



Client Enrichment Series

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

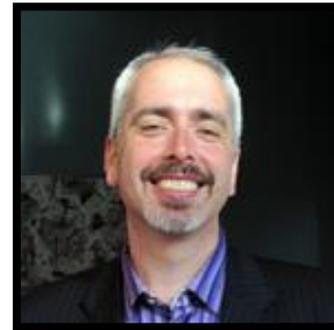
Introduction to Requirements Development

Hosted By:



Dawn Warner
Regional Account Manager
GSA Region 8

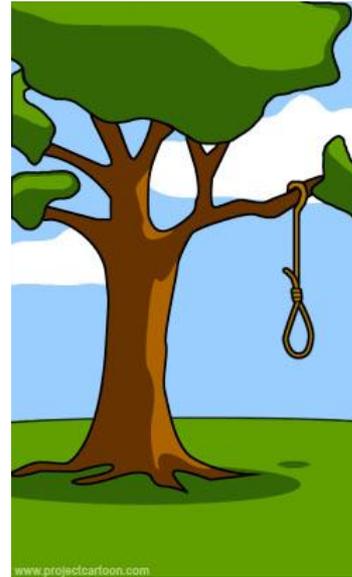
Presented By:



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

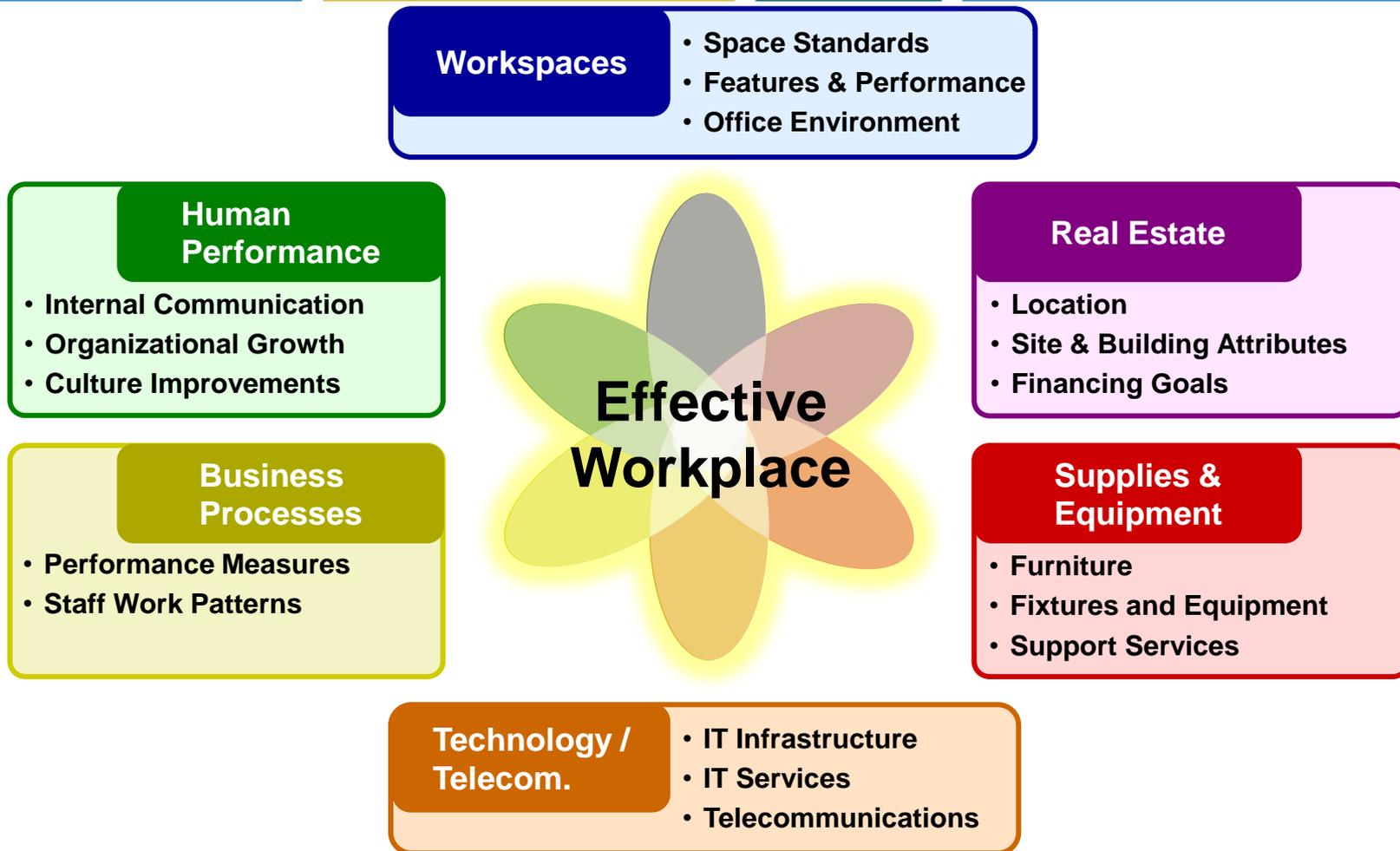
- Recruit/retain focus
- Collaborate to innovate
- Mobility/distributed work
- Visibility/transparency
- Sustainable



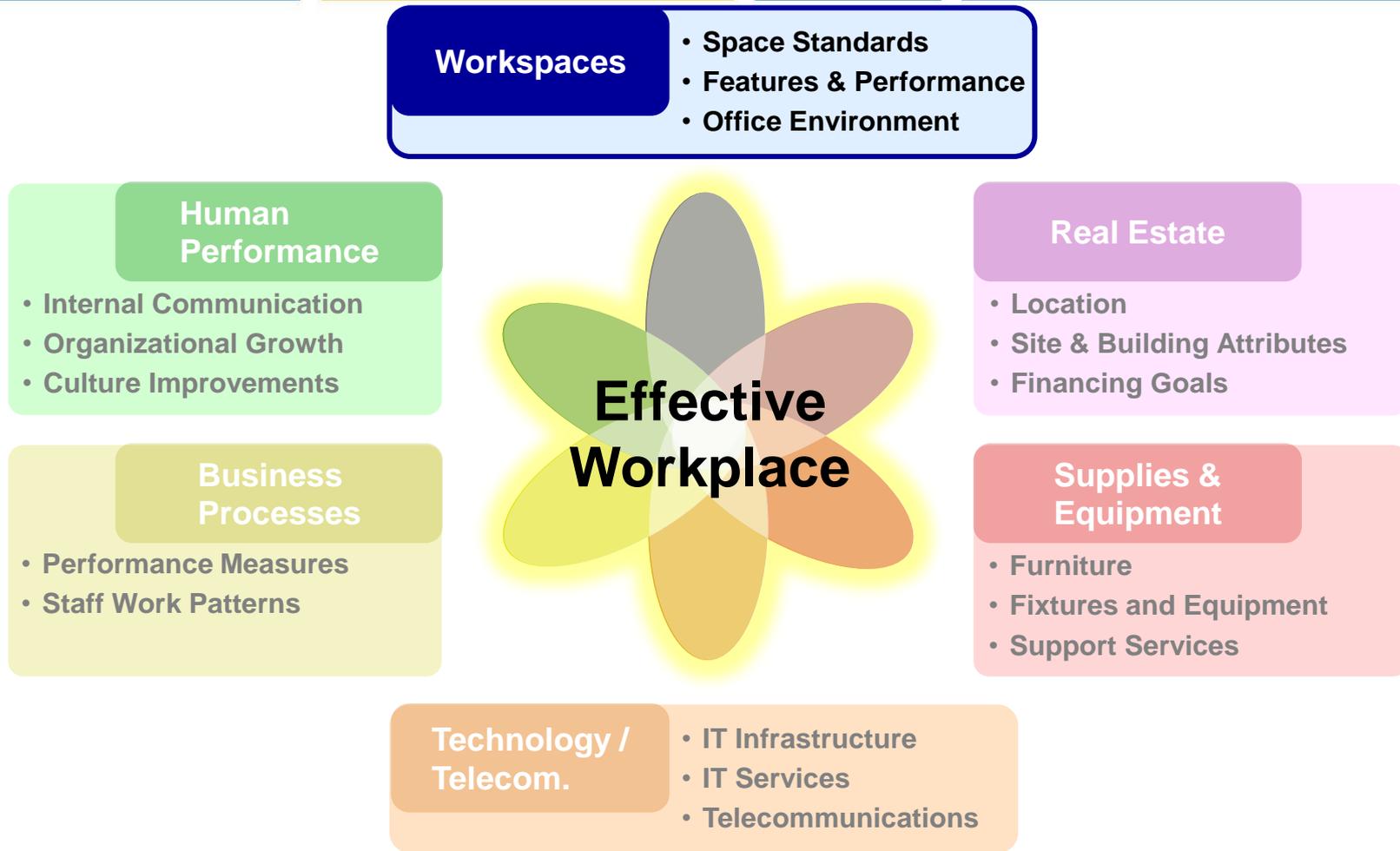
& Beyond



.. has broadened our perspective.



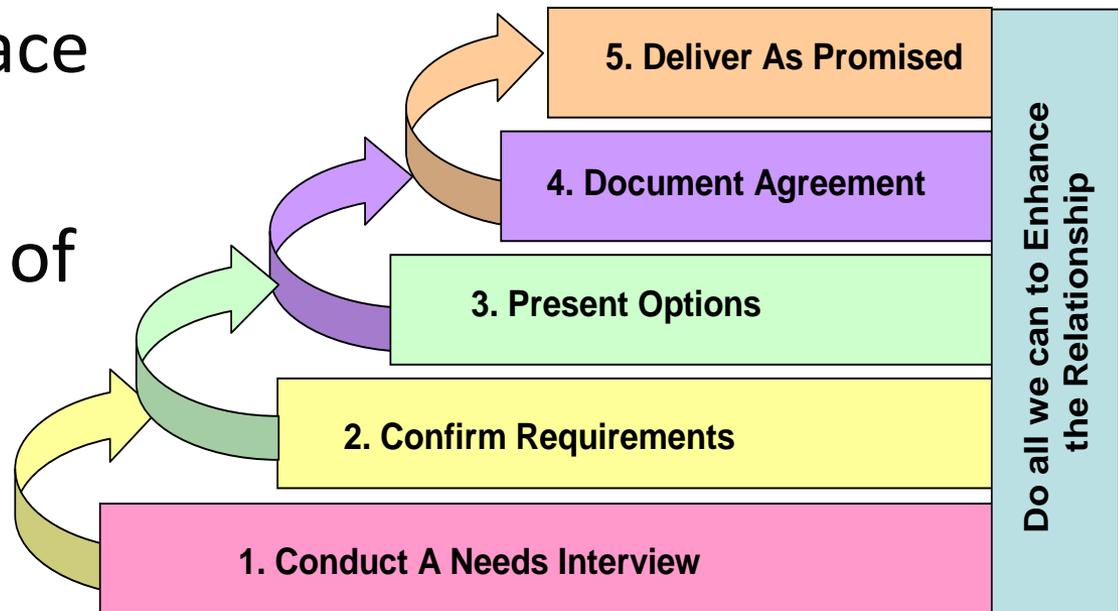
Workspace no longer stands alone



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"!*



How it's done varies, depending on:

Project Parameters	Client Agency	Resources
Total Area	Agency	In-House Personnel
Complexity	Composition	Consultant Funding
Population	Culture	Construction Funding
Building Condition	Stakeholder Interest	Furniture Funding
Project Schedule	HR Policies	IT Funding
	Technology Availability	

Top 10 reasons why workplace projects don't go as planned*

** in no particular order*

10 things to consider when developing workplace requirements

10

cause:

mismatched requirements

David Joseph, Gensler

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



10

our advice:
start the discussions early

David Joseph, Gensler



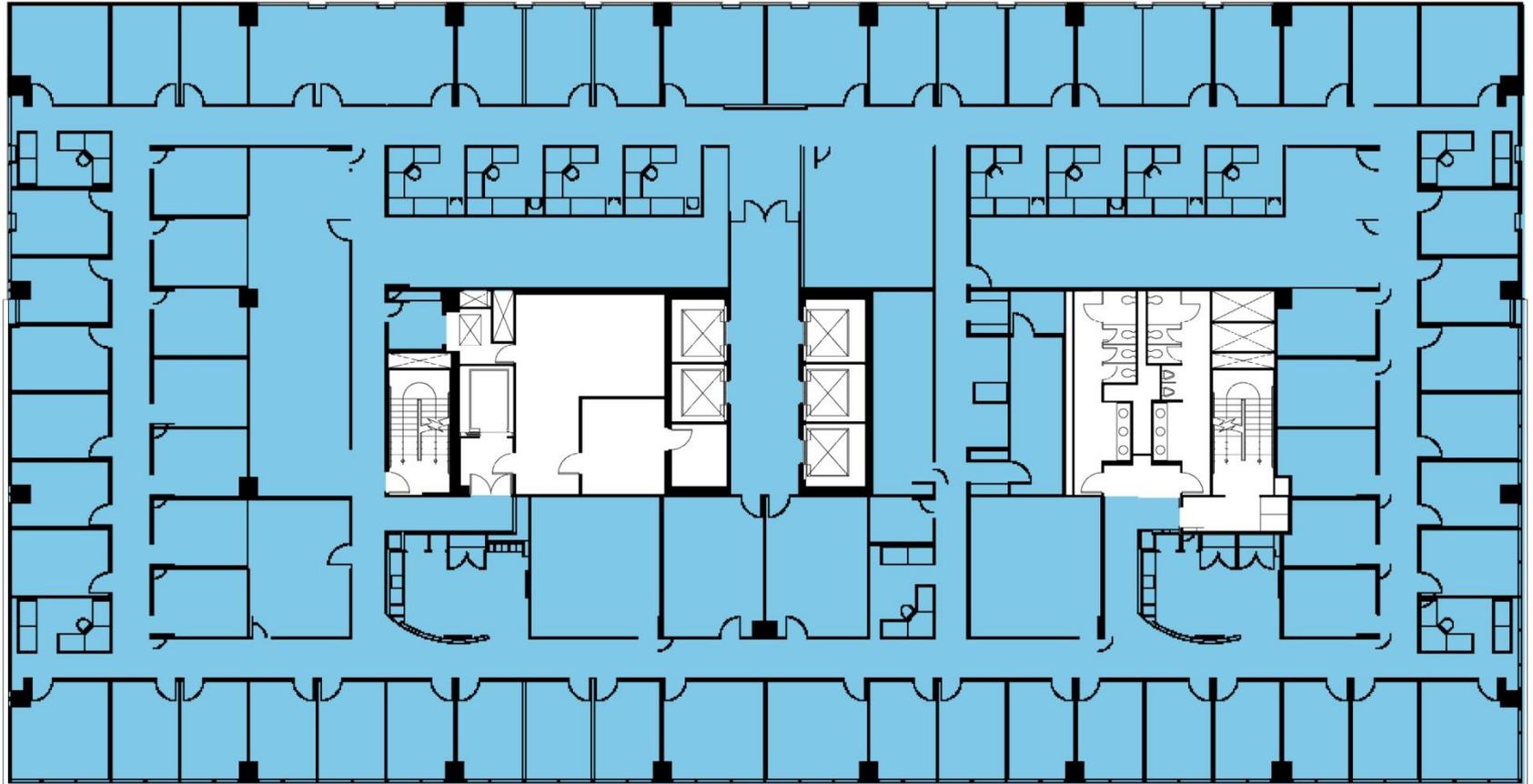
9

cause:

