Welcome to today’s presentation on

**Introduction to Requirements Development**

The presentation will start at **2:00 p.m. Eastern time**

**Note: Please be sure to mute your phones.** You have the ability to send questions to the host and presenters through your questions pane. All questions will be recorded and as many as possible will be answered during the presentation. All questions will be captured, and answers sent to all participants prior to our next presentation.
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
The nature of workplace has changed

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 & Beyond
- Collaborate to innovate
- Mobility/distributed work
- Visibility/transparency
- Sustainability
It’s more than just space planning

Workspaces
- Space Standards
- Features & Performance
- Office Environment

Human Performance
- Internal Communication
- Organizational Growth
- Culture Improvements

Effective Workplace

Business Processes
- Performance Measures
- Staff Work Patterns

Real Estate
- Building Attributes
- Site Attributes
- Location

Technology / Telecom.
- IT Infrastructure
- IT Services
- Telecommunications

Supplies & Equipment
- Furniture
- Fixtures and Equipment
- Support Services
Lots of variables impact how it’s defined

<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 / Union Interest</td>
<td>Furniture Funding</td>
</tr>
<tr>
<td>Project Schedule</td>
<td>HR Policies</td>
<td>IT Funding</td>
</tr>
<tr>
<td></td>
<td>Technology Availability</td>
<td></td>
</tr>
</tbody>
</table>
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
Overly detailed requirements

**Implications**

- Limits workplace options
- 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
- Understand the problem first; then determine a solution
- Consistent project management approaches
- Mobilize in-house & consultant experts
Steps you can also take

• Provide sufficient time to develop the requirements
  – Minimum of 3 months
  – More time for decentralized agencies or additional stakeholders

• Diagnose the workplace before developing the requirements
  – Performance of the current workplace
  – Changes in missions & operations
  – Employee work practices
10

**our advice:**

start the discussions early
cause:

9

using a single circulation factor
Total usable area (ABOA)
Net area

Enclosed Offices

Copier / Storage Rooms

Meeting Rooms

Workstations
Circulation
The calculation

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. **Calculation Process**
   - 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
Example 3: 80% open / 20% enclosed
Example 4: 100% open / 0% enclosed

- **Floor Calculations**
  - Open: 100%
  - Enclosed: 0%
  - Seat Count: 203

- **Circulation Calculations**
  - Multiplier: 1.62
  - Factor: 38%

GSA Public Buildings Service
Consider: open to closed workspaces

100% OPEN

- 1.62 MULTIPLIER
- 38% FACTOR

100% ENCLOSED

- 1.39 MULTIPLIER
- 28% FACTOR
Consider: large enclosed spaces
Consider: floor plate efficiency

VS.
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: a range of multipliers

<table>
<thead>
<tr>
<th>RECOMMENDED RANGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIRCULATION MULTIPLIER (CM)</td>
</tr>
<tr>
<td><strong>1.4 - 1.6</strong></td>
</tr>
<tr>
<td>RANGE</td>
</tr>
<tr>
<td><strong>1.5</strong></td>
</tr>
<tr>
<td>AVERAGE</td>
</tr>
<tr>
<td>CIRCULATION FACTOR (CF)</td>
</tr>
<tr>
<td><strong>28 - 38%</strong></td>
</tr>
<tr>
<td>RANGE</td>
</tr>
<tr>
<td><strong>33%</strong></td>
</tr>
<tr>
<td>AVERAGE</td>
</tr>
</tbody>
</table>
Learn more

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

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
- Ignores other perspectives that may be valuable
- 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 make 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

Industry Sector: Call Center, Technology, Finance, Arch & Engineering, Law Enforcement, Social Services, Biotech & Science, Legal

