th>Strategies to pursue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Can’t upgrade our technology</td>
<td>• Explore national changes to technology policies</td>
</tr>
<tr>
<td></td>
<td>• Investigate use of the GSA FIT program to fund technology</td>
</tr>
<tr>
<td>Can’t get new furniture</td>
<td>• Focus workplace improvements to non-furniture activities, such as technology and</td>
</tr>
<tr>
<td></td>
<td>telework</td>
</tr>
<tr>
<td></td>
<td>• Investigate use of the GSA FIT program to fund furniture</td>
</tr>
<tr>
<td>Employees won’t like the new workplace</td>
<td>• Solicit their feedback throughout the requirements development / workplace</td>
</tr>
<tr>
<td></td>
<td>engagement</td>
</tr>
<tr>
<td></td>
<td>• Have them shape new office protocols and work processes</td>
</tr>
</tbody>
</table>
## Common preconceptions

<table>
<thead>
<tr>
<th>Common preconception</th>
<th>Ways of addressing it</th>
</tr>
</thead>
<tbody>
<tr>
<td>The union will object to anything different than the established standards</td>
<td>• Conduct preliminary discussions with them before the engagement starts; identify sources of concern</td>
</tr>
<tr>
<td></td>
<td>• Allow them to participate in every step, especially employee forums</td>
</tr>
<tr>
<td>Can’t trust employees to work when away from the office</td>
<td>• Establish performance measures and policies for telework employees</td>
</tr>
<tr>
<td></td>
<td>• Investigate methods that other agencies are using</td>
</tr>
<tr>
<td></td>
<td>• Address deeper organizational and cultural issues</td>
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## Common preconceptions

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</thead>
<tbody>
<tr>
<td><strong>Can’t concentrate in an open floor plan</strong></td>
<td>• Visit open floor plan workplaces with similar organizations / industries</td>
</tr>
<tr>
<td></td>
<td>• Conduct acoustic evaluation of the current workplace; determine true cause for noise problems</td>
</tr>
<tr>
<td><strong>This space can’t change because its “special”</strong></td>
<td>• Assess the policies governing the space and determine flexibility in design</td>
</tr>
<tr>
<td></td>
<td>• Determine actual space usage</td>
</tr>
<tr>
<td></td>
<td>• Investigate how similar industries are handling the space (e.g., law enforcement agencies)</td>
</tr>
</tbody>
</table>
General steps to address them

- Identify leader and employee preconceptions early, ideally through formal research methods (e.g., employee survey)
- Ensure the workplace requirements and the project management plan addresses each preconception
our advice:
be open to the possibility of new ways of working
## Summary

<table>
<thead>
<tr>
<th>Causes</th>
<th>GSA’s Advice</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Preconceived ideas on what’s possible</td>
<td>Be open to the possibility of new ways of working</td>
</tr>
<tr>
<td>2 Forgetting office protocols</td>
<td>Don’t toss the instructions</td>
</tr>
<tr>
<td>3 The workplace is considered just a cost center</td>
<td>Link all workplace decisions to business goals</td>
</tr>
<tr>
<td>4 Not preparing for the upcoming changes</td>
<td>Lead the workforce through the changes</td>
</tr>
<tr>
<td>5 Relying on 1 perspective to determine workplace needs</td>
<td>Solicit input from all organization levels</td>
</tr>
</tbody>
</table>

GSA Public Buildings Service
## Summary

<table>
<thead>
<tr>
<th>Common Errors</th>
<th>How to Avoid It</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 Assuming equal space = equitable space</td>
<td>Customize the workplace to how people should work</td>
</tr>
<tr>
<td>7 Forgetting that sound travels</td>
<td>Remember all the senses</td>
</tr>
<tr>
<td>8 Workplace envy</td>
<td>Take it with a grain of salt</td>
</tr>
<tr>
<td>9 Using a single circulation factor</td>
<td>Adjust the circulation to match the workspaces</td>
</tr>
<tr>
<td>10 Mismatched requirements</td>
<td>Start the discussions early</td>
</tr>
</tbody>
</table>

GSA Public Buildings Service
Questions?
Thank you for joining us today for a discussion on Introduction to Requirements Development

• **Future sessions**
  
  April – Introduction to Project Management Practices
  

  www.gsa.gov/ces

  ClientEnrichmentSeries@gsa.gov
Future Client Enrichment Series Sessions

May – Introduction to eRETA and VCSS Updates
https://gsameeting.adobeconnect.com/ereta-vcss-updates/event/registration.html

June - Introduction to the Federal Acquisition Service (FAS)
https://gsameeting.adobeconnect.com/federal-acquisition-service/event/registration.html

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