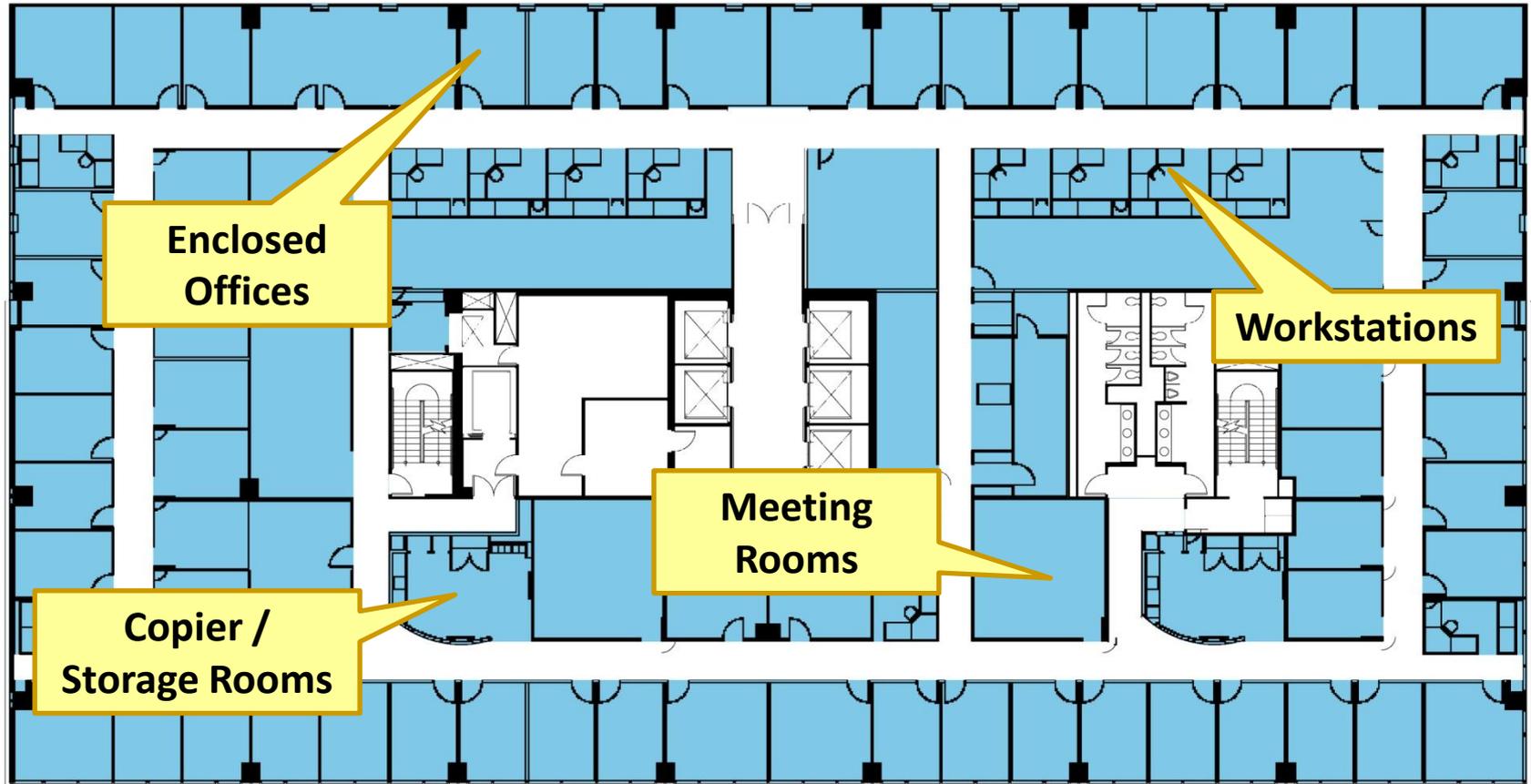
**using a single circulation
factor**

Derryck Menere, Gensler

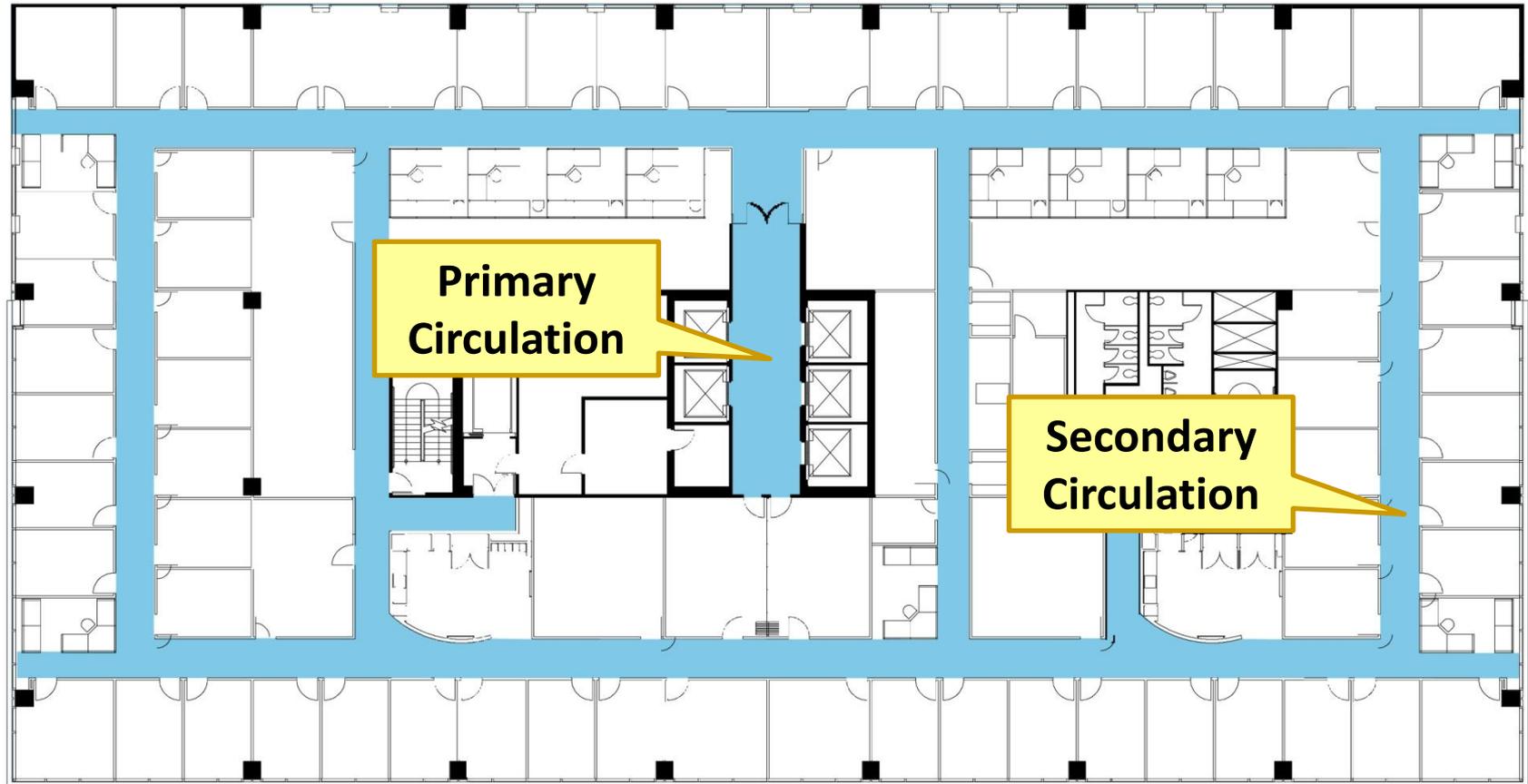
Total usable area (ABOA)



Net area



Circulation



Factoring in circulation

1

INDIVIDUAL WORKSPACE UNITS



Private Offices



Workstations



Touchdown Stations

SUPPORT SPACE UNITS

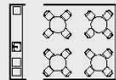
GENERAL



Print/Copy

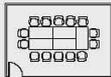


Storage/Supply

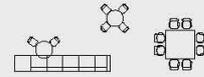


Break Room

COLLABORATION

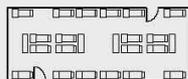


Conference Rooms



Open Meeting Areas

MISSION SPECIFIC



Labs, Courtrooms, Secure Evidence Storage, etc.

QTY OF
EACH UNIT
X
NSF/UNIT

2

TOTAL
NET AREA
(NSF)

X

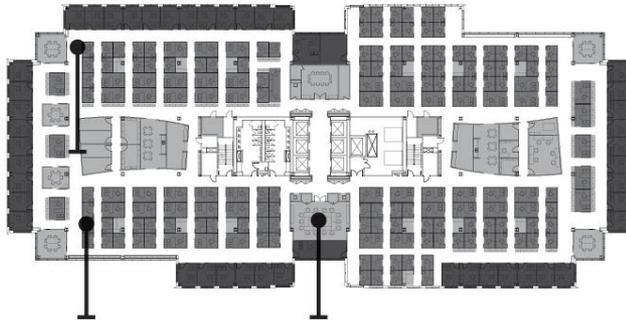
CIRCULATION
MULTIPLIER
(CM)

3

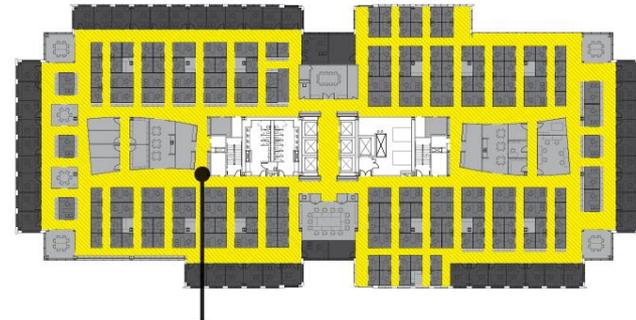
TOTAL
USABLE AREA
(USF)

