PBS Workplace Resources
Custom and Emerging Services and Solutions

Wednesday, June 15th, 2022
Our Presenters

Host

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National Program Manager
Communication and Outreach
Office of Portfolio Management and
Customer Engagement
GSA-Public Buildings Service

Speaker

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National Workplace Strategist
Center for Workplace Strategy |
Office of Design and Construction
GSA-Public Buildings Service
Custom Workplace Strategy Services
Evolution of the Workplace

**Industrial: Taylorism**
Office viewed as a machine. Emphasis on efficiency and a regimented layout.

**1960: Action Office**
Increased emphasis on larger, more adaptable space for individuals and greater privacy.

**2003: Coworking**
Coworking and ‘third places’ become more viable places to work. Shift to more open workspaces.

**2015: Agile Working**
Technology untethered workers from desks. Mobility, flexibility, and wellbeing rose to prominence.

**1950: Office Landscape**
Emerging focus on lighting, acoustics, air circulation, collaboration and flexibility.

**1980: The Cubicle**
The rise of the desktop computer and cheap modular walls, led to an explosion of cubicle farms.

**2008: Reductionism**
Focus on the bottom line led to blunt reductions in real estate footprint and over-densification.

**2008: Work from Home**
All the time

**2008: Office All Day**
Office only on Tuesdays

**2008: Coworking Space w/ Team**
Coworking space with a team

**2015: Work from Home All the Time**
Coworking space in the mornings

Work had to be conducted at an assigned location.

Work could occur elsewhere, just with a lesser experience.
The Six Elements of an Effective Workplace

**Workspace**
- Space Standards
- Features & Performance
- Indoor Office Environment

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

**Real Estate**
- Building Attributes
- Site Attributes
- Location

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

**Business Processes**
- Staff Work Patterns
- Distributed Organizations
- Hybrid Collaboration

**Technology**
- IT Infrastructure
- IT Services
- Telecommunications

**Workspace**

**An Effective Workplace**

**Human Performance**

**Business Processes**

**Supplies & Equipment**

**Technology**

**Real Estate**
The Hybrid Continuum

Transformation across work, worker, workplace = people, place, and technology solutions

- **Office-Based**
  (Considered full time on-site. Less than 1 day a week teleworking)

- **Periodic Telework**
  (Employees primarily work from the office. On average 1 - 2 days a week teleworking.)

- **Frequent Telework**
  (Employees work between offsite and office. On average 3 - 4 days a week teleworking)

- **Remote Work**
  (Extensive virtual work adoption. On average 5 days a week teleworking)
Vision for Federal Workplaces of the Future – Floor Configurations

**TYPICAL OFFICE FLOOR CONFIGURATION**

**HYBRID OFFICE FLOOR CONFIGURATION**

Traditional work settings: 1:1

Shared work settings

GSA
### Vision for Federal Workplaces of the Future – Modernized and Optimized

#### Modernized

*Workplaces that enable effective mission achievement and quality employee experience.*

<table>
<thead>
<tr>
<th>Feature</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Flexible</strong></td>
<td>Seamless on-site to off-site experience, tech-enabled, universal</td>
</tr>
<tr>
<td><strong>Healthy</strong></td>
<td>Air quality, temperature, natural light, socially connected, ergonomic</td>
</tr>
<tr>
<td><strong>Sustainable</strong></td>
<td>Energy and water efficient, net zero operations, climate resilient</td>
</tr>
<tr>
<td><strong>Safe</strong></td>
<td>Physical security, secure access, cybersecure, redundant operations</td>
</tr>
</tbody>
</table>

#### Optimized

*A Federal real estate portfolio that ensures value for the American taxpayer.*

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<td><strong>Mission Delivery</strong></td>
<td>Results-driven, productive, customer centered, technology enabled</td>
</tr>
<tr>
<td><strong>Asset Utilization</strong></td>
<td>Occupancy-based, dynamic, shared, multi-function, multi-tenant</td>
</tr>
<tr>
<td><strong>Workplace Ecosystem</strong></td>
<td>Balance between HQ and regional presence, distributed work</td>
</tr>
<tr>
<td><strong>Cost Efficient</strong></td>
<td>Life-cycle based return on investment, saves money</td>
</tr>
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</table>
Activity Based Planning
A Workplace Matters Series publication
September 2020

download this PDF publication at GSA.GOV (direct download link)
The foundation of GSA’s Workplace Strategy services

Connect to
BUSINESS GOALS

Connect to
WORK PATTERNS

Connect to
MULTIPLE PERSPECTIVES

Connect to
MULTIPLE STRATEGIES
Workplace Strategy – Connect to Business Goals

Connect to BUSINESS GOALS

Connect to WORK PATTERNS

Connect to MULTIPLE PERSPECTIVES

Connect to MULTIPLE STRATEGIES
Workplace Strategies based on business goals

**Financial**
The organization’s immediate and long-term financial performance goals. Common goals include financial growth and stability, churn, operating expenses, and costs per square foot.