- Mobility Program
- Private Sector
- Public Sector

Average Range
Distribution of spaces by industry

**Space Allocation Ratio Charts**

<table>
<thead>
<tr>
<th>Industry Sector</th>
<th>Office</th>
<th>Workstation</th>
<th>Collaboration</th>
<th>General Support</th>
<th>Social Support</th>
<th>Mission Specific</th>
</tr>
</thead>
<tbody>
<tr>
<td>Law Enforcement</td>
<td>14%</td>
<td>32%</td>
<td>23%</td>
<td>16%</td>
<td>4%</td>
<td>11%</td>
</tr>
<tr>
<td>Technology</td>
<td>1%</td>
<td>50%</td>
<td>29%</td>
<td>9%</td>
<td>10%</td>
<td>1%</td>
</tr>
<tr>
<td>Biotech &amp; Science</td>
<td>25%</td>
<td>28%</td>
<td>16%</td>
<td>11%</td>
<td>4%</td>
<td>17%</td>
</tr>
<tr>
<td>Legal</td>
<td>43%</td>
<td>10%</td>
<td>19%</td>
<td>16%</td>
<td>4%</td>
<td>7%</td>
</tr>
<tr>
<td>Arch &amp; Engineering</td>
<td>11%</td>
<td>43%</td>
<td>22%</td>
<td>15%</td>
<td>7%</td>
<td>2%</td>
</tr>
<tr>
<td>Call Centers</td>
<td>6%</td>
<td>51%</td>
<td>27%</td>
<td>11%</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td>30%</td>
<td>37%</td>
<td>13%</td>
<td>14%</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>Social Services</td>
<td>41%</td>
<td>38%</td>
<td>8%</td>
<td>11%</td>
<td>3%</td>
<td></td>
</tr>
</tbody>
</table>

Space Allocation Rates:
- Law Enforcement: 390.6
- Technology: 340.0
- Biotech & Science: 219.6
- Legal: 335.0
- Arch & Engineering: 108.4
- Call Centers: 103.2
- Finance: 168.0
- Social Services: 207.3
Distribution of individual workspaces

### 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: 140.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Call Centers</td>
<td>4%</td>
<td>96%</td>
</tr>
<tr>
<td>Space Allocation Rate: 103.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arch &amp; Engineering</td>
<td>8%</td>
<td>92%</td>
</tr>
<tr>
<td>Space Allocation Rate: 168.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Law Enforcement</td>
<td>14%</td>
<td>86%</td>
</tr>
<tr>
<td>Space Allocation Rate: 199.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Biotech &amp; Science</td>
<td>29%</td>
<td>71%</td>
</tr>
<tr>
<td>Space Allocation Rate: 219.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td>29%</td>
<td>71%</td>
</tr>
<tr>
<td>Space Allocation Rate: 168.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social Services</td>
<td>42%</td>
<td>58%</td>
</tr>
<tr>
<td>Space Allocation Rate: 207.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legal</td>
<td>60%</td>
<td>40%</td>
</tr>
<tr>
<td>Space Allocation Rate: 335.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Key Takeaway #1

The ratio of enclosed offices to open workstations is lowest in the Technology, Call Centers, A/E, and Law Enforcement sectors. All four of these industry sectors also have the most amount of area allocated for collaborative spaces (22-29% of their total NSF).

#### Key Takeaway #2

Legal is the only industry sector with a higher proportion of enclosed offices to open workstations. The Legal sector also has the highest average space allocation rate at 335 USF per total personnel.
our advice: take it with a grain of salt
cause: forgetting that sound travels
“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
The impact of acoustic dissatisfaction

- Increased distractions and lower employee productivity
- Employee reluctance to use the new workplace
- Ad-hoc workplace adjustments (walls going up), that could create other problems (air quality, lack of natural light)
There are warning signs

- Moving from an enclosed to an open workplace
- Incompatible work grouping
- Confidential and sensitive work processes
- Prior complaints about noise
The workplace should include variety

- "Organic," creative, non-routine tasks
- Speech writing, presentation preparation/research
- Brainstorming, critique
- Non-interruptible, low disturbance level
- Interruptible, some disturbance acceptable
- Data analysis, spread sheets work
- All-hands presentation, lecture
- Mechanical, routine tasks
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
And proper zoning

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

- more space than actually needed
- workstations may also serve as storage spaces
- support spaces may be sacrificed
- employees may be less productive due to inefficient layouts & excessive noise
Why does it happen?