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%

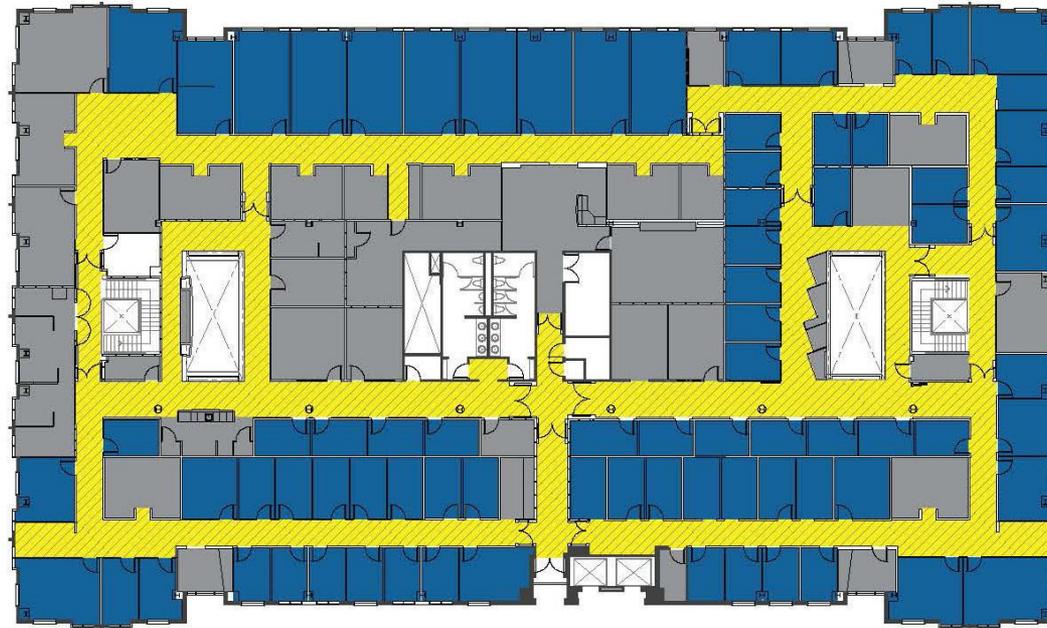
Applied on top
of Net Area

1.61
MULTIPLIER

38%
CIRCULATION

Portion of the
Usable Area

Example 1 : 0% open / 100% enclosed



■ CLOSED OFFICES ■ OPEN WORKSTATIONS ■ SUPPORT SPACE ■ CIRCULATION □ BASE PLAN



Example 2 : 33% open / 67% enclosed



■ CLOSED OFFICES ■ OPEN WORKSTATIONS ■ SUPPORT SPACE ■ CIRCULATION □ BASE PLAN

FLOOR CALCULATIONS

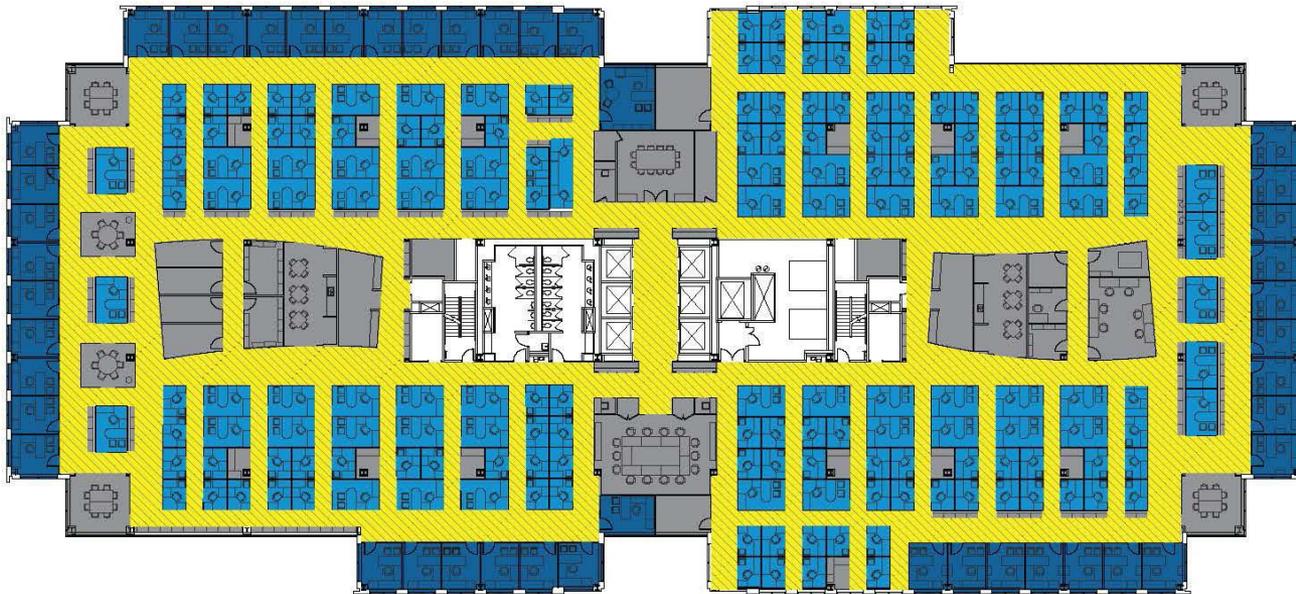
OPEN 33% ENCLOSED 67%

138
SEAT COUNT

CIRCULATION CALCULATIONS

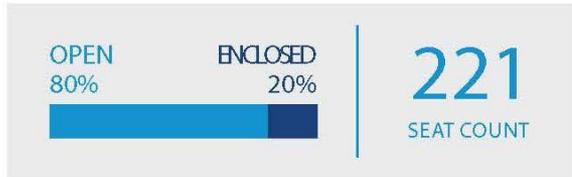
1.41 29%
MULTIPLIER FACTOR

Example 3 : 80% open / 20% enclosed



■ CLOSED OFFICES ■ OPEN WORKSTATIONS ■ SUPPORT SPACE ■ CIRCULATION □ BASE PLAN

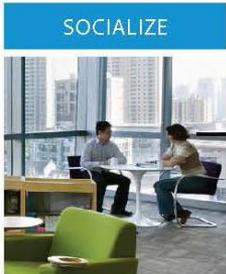
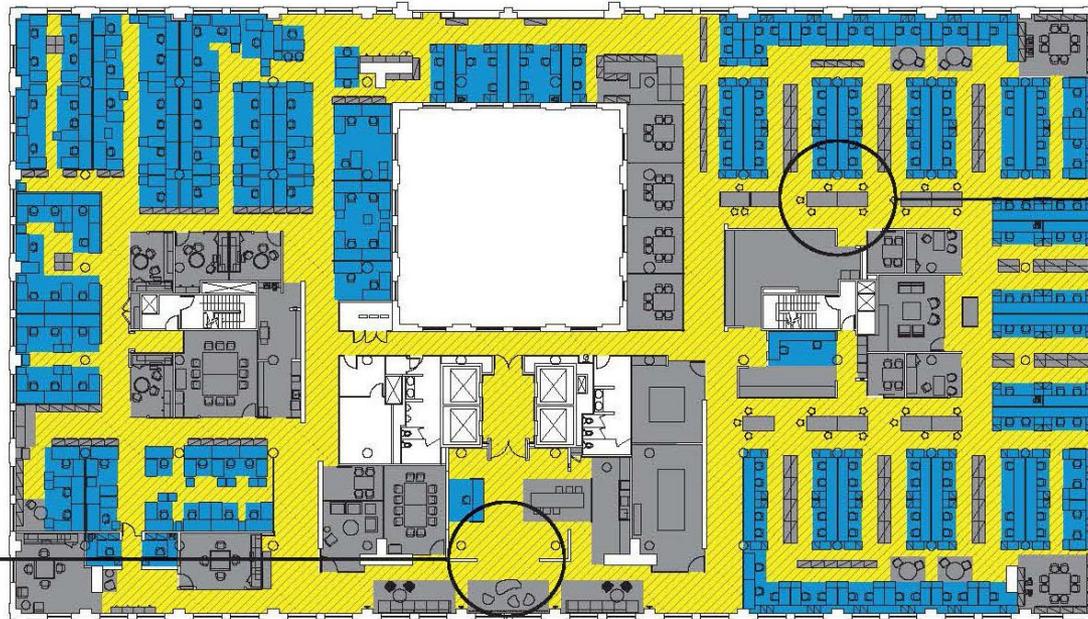
FLOOR CALCULATIONS



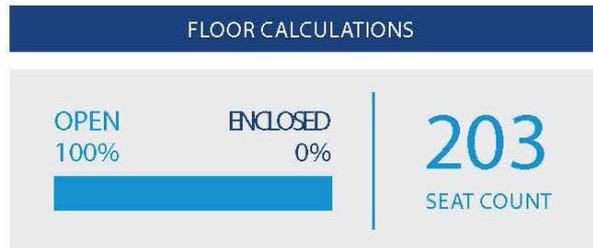
CIRCULATION CALCULATIONS



Example 4 : 100% open / 0% enclosed



■ CLOSED OFFICES
 ■ OPEN WORKSTATIONS
 ■ SUPPORT SPACE
 ▨ CIRCULATION
 BASE PLAN



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

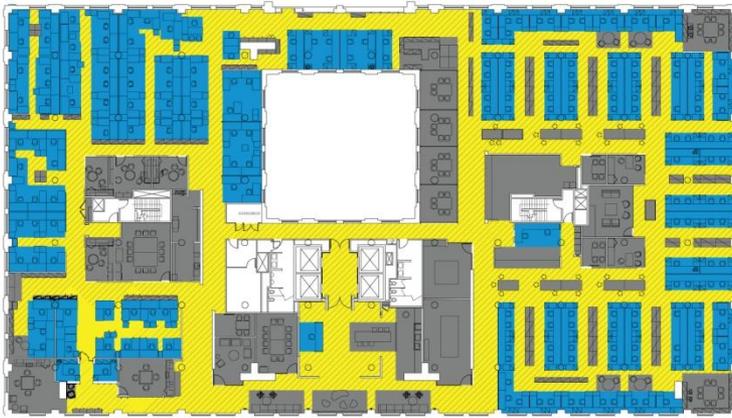


1.37
MULTIPLIER

27%
FACTOR

Consider: open to closed workspaces

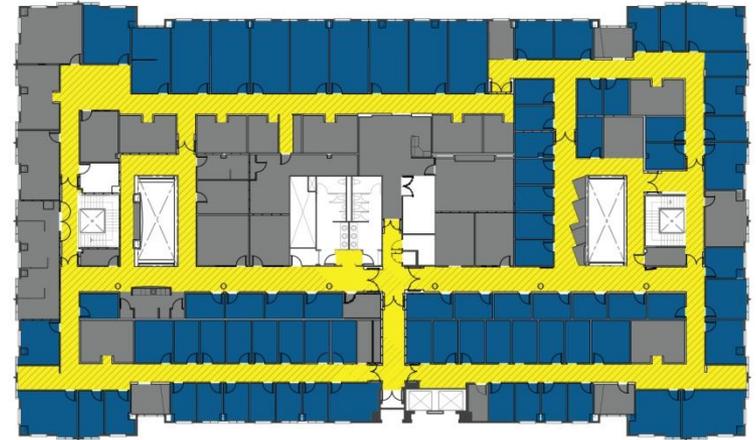
100% OPEN



1.62
MULTIPLIER

38%
FACTOR

100% ENCLOSED



1.39
MULTIPLIER

28%
FACTOR

Consider: floor plate efficiency



vs.



Consider: a range of multipliers

CIRCULATION MULTIPLIER (CM)

1.4 - 1.6
RANGE

1.5
AVERAGE

CIRCULATION FACTOR (CF)

28 - 38%
RANGE

33%
AVERAGE

Learn more



available upon request at workplace@gsa.gov



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our advice:
**adjust the circulation to
match the workspaces**

Derryck Menere, Gensler



cause:
workplace envy

Andrew Borstwin, Gensler

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

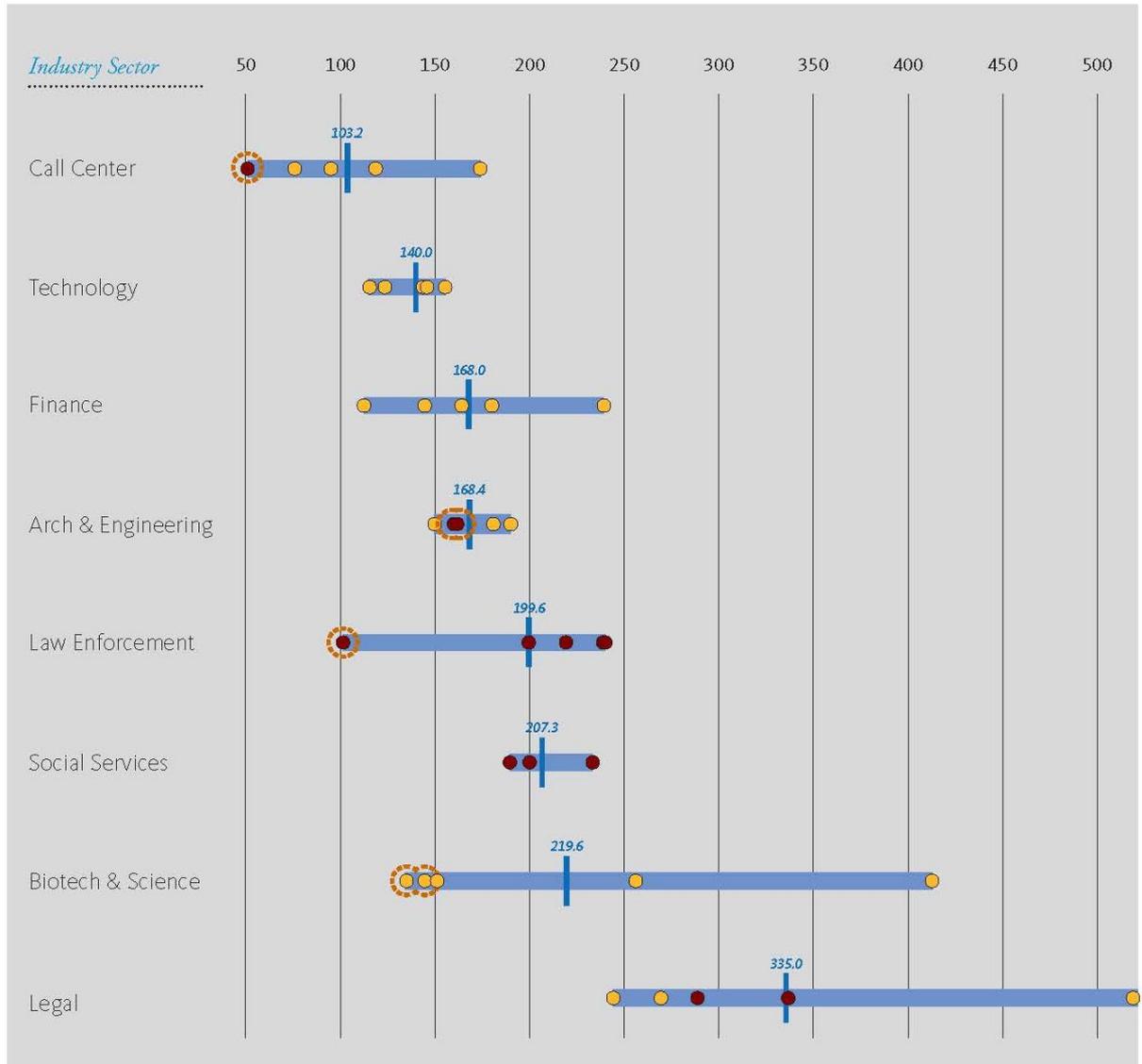
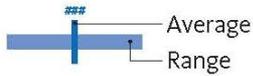


available upon request at workplace@gsa.gov

Allocation rate by industry

SPACE ALLOCATION RATE: USF PER TOTAL PERSONNEL

- Mobility Program
- Private Sector
- Public Sector



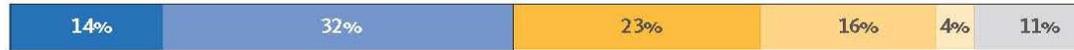
Distribution of spaces by industry

SPACE ALLOCATION RATIO CHARTS

Industry Sector

Space Types

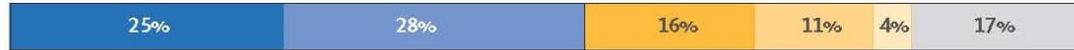
Law Enforcement
Space Allocation Rate: 199.6



Technology
Space Allocation Rate: 140.0



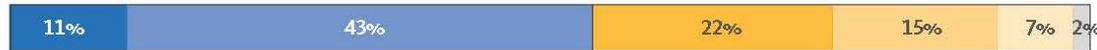
Biotech & Science
Space Allocation Rate: 219.6



Legal
Space Allocation Rate: 335.0



Arch & Engineering
Space Allocation Rate: 168.4



Call Centers
Space Allocation Rate: 103.2



Finance
Space Allocation Rate: 168.0



Social Services
Space Allocation Rate: 207.3



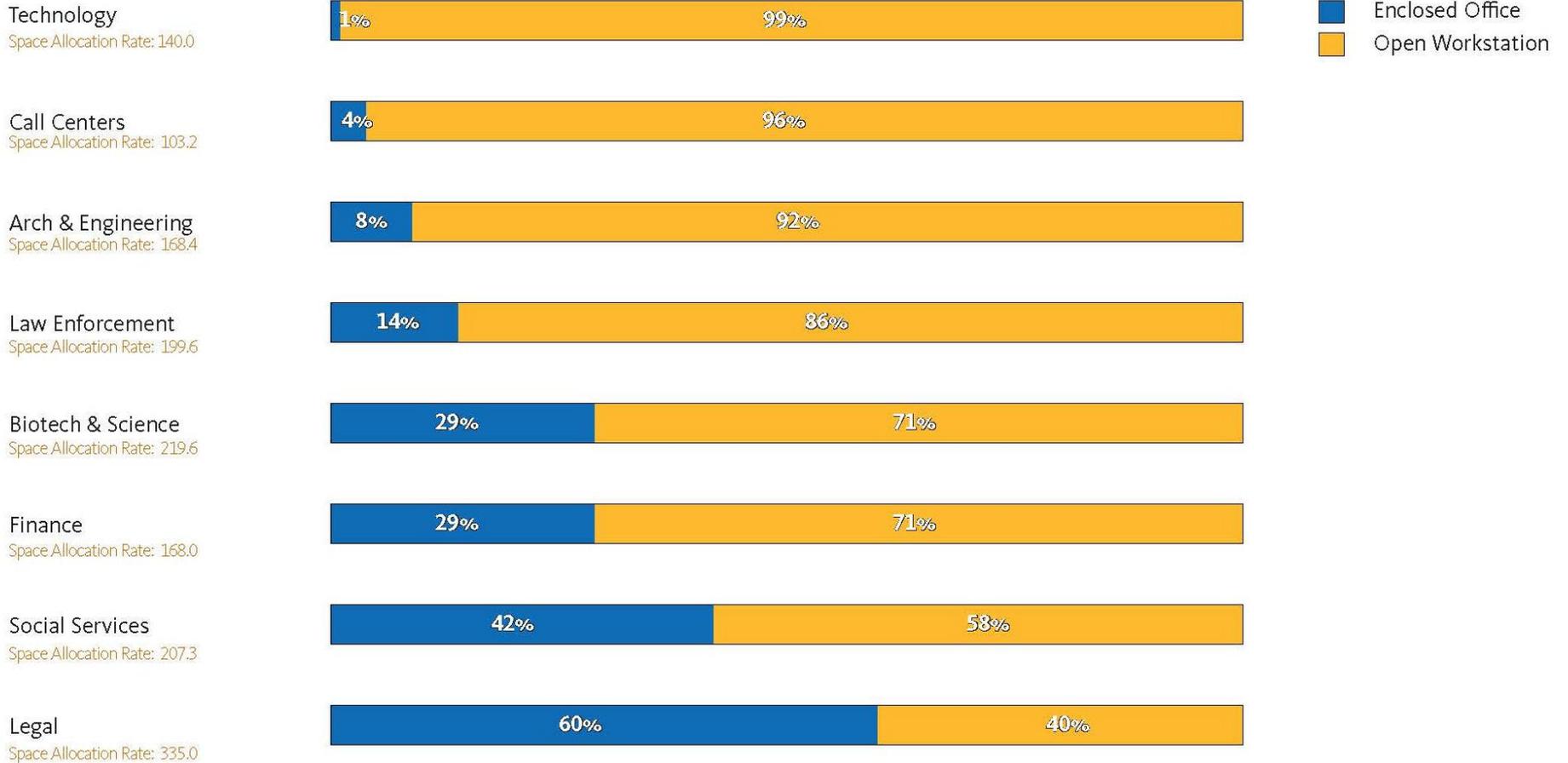
- Office
- Workstation
- Collaboration
- General Support
- Social Support
- Mission Specific

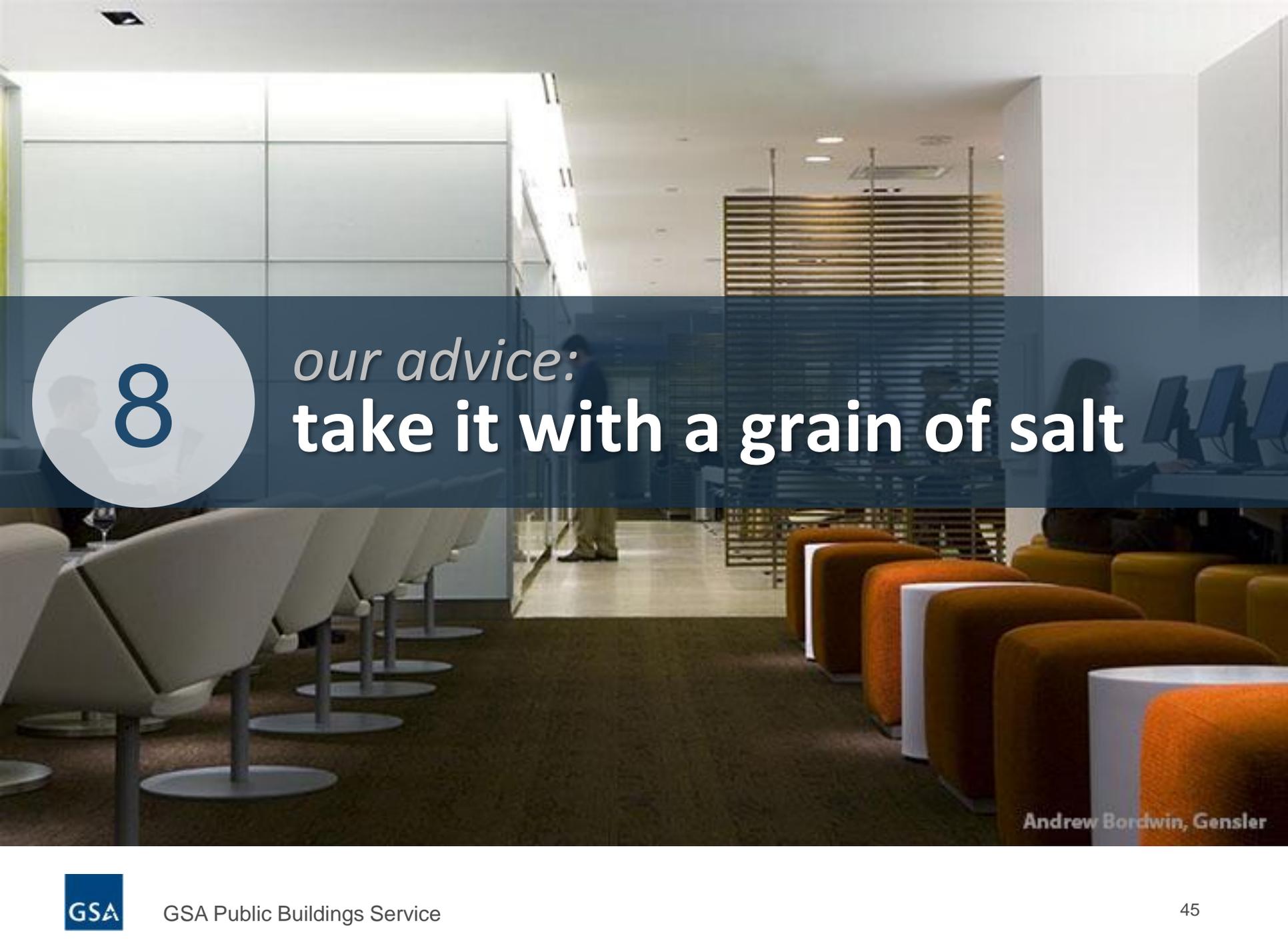
Distribution of individual workspaces

ENCLOSED OFFICE TO OPEN WORKSTATION RATIO

Industry Sector

Space Types





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our advice:
take it with a grain of salt

Andrew Bordwin, Gensler



7

cause:

forgetting that sound travels

Michael Moran, OTTO

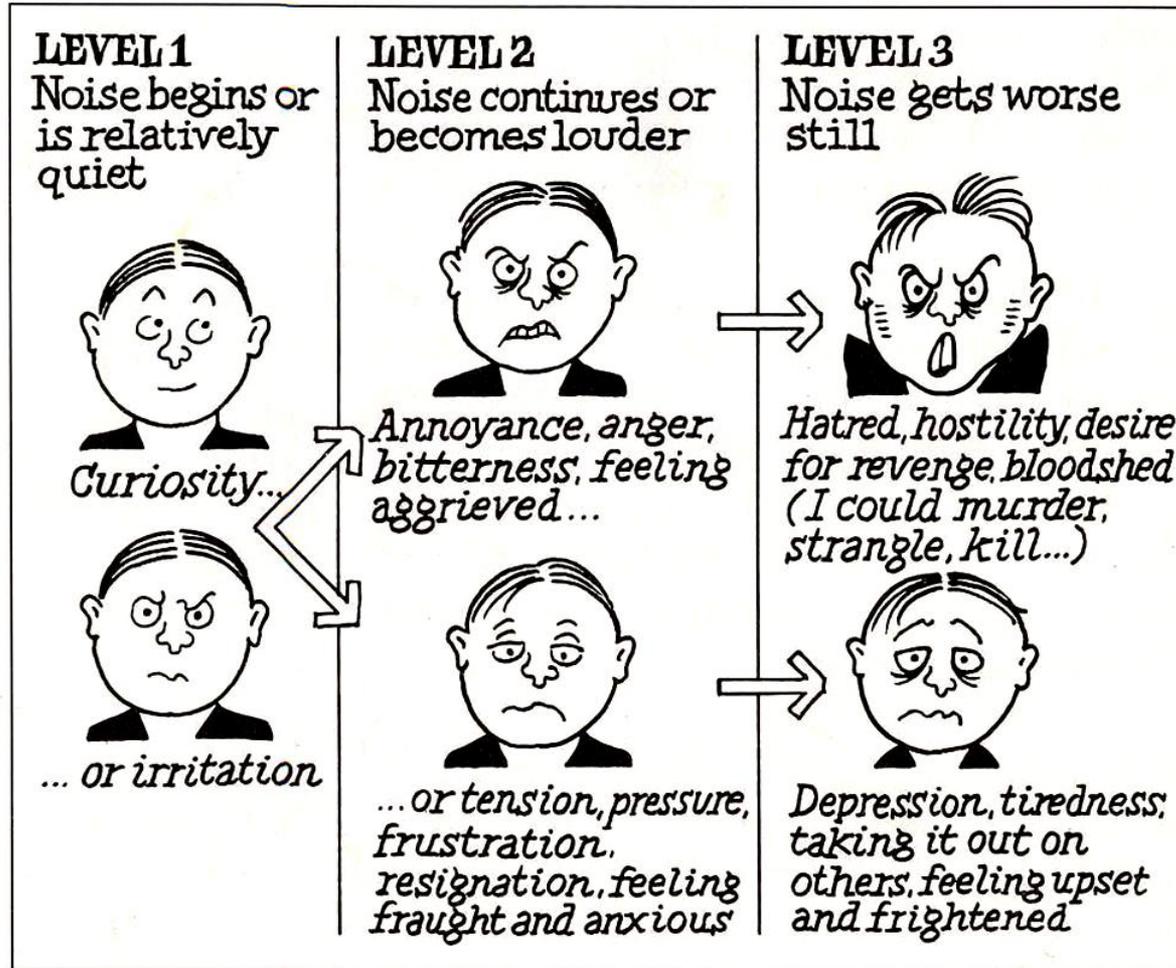
Sound familiar?

“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.

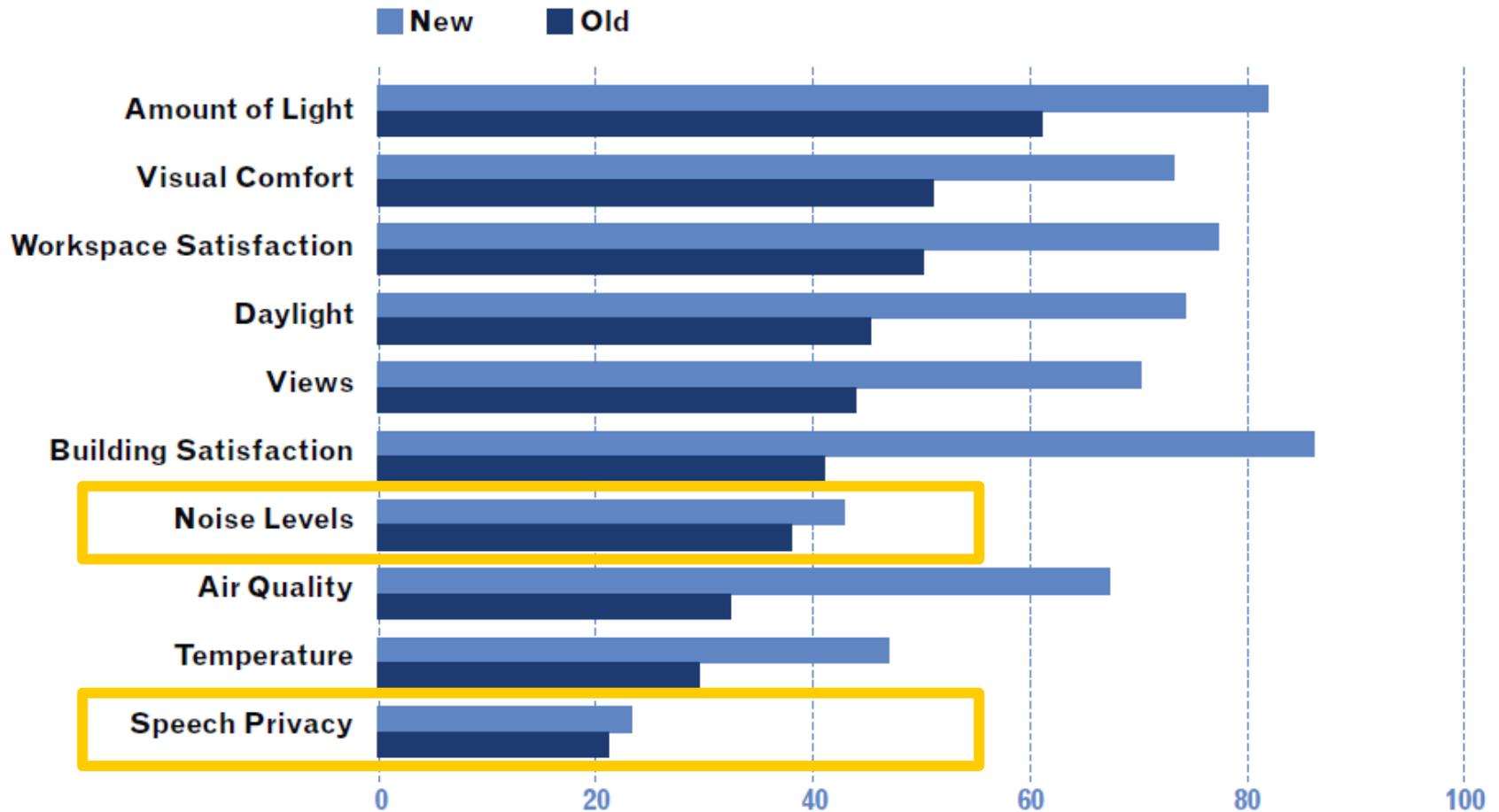
The only cure for **my personal hell** would be a quiet room with a door. Perhaps my employer would then get his money’s worth from my workday...did I mention that I am across from the copier?”

- *internet comment in response to a New York Times workplace article*

Extreme responses to noise



Can be reflected in satisfaction levels



With greater workspace density..



**.. acoustic comfort is no longer a
peripheral issue, it is now a
fundamental workplace concern**

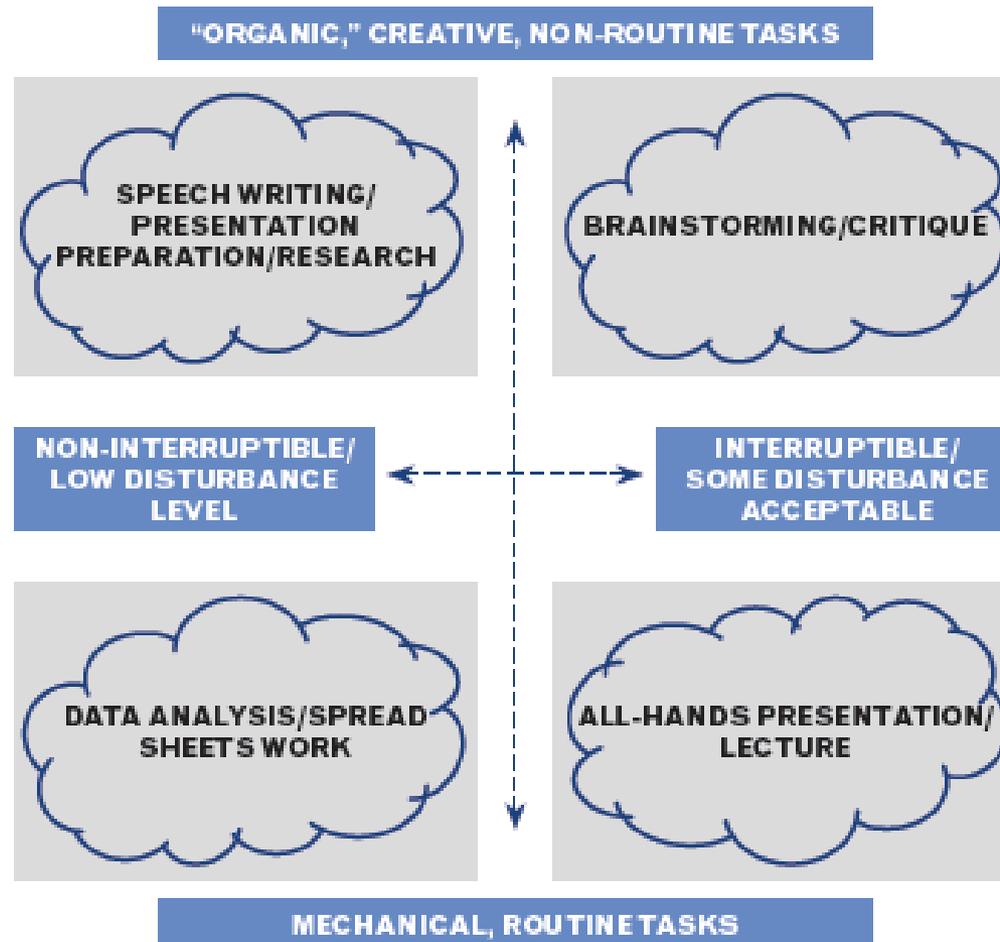
The impact of acoustic dissatisfaction

- 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)

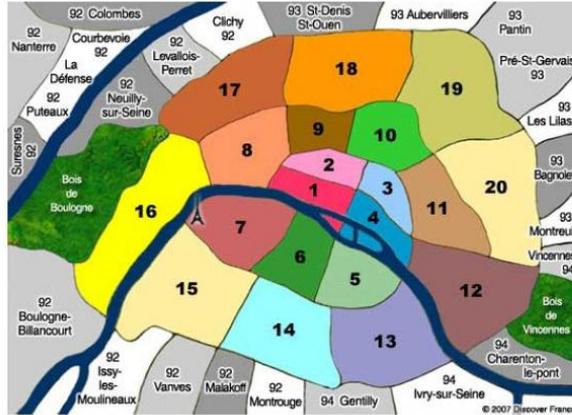
There are warning signs

- 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.