• 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
Space needs to support how people work

• **Mobility**: time spent at their desk and other locations

• **At-desk activities**: desk time spent interacting with others & the nature of the interaction

• **Nature of the work**: special security provisions; equipment use
At GSA, we look at Work Patterns

<table>
<thead>
<tr>
<th>Interactive at Desk</th>
<th>Desk Bound</th>
<th>Internally Mobile</th>
<th>Externally Mobile</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• time spent at desk: HIGH</td>
<td>• time spent at desk: MODERATE</td>
<td>• time spent at desk: LOW</td>
</tr>
<tr>
<td></td>
<td>• time spent elsewhere: LOW</td>
<td>• time spent elsewhere: MODERATE</td>
<td>• time spent elsewhere: HIGH</td>
</tr>
<tr>
<td></td>
<td>• at desk interaction: MODERATE / HIGH</td>
<td>• at desk interaction: MODERATE / HIGH</td>
<td>• at desk interaction: MODERATE / HIGH</td>
</tr>
</tbody>
</table>

Concentrative at Desk

|                     | • time spent at desk: HIGH | • time spent at desk: MODERATE | • time spent at desk: LOW |
|                     | • time spent elsewhere: LOW | • time spent elsewhere: MODERATE | • time spent elsewhere: HIGH |
|                     | • at desk interaction: LOW | • at desk interaction: LOW | • at desk interaction: LOW |

GSA Public Buildings Service
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
• Gets file from high-density file room
• Personal call in focus booth
• Desk work, spreads out files
Typical Day
- 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: Desk Bound / Interactive

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

GSA Public Buildings Service
Typical Day
• Finds open desk to work for the day
• Attends meeting in conference room
• Picks up folders from shared file area
• Reviews folders in open work table
• Resumes work at desk

EXAMPLE: Internally Mobile / Concentrative
Profile
<75% time at their own desk
<25% outside the office
>50% desk time working individually
Typical Day
- Goes through e-mails at desk
- Staff meeting in large conference room
- Team meeting in small conference room
- Private chat with employee in 2-person focus booth

EXAMPLE:
Internally Mobile / Interactive

Profile
<75% time at their own desk
<25% outside the office
>50% desk time communicating with others
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
• 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
- Return to office
- 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.

GSA Public Buildings Service
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
The risk of relying on one perspective

<table>
<thead>
<tr>
<th>Interactive at Desk</th>
<th>Desk Bound</th>
<th>Internally Mobile</th>
<th>Externally Mobile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concentrative at Desk</td>
<td><strong>3rd party</strong></td>
<td><strong>employee</strong></td>
<td><strong>leader</strong></td>
</tr>
<tr>
<td><em>time spent at desk</em>: HIGH</td>
<td><em>time spent at desk</em>: MODERATE</td>
<td><em>time spent at desk</em>: LOW</td>
<td></td>
</tr>
<tr>
<td><em>time spent elsewhere</em>: LOW</td>
<td><em>time spent elsewhere</em>: MODERATE</td>
<td><em>time spent elsewhere</em>: HIGH</td>
<td></td>
</tr>
<tr>
<td><em>at desk interaction</em>: LOW</td>
<td><em>at desk interaction</em>: MODERATE / HIGH</td>
<td><em>at desk interaction</em>: MODERATE / HIGH</td>
<td></td>
</tr>
</tbody>
</table>

GSA Public Buildings Service
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>
</tr>
<tr>
<td>Space for social interaction (e.g., break areas)</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>Space where you can talk on a speaker phone</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>Space for activities that require focused concentration, such as writing reports</td>
<td>O</td>
<td>O</td>
</tr>
</tbody>
</table>
Consider both perspectives

TOP DOWN
Leader Perspective

BOTTOM UP
Employee Perspective
Leader perspective

- vision and mission
- current view and biases
- critical issues & opportunities
- perceptions of the future
- organizational goals & objectives
- measures of success
- build consensus
Employee perspective

- perceptions of the future
- work practice details and processes
- source of qualitative & quantitative data
- a defensible foundation for workplace strategies

GSA Public Buildings Service
GSA’s data collection methods

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 leader and employee opinions are similar

- create “quick-win” workplace priorities
- employees will participate more
- validates organizational and cultural understandings
- supports use of 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
our advice: solicit input from all organizational levels
cause: not preparing for the upcoming changes
6 stages of workplace grief

- **CONFUSION/ANGER**
  - “Why me?” “I need my desk!”
  - “Why are we doing this?”
  - “Why doesn’t senior leadership have to do this?”

- **FEAR**
  - “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.”

- **DENIAL**
  - “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.”

- **NEGOTIATION**
  - “I might as well get used to this.”
  - “This isn’t so bad.”

- **ACCEPTANCE**
  - “My new workplace is different, but I am making the best of it.”
  - “The new amenities are pretty nice.”

- **CULTURAL NORM**
  - “This is the way we work!”

GSA Public Buildings Service
## Common fears to workplace change

<table>
<thead>
<tr>
<th>Workplace change</th>
<th>Employee fears</th>
</tr>
</thead>
</table>
| Going from enclosed offices to open workstations | • 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                  | • Lack of personal storage  
• No places to hold meetings             |
| Reduction in workstation size            | • Increase in noise (higher-density)  
• Lack of visual & acoustic privacy  
• Lack of personal storage              |
| Lowered workstation partition heights    | • Increase in noise  
• Lack of visual privacy                 |
## Common fears to workplace change

<table>
<thead>
<tr>
<th>Workplace change</th>
<th>Employee fears</th>
</tr>
</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 fears to workplace change

<table>
<thead>
<tr>
<th>Workplace change</th>
<th>Employee fears</th>
</tr>
</thead>
<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 fears aren’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
- decreased employee satisfaction & productivity
Addressing degrees of change

• what is the nature of the change?
• how big does the participants perceive the change?
• how quickly will it occur?
• what might happen if the change doesn’t happen?
Facilitating workplace adoption

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

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

- **Align** workplace with business priorities
- **Build** a strong business case
- **Establish** visible sponsorship
- **Facilitate** a 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.
## Change management approaches

<table>
<thead>
<tr>
<th>Approach</th>
<th>Workplace</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Peers Embracing the Change First</strong></td>
<td>• pilot projects occupied by peers</td>
</tr>
<tr>
<td></td>
<td>• change agents demonstrating workplace protocols</td>
</tr>
<tr>
<td><strong>Leaders Embracing the Change First</strong></td>
<td>• executive sponsorship</td>
</tr>
<tr>
<td></td>
<td>• executives adopting the new strategies first</td>
</tr>
<tr>
<td><strong>Trying Out the Change Before Implementation</strong></td>
<td>• pilot projects that allow employees to test spaces &amp; furniture</td>
</tr>
<tr>
<td></td>
<td>• surveys &amp; focus groups that solicit employee input on the new workplace</td>
</tr>
</tbody>
</table>
## Change management approaches

<table>
<thead>
<tr>
<th>Approach</th>
<th>Workplace</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Real-Time Feedback</strong></td>
<td>• frequently asked questions to submitted questions</td>
</tr>
<tr>
<td></td>
<td>• web sites and recurring communications</td>
</tr>
<tr>
<td></td>
<td>• active displays of data (e.g., energy savings)</td>
</tr>
</tbody>
</table>

| Incentives & Disincentives      | • latest mobile technology or tools                                      |
|                                 | • flexible work hours                                                     |
|                                 | • access to windows / natural light                                       |

| Education                       | • tours of other workplaces                                              |
|                                 | • mock-ups / displays of the new workplace                              |
|                                 | • training on technology, space usage                                    |
Steps to take before, during and after

- Accept that the workplace change is happening
- **Once the changes are identified**, consult with an expert to determine what’s needed
- Build the internal case of change
- Involve senior executives, middle managers, and employees in the effort
- 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 not always based on increasing efficiency

• Workplace changes are harder to implement

• More difficult when real estate budgets are in the same fund as program budgets
Business Process Oriented Goals

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

Tactics
- Provide Virtual Collaboration Tools in Meeting Spaces
- Leverage Technology to Increase Collaboration
- Support Knowledge Transfer
- Maximize Functionality & Ease of Use
- Enhance Team Effectiveness

Strategies
- Create a Menu of Spaces to Support All Work Styles
- Match Staff Work Style with WorkSpaces
- Improve Team Communication & Collaboration

Goals
- Business Process

GSA Public Buildings Service
Customer Oriented Goals

Common Goals

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

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

- Growth
- Churn
- Cost / SF per Person
- Operating Expenses
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
cause: no workplace protocols
Let’s say you’re in your new workplace
What’s to stop this from happening?