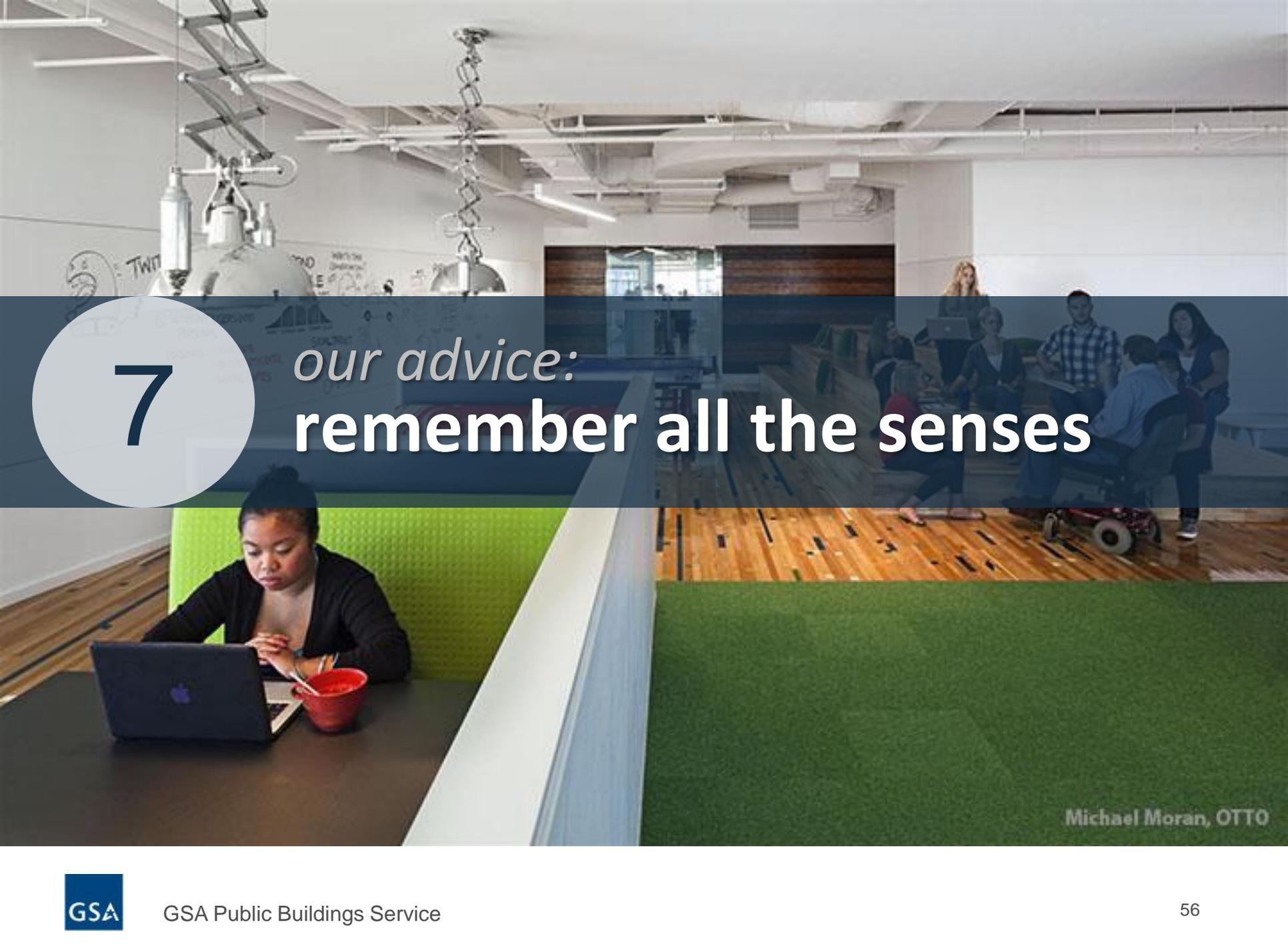


Separate open meeting areas from people who need quiet.

Learn more



available upon request at workplace@gsa.gov



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our advice:
remember all the senses

Michael Moran, OTTO



6

cause:

**assuming equal space =
equitable spaces**

Michael Moran, OTTO

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

	Desk Bound	Internally Mobile	Externally Mobile
Concentrative	 <ul style="list-style-type: none"> • significant time at desk • small amount of time elsewhere in or outside office • mostly works alone while at desk 	 <ul style="list-style-type: none"> • moderate time at desk • moderate time elsewhere in or outside office • mostly works alone while at desk 	 <ul style="list-style-type: none"> • small amount of time at desk • significant time outside office • mostly works alone while at desk
Interactive	 <ul style="list-style-type: none"> • significant time at desk • small amount of time elsewhere in or outside office • mostly interacts with others while at desk 	 <ul style="list-style-type: none"> • moderate time at desk • moderate time elsewhere in or outside office • mostly interacts with others while at desk 	 <ul style="list-style-type: none"> • 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

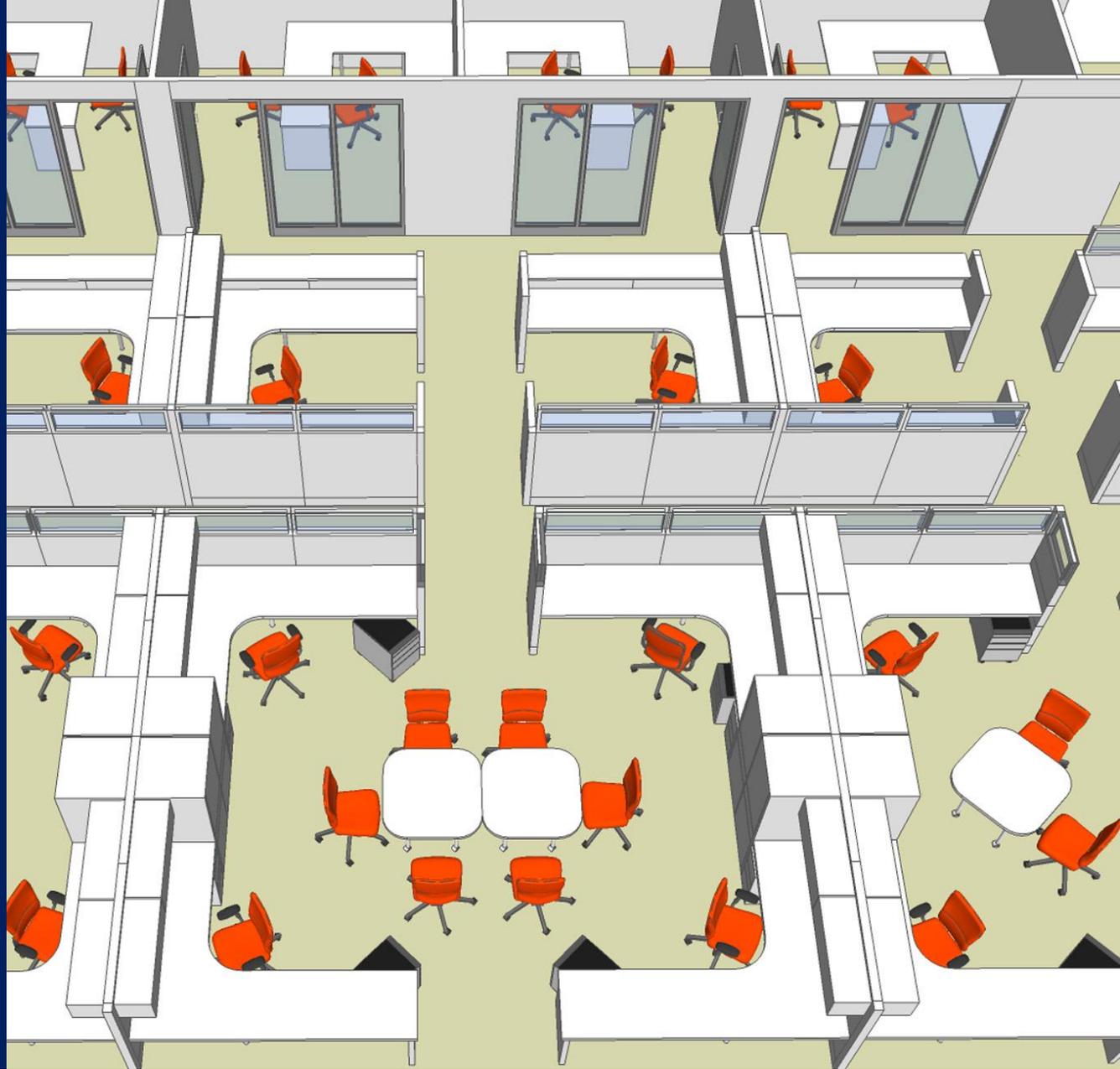


Profile

- >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



EXAMPLE: Internally Mobile / Interactive



Profile

- <75% time at their own desk
- <25% outside the office
- >50% desk time communicating with others

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: Externally Mobile / Concentrative



Profile

>25% outside the office

>50% desk time working
individually

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 / Interactive

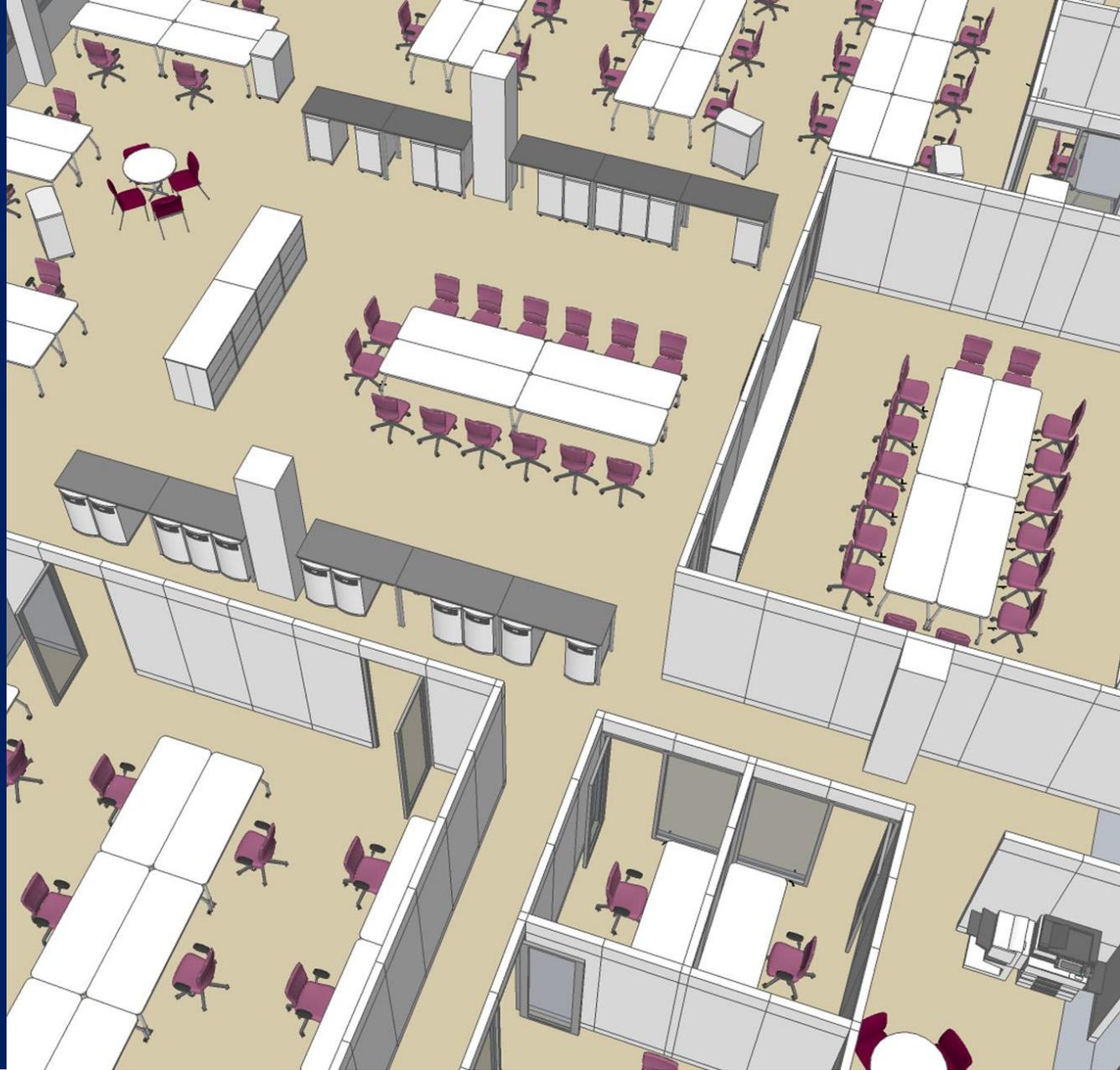


Profile

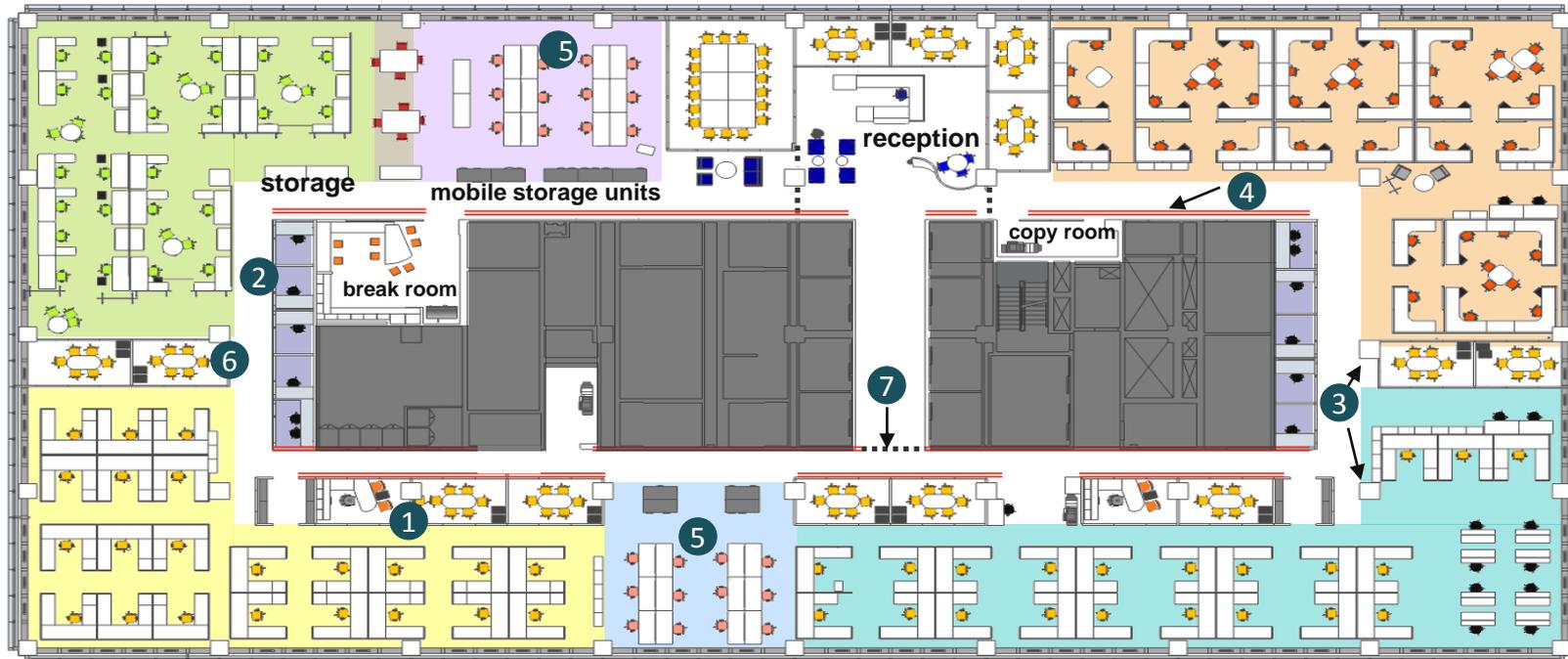
- >25% outside the office
- >50% desk time communicating with others

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.