On a speaker phone

A/V is reprogrammed

Bumped someone’s reservation

Burnt popcorn

GSA Public Buildings Service
Protocols maintain the workplace vision

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

• Develop them at the same time as the workplace 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
Implementing the protocols

- Have a champion within the office to 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
our advice: create 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 has always been 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 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 engagement</td>
</tr>
<tr>
<td></td>
<td>• Have them shape new office protocols and work processes</td>
</tr>
</tbody>
</table>
Most preconceptions can be addressed

<table>
<thead>
<tr>
<th>Common preconception</th>
<th>Strategies to pursue</th>
</tr>
</thead>
</table>
| The union will object to anything different than the established standards         | • 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                             | • Establish performance measures and policies for telework employees                 |
|                                                                                     | • Investigate methods that other agencies are using                                  |
|                                                                                     | • Address deeper organizational and cultural issues                                  |
Most preconceptions can be addressed

<table>
<thead>
<tr>
<th>Common preconception</th>
<th>Strategies to pursue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Can’t concentrate in an open floor plan</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 of noise problems</td>
</tr>
<tr>
<td>This space can’t change because its “special”</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 preconceptions early
  - solicit from leaders and employees
  - utilize a variety of research methods (e.g., employee survey)

- Address each preconception in the workplace requirements and the project management plan
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><strong>1. Preconceived ideas on what’s possible</strong></td>
<td>Be open to the possibility of new ways of working</td>
</tr>
<tr>
<td><strong>2. No workplace protocols</strong></td>
<td>Create the instructions</td>
</tr>
<tr>
<td><strong>3. The workplace is considered just a cost center</strong></td>
<td>Link all workplace decisions to business goals</td>
</tr>
<tr>
<td><strong>4. Not preparing for the upcoming changes</strong></td>
<td>Lead the workforce through the changes</td>
</tr>
<tr>
<td><strong>5. Relying on 1 perspective to determine workplace needs</strong></td>
<td>Solicit input from all organization levels</td>
</tr>
</tbody>
</table>
## Summary

<table>
<thead>
<tr>
<th>Causes</th>
<th>GSA’s Advice</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?
# Regional points of contact for Requirements Development

<table>
<thead>
<tr>
<th>Region</th>
<th>Name</th>
<th>Phone number</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Karen J. Flanders</td>
<td>617-565-7796</td>
</tr>
<tr>
<td>2</td>
<td>Jean Keane</td>
<td>631-715-5501</td>
</tr>
<tr>
<td></td>
<td>Carol McNamara</td>
<td>212-264-2700</td>
</tr>
<tr>
<td>3</td>
<td>Nancy Wolosyzn</td>
<td>215-446-4521</td>
</tr>
<tr>
<td>4</td>
<td>Heather Driscell</td>
<td>404-562-0127</td>
</tr>
<tr>
<td>5</td>
<td>Ronnie Bent</td>
<td>312-886-5563</td>
</tr>
<tr>
<td>6</td>
<td>Jane Schuster</td>
<td>816-926-8395</td>
</tr>
<tr>
<td>7</td>
<td>Tommy Robbins</td>
<td>817-850-5585</td>
</tr>
<tr>
<td>8</td>
<td>Jonna Larson</td>
<td>303-941-2303</td>
</tr>
<tr>
<td>9</td>
<td>Marcus Richardson</td>
<td>415-522-3223</td>
</tr>
<tr>
<td>10</td>
<td>James Truhan</td>
<td>253-736-3551</td>
</tr>
<tr>
<td>NCR</td>
<td>Chris Fraccaro</td>
<td>202-205-3532</td>
</tr>
</tbody>
</table>
Thank you for joining us today for a discussion on Introduction to Requirements Development

Future sessions

• April – Introduction to RWAs and eRETA
• May – Introduction to Project Management

www.gsa.gov/ces
ClientEnrichmentSeries@gsa.gov
• June – Introduction to Leasing
• July – Advanced Topics in Leasing
• August – Introduction to Occupancy Agreements

www.gsa.gov/ces
ClientEnrichmentSeries@gsa.gov