- Desk-bound Interactive
- Internally-mobile Concentrative
- Externally-mobile Concentrative
- Desk-bound Concentrative
- Internally-mobile Interactive
- Externally-mobile Interactive

Learn more: Workplace Solutions Library

on GSA.GOV @ http://gsa.gov/HTML_WSL/Pages/Introduction_Main.html

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

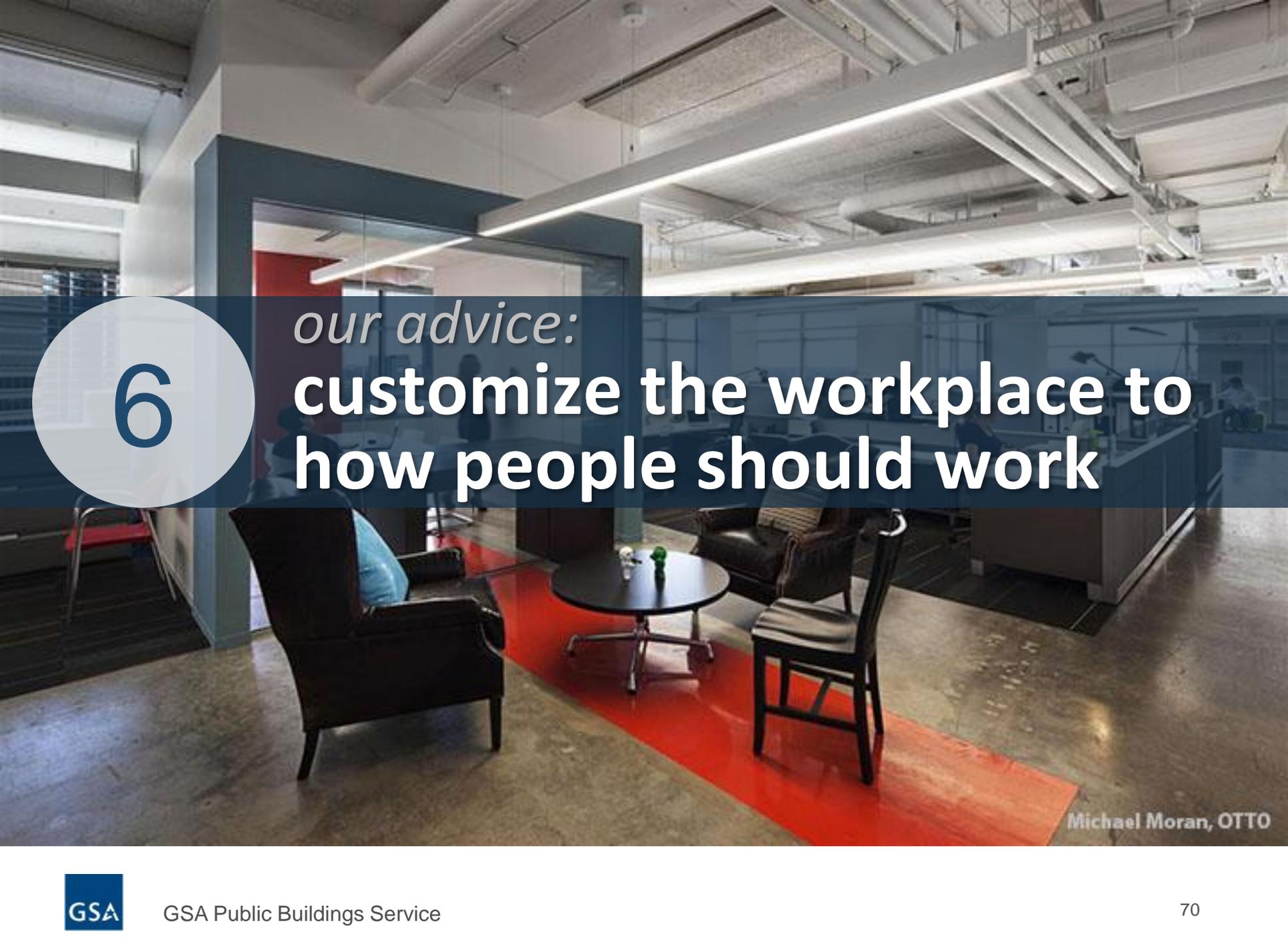
Space configuration

- 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





6

our advice:

**customize the workplace to
how people should work**

Michael Moran, OTTO



5

cause:

**relying on 1 perspective to
determine workplace needs**

Dero Sanford, Gensler/HP

Big impact from different perspectives

Desk Bound

Internally Mobile

Externally Mobile

Concentrative



- significant time at desk
- small amount of time elsewhere in or outside office
- mostly works alone while at desk



actual

employee

leader

Interactive



- 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

How different would the answers be?

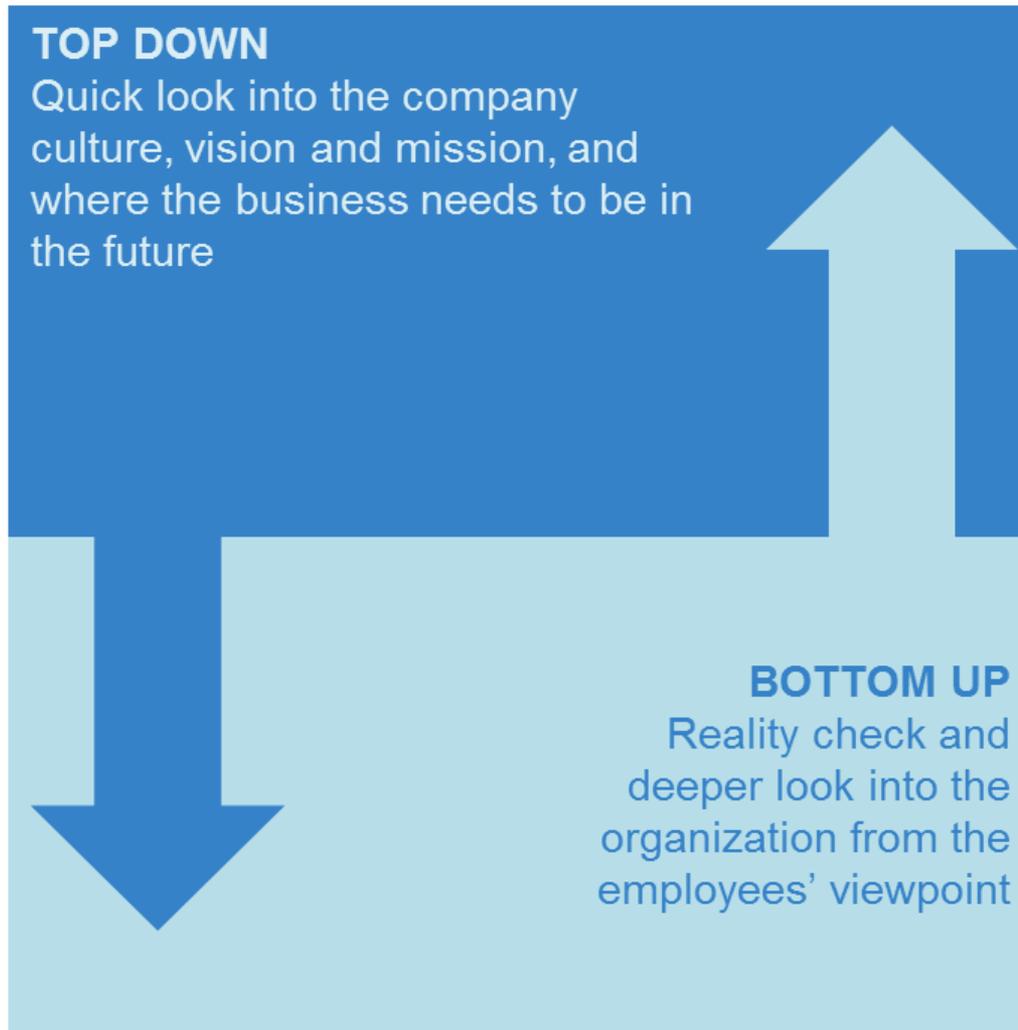
Support Space Questions

	How important is it for your work?					How is it supporting your work?				
	<i>Very Unimportant</i>					<i>Very Important</i>		<i>Very Poorly</i>		<i>Very Well</i>
Space for impromptu or informal meetings (e.g., open meeting tables)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Space for social interaction (e.g., break areas)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Space where you can talk on a speaker phone	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Space for activities that require focused concentration, such as writing reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How different would the answers be?

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

Both perspectives should be considered



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

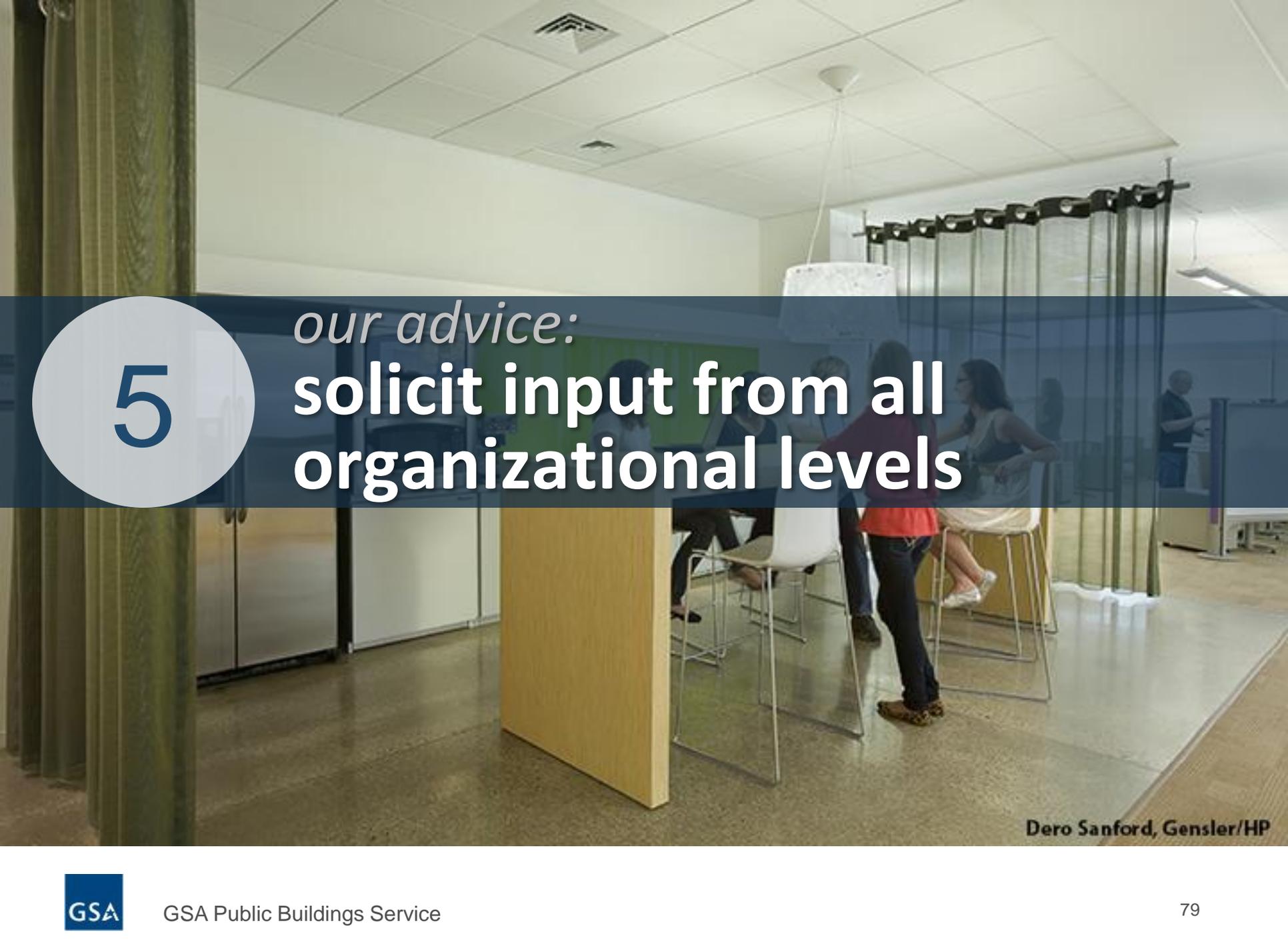
When leaders and employee opinions are similar

- “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 priority any change management efforts



5

our advice:
**solicit input from all
organizational levels**

Dero Sanford, Gensler/HP

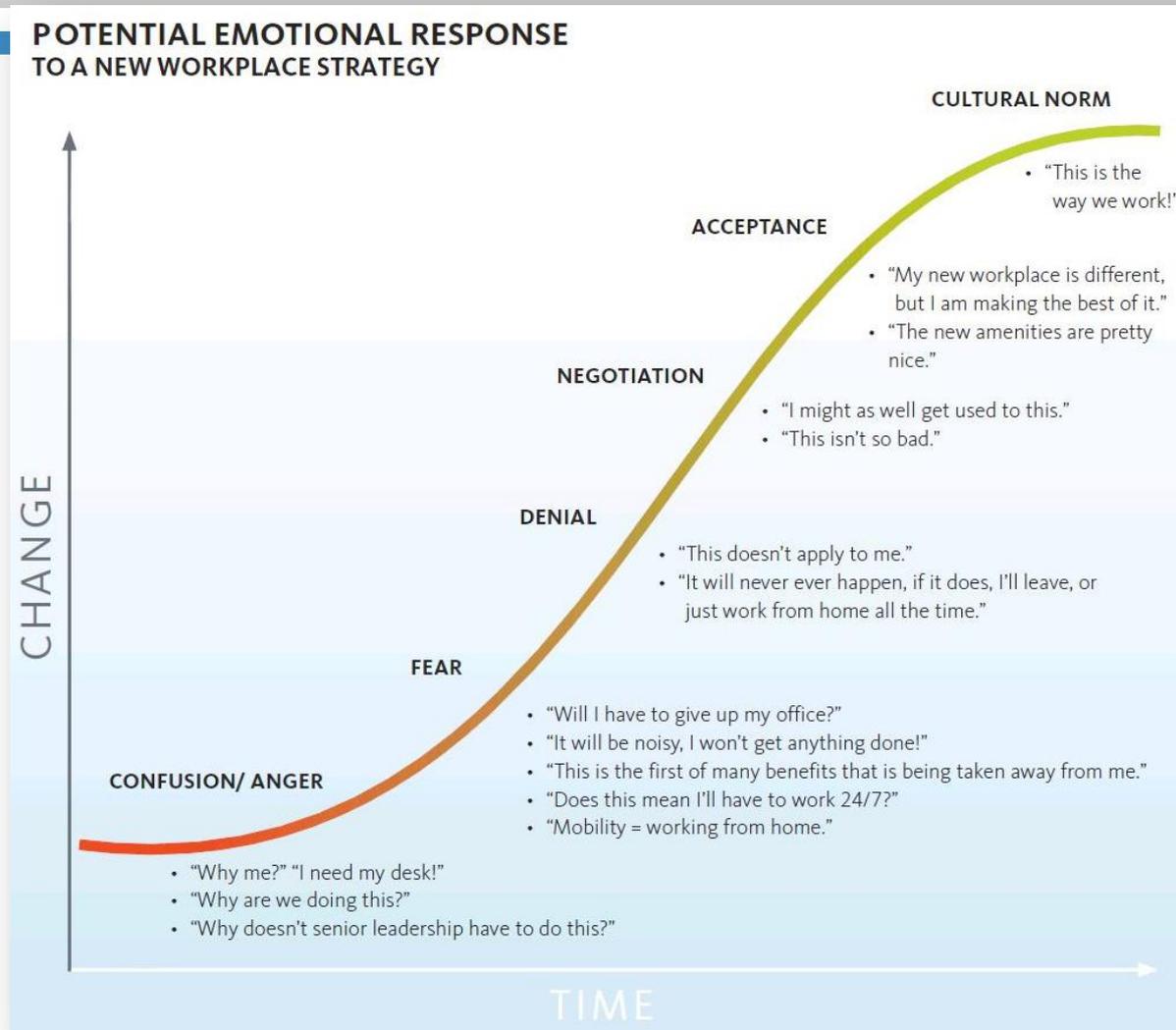
4

cause:

**not preparing for the
upcoming changes**

Nic Lehoux, Gensler

6 stages of workplace grief



Common workplace changes

Workplace change	Employee fears
Going from enclosed offices to open workstations	<ul style="list-style-type: none">• Distractive noise will increase• Lack of visual & acoustic privacy• Lack of personal storage• No places to hold meetings• Indoor air quality will be worse
Reduction in office size	<ul style="list-style-type: none">• Lack of personal storage• No places to hold meetings
Reduction in workstation size	<ul style="list-style-type: none">• Increase in noise (higher-density)• Lack of visual & acoustic privacy• Lack of personal storage
Lowered workstation partition heights	<ul style="list-style-type: none">• Increase in noise• Lack of visual privacy

Common workplace changes

Workplace change	Employee fears
New to telework <i>(still assigned workstation)</i>	<ul style="list-style-type: none">• Supervisor's perceptions• Colleague's perceptions• Technology problems• Isolation / sense of remoteness
New to hoteling <i>(shared, reservable workstation)</i>	<i>Same as telework, plus</i> <ul style="list-style-type: none">• Having clearing off the desk each night• Moving materials to a locker• Not being able to pick their neighbors
New to free-address <i>(shared, unreservable workstation)</i>	<i>Same as hoteling, plus</i> <ul style="list-style-type: none">• Unpredictability of the next desk

Common workplace changes

Workplace change	Employee fears
Centralized file storage	<ul style="list-style-type: none">• Trouble prioritizing files to access• Files will be misplaced
Going paperless; electronic routing	<ul style="list-style-type: none">• Can't access critical documents• Having to print documents to review in print• Technology challenges• New IT security measures

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

COMMUNICATION
required



MAJOR CHANGES

Overhauling

Redirecting

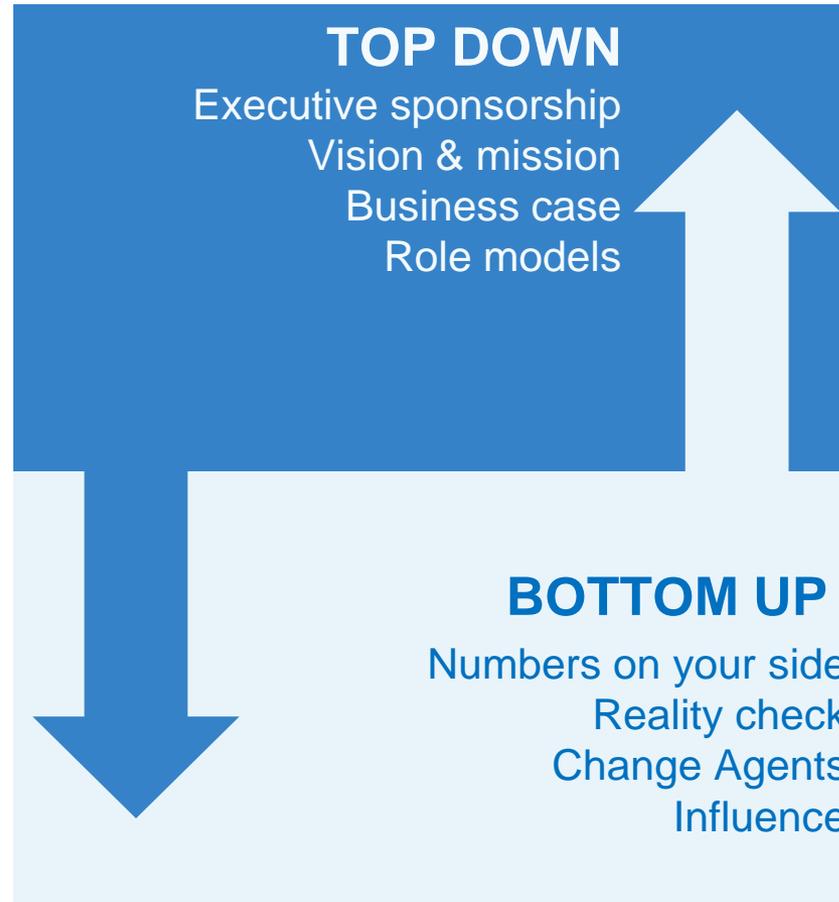
Adapting

Tuning

MINOR CHANGES

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.

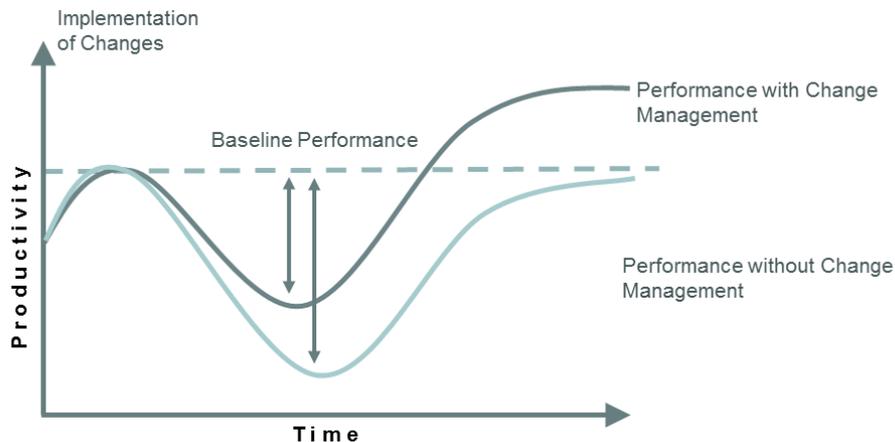


- Increase **awareness** of key strategic objectives through effective **communications**.
- Enable employees to take **ownership** of the project.
- **Educate** and prepare employees to new ways of working.

What a difference CCE makes

Without CCE...

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



Source: adapted from the Virginia Satir Change Model
Satir, Virginia, et. al., *The Satir Model: Family Therapy and Beyond*, ISBN 0831400781, Science and Behavior Books, 1991.

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.

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



4

our advice:
**lead the workforce through
the changes**

Nic Lehoux, Gensler



3

cause:

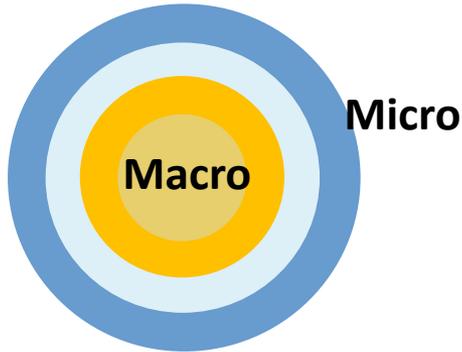
**the workplace is considered
just a cost center**

Sherman Takata, Gensler

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

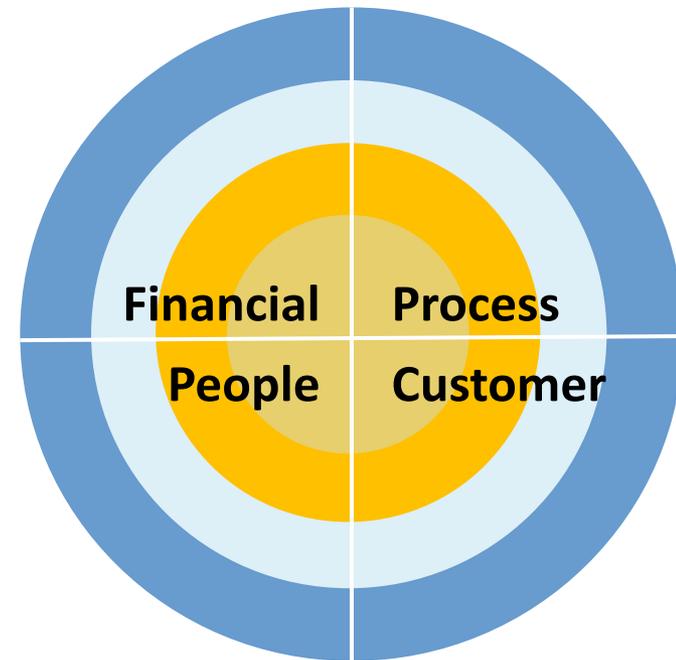
Business goals link to strategy



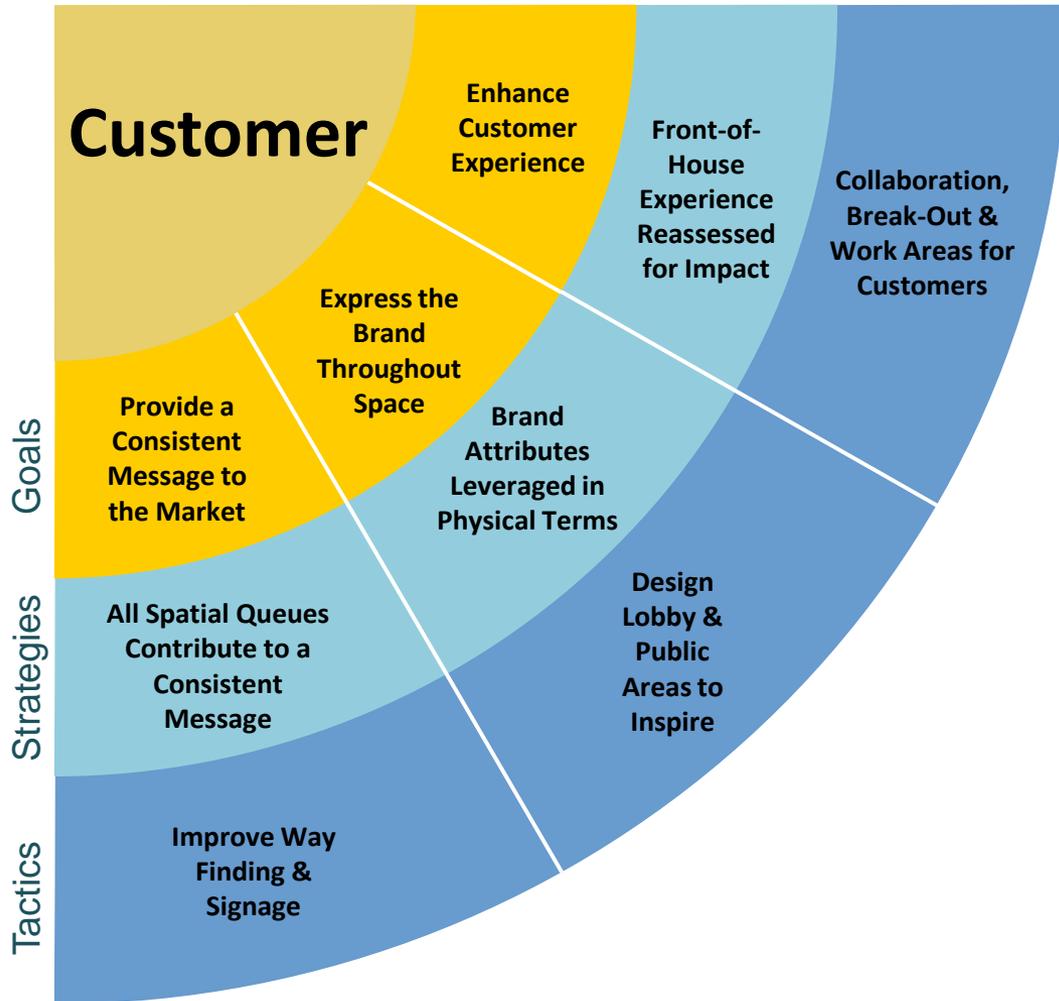
The **BUSINESS SCORECARD** is a framework for linking business decisions to strategies and tactics.

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.

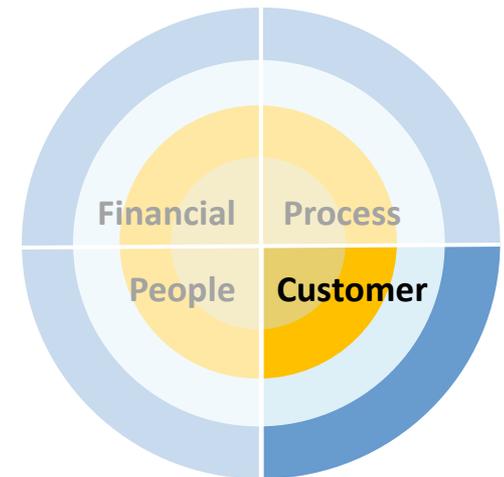


Business goals link to strategy



Common Goals

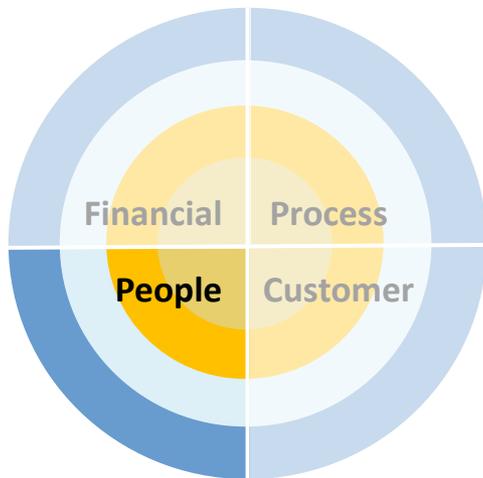
- Brand
- Environmental Consciousness
- Customer Experience
- Public Outreach



Business goals link to strategy

Common Goals

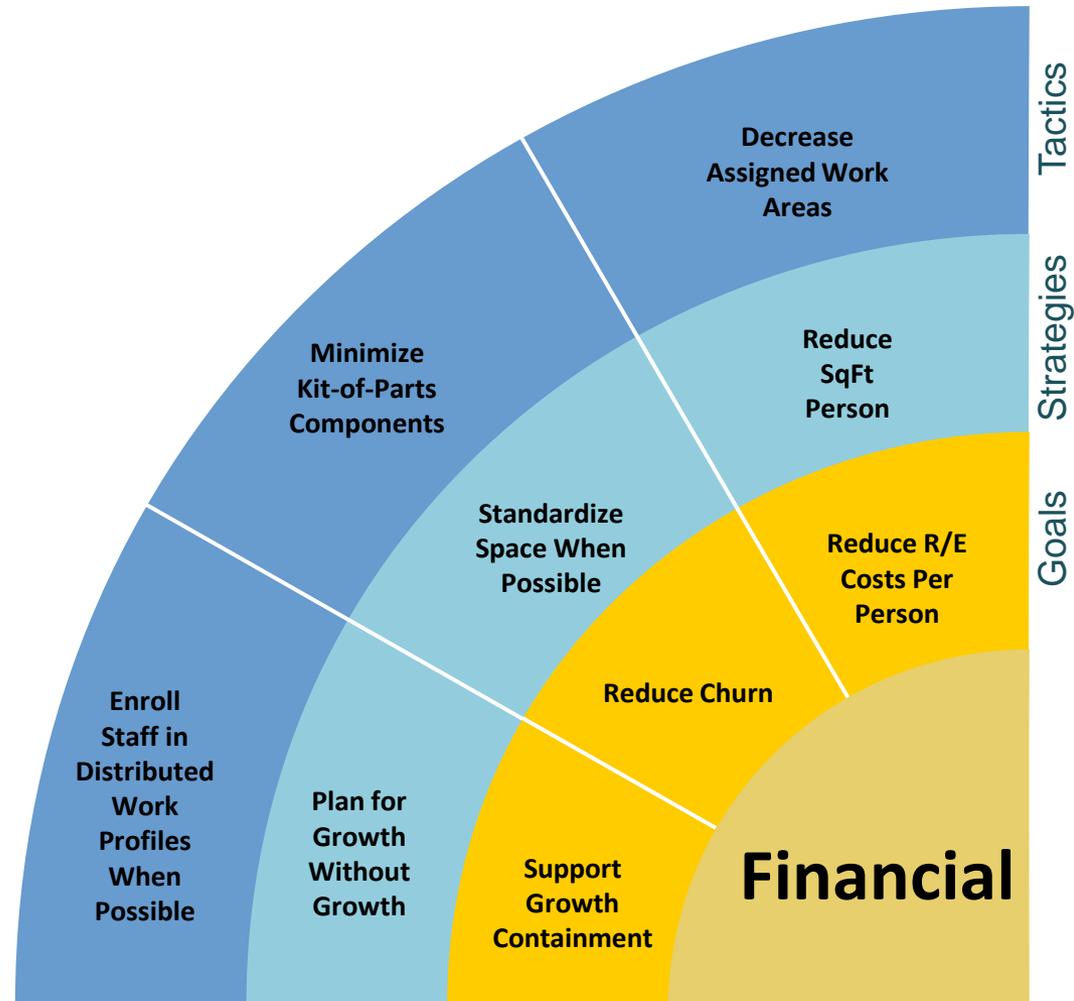
- Health & Wellness
- Attraction & Retention
- Mobile Work
- Culture / Community



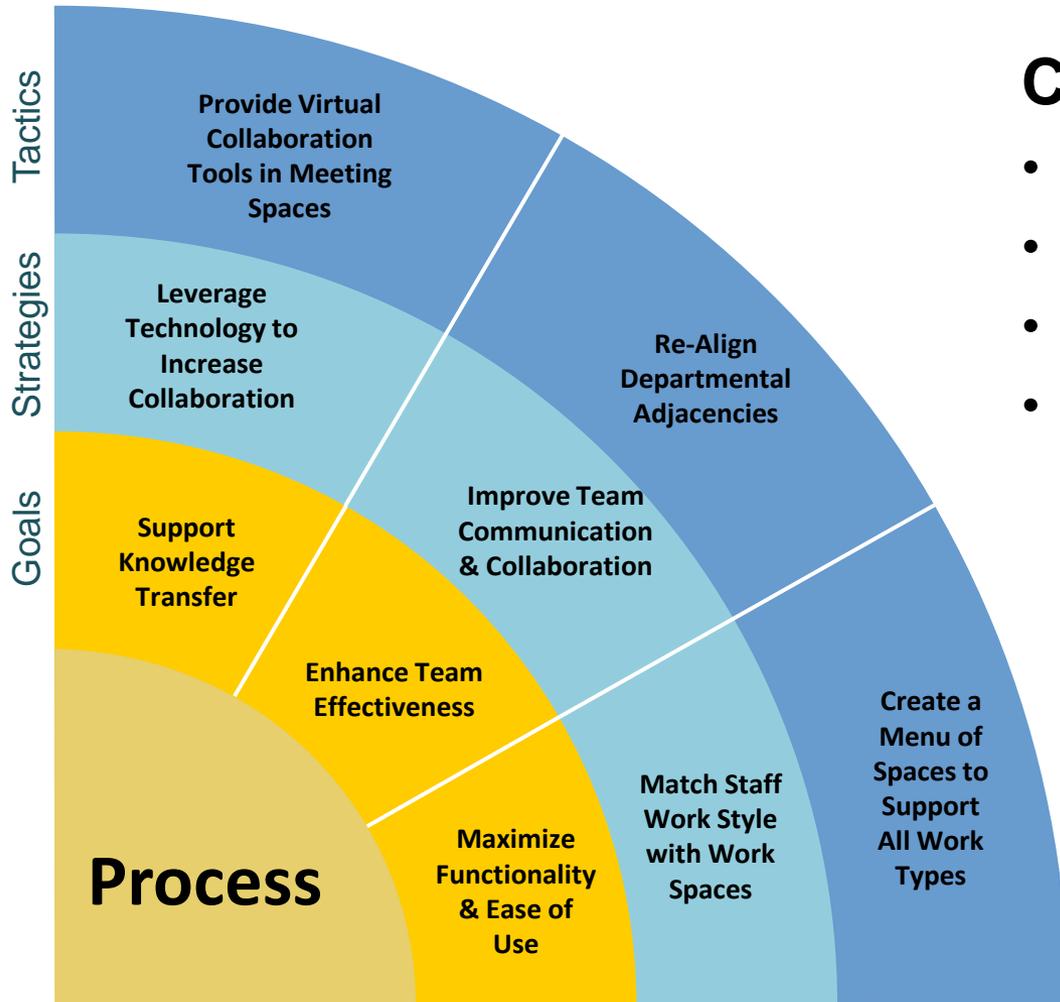
Business goals link to strategy

Common Goals

- Growth
- Churn
- Cost/SqFt per Person
- Operating Expenses

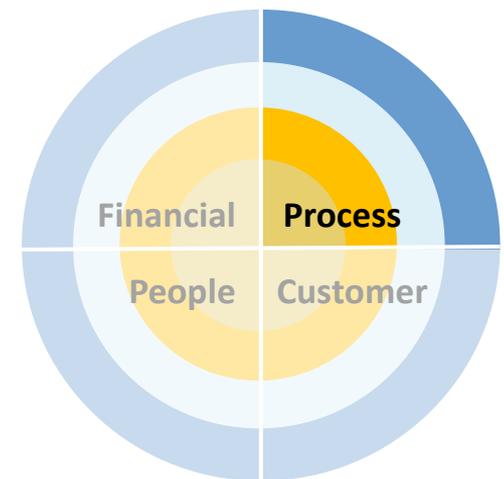


Business goals link to strategy



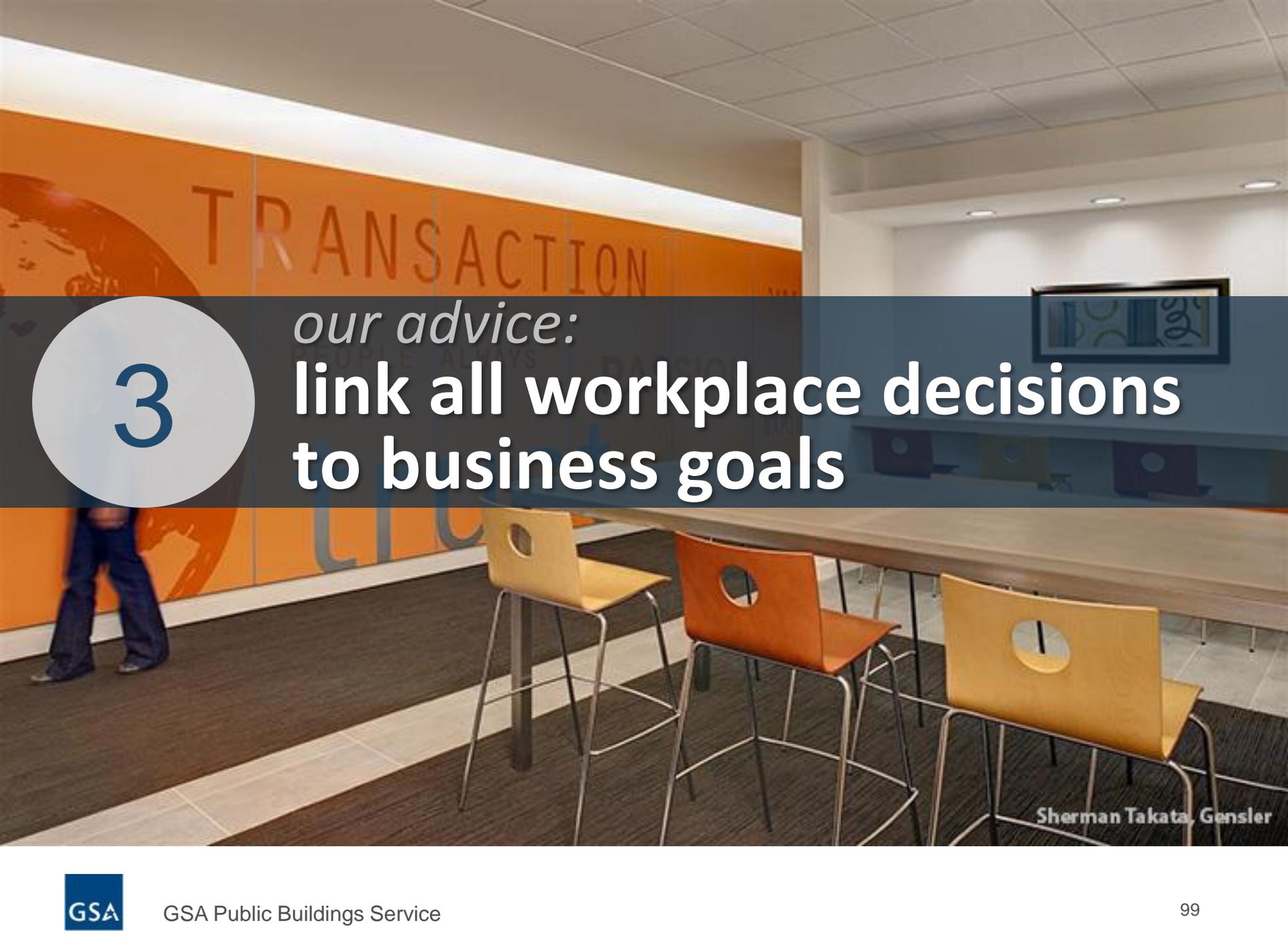
Common Goals

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



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



3

our advice:

**link all workplace decisions
to business goals**

Sherman Takata Gensler

2

cause:

forgetting office protocols

Chris Leonard, Gensler

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



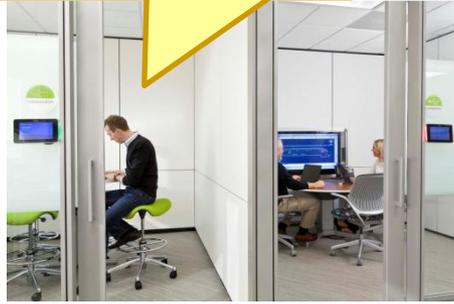
A/V is reprogrammed



Burnt popcorn

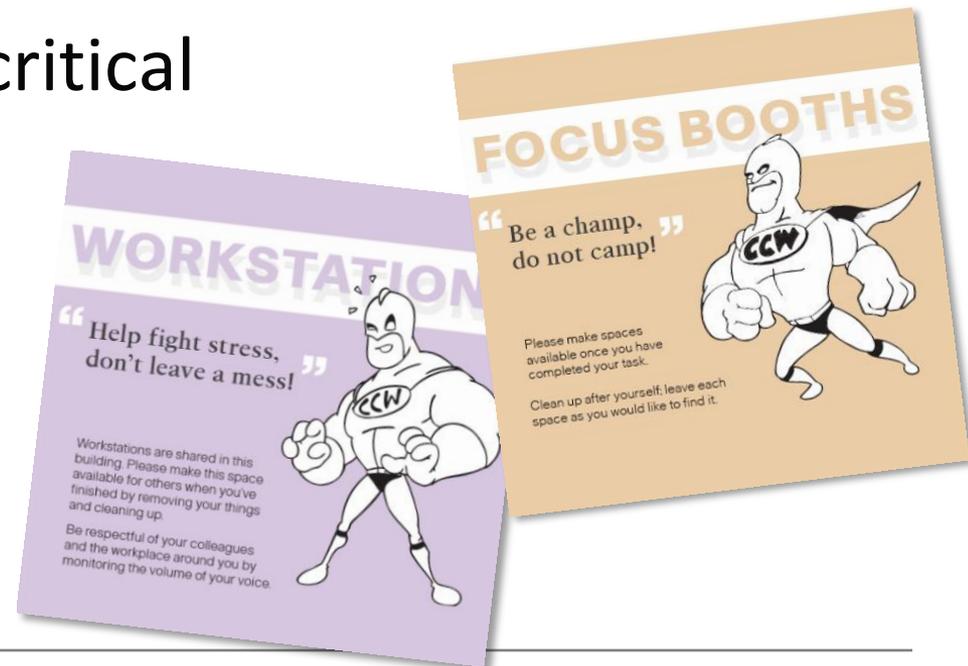
Bumped someone's reservation

**Mobility
Test Bed**
GSA Region 6



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

16D4-H

MOBILITY
WORKSTATION

Chris Leonard, Gensler

1

cause:

**preconcieved 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

Common preconception	Strategies to pursue
Can't upgrade our technology	<ul style="list-style-type: none">• Explore national changes to technology policies• Investigate use of the GSA FIT program to fund technology
Can't get new furniture	<ul style="list-style-type: none">• Focus workplace improvements to non-furniture activities, such as technology and telework• Investigate use of the GSA FIT program to fund furniture
Employees won't like the new workplace	<ul style="list-style-type: none">• Solicit their feedback throughout the requirements development / workplace engagement• Have them shape new office protocols and work processes

Common preconceptions

Common preconception	Ways of addressing it
The union will object to anything different than the established standards	<ul style="list-style-type: none">• Conduct preliminary discussions with them before the engagement starts; identify sources of concern• Allow them to participate in every step, especially employee forums
Can't trust employees to work when away from the office	<ul style="list-style-type: none">• Establish performance measures and policies for telework employees• Investigate methods that other agencies are using• Address deeper organizational and cultural issues

Common preconceptions

Common preconception	Ways of addressing it
Can't concentrate in an open floor plan	<ul style="list-style-type: none">• Visit open floor plan workplaces with similar organizations / industries• Conduct acoustic evaluation of the current workplace; determine true cause for noise problems
This space can't change because its "special"	<ul style="list-style-type: none">• Assess the policies governing the space and determine flexibility in design• Determine actual space usage• Investigate how similar industries are handling the space (e.g., law enforcement agencies)

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

1

our advice:

**be open to the possibility of
new ways of working**



LIPCH/Gensler

Summary

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

Summary

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



Questions?



Thank you for joining us today for a discussion on
Introduction to Requirements Development

- **Future sessions**

April – Introduction to Project Management Practices

<https://gsameeting.adobeconnect.com/project-management-practices/event/registration.html>

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>

www.gsa.gov/ces

ClientEnrichmentSeries@gsa.gov