**People**
Aspects of human performance that can affect organizational performance. This can include employee satisfaction, health and wellness, community and culture, and attraction and retention.

**Business Process**
Typically addresses under-performing business processes or significantly impacted organizational performance. Potential goals may include improving knowledge transfer, team functionality, collaboration, or leveraging technology.

**Customer**
Methods the organization uses to gauge their impact on the customer. Improved customer experience or satisfaction, enhanced brand equity, and quality of public outreach are all potential goals in this area.
### Financial Goals

The organization’s immediate and long-term financial performance goals. Common goals include financial growth and stability, churn, operating expenses, and costs per square foot.

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<tr>
<th>EXAMPLE BUSINESS GOALS</th>
<th>Contain Growth</th>
<th>Reduce Real Estate Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXAMPLE WORKPLACE STRATEGIES</td>
<td>Plan for growth without real estate growth</td>
<td>Reduce utilization rate (SF/Person)</td>
</tr>
<tr>
<td>EXAMPLE WORKPLACE TACTICS</td>
<td>Enroll staff in telework and distributed work programs</td>
<td>Decrease assigned individual workspaces and improve off-site options</td>
</tr>
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### Business Process Goals

Typically addresses under-performing business processes or significantly impacted organizational performance. Potential goals may include improving knowledge transfer, team functionality, collaboration, or leveraging technology.

<table>
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<th>EXAMPLE BUSINESS GOALS</th>
<th>Support Knowledge Transfer</th>
<th>Enhance Team Collaboration</th>
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<tbody>
<tr>
<td><strong>Leverage technology to increase collaboration</strong></td>
<td><strong>Improve team collaboration</strong></td>
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**Example Workplace Strategies**

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<tbody>
<tr>
<td><strong>Provide virtual collaboration tools in meeting spaces</strong></td>
<td><strong>Create a menu of spaces to support all work styles</strong></td>
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### People Goals
Aspects of human performance that can affect organizational performance. This can include employee satisfaction, health and wellness, community and culture, and attraction and retention.

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<th>Support Flexible Working</th>
<th>Increase Attraction &amp; Retention</th>
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<td>EXAMPLE WORKPLACE STRATEGIES</td>
<td>Provide a variety of collaboration and personal workspaces</td>
<td>Maximize staff health &amp; wellness</td>
</tr>
<tr>
<td>EXAMPLE WORKPLACE TACTICS</td>
<td>Increase casual collaboration spaces &amp; plan hoteling workspaces</td>
<td>Increase amenities &amp; environmental controls, and provide scheduling flexibility</td>
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Customer Goals
Methods the organization uses to gauge their impact on the customer. Improved customer experience or satisfaction, enhanced brand equity, and quality of public outreach are all potential goals in this area.

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<th>Enhance Customer Experience</th>
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<td>EXAMPLE WORKPLACE STRATEGIES</td>
<td>Consistent messages from social queues</td>
<td>Front-of-house experience reassessed for impact</td>
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<tr>
<td>EXAMPLE WORKPLACE TACTICS</td>
<td>Improve way finding &amp; signage</td>
<td>Collaboration, break areas, and work areas for customers</td>
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The foundation of GSA’s Workplace Strategy services

Connect to BUSINESS GOALS

Connect to WORK PATTERNS

Connect to MULTIPLE PERSPECTIVES

Connect to MULTIPLE STRATEGIES
Lots to choose from

**In Neighborhood**
- Non-Dedicated Desk
- Team Rooms
- Lockers
- Huddle Rooms
- Breakout Space
- Focus Rooms
- Tech-Enhanced Conf. Rooms
- Wellness/Mother’s Room
- Pantry
- Quiet Room

**On Floor**
- Client Facing Conf. Rooms
- Innovation Hub
- Café
- Large Meeting Spaces

**In the Building**
- Work From Home
- Coworking

**Outside the Building**
GSA’s Work Pattern Methodology asks 2 questions...

On a typical week, how often do you spend your time:

• at your desk, in the office
• away from the desk, but still in the office
• working at home
• at other locations away from the office and home

When at your office desk, how much time did you spend:

• in face-to-face interactions
• on the phone or on video
• focused work (long concentration)
• processing information (short concentration)
<table>
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<th>Mobility &amp; At Desk Activities</th>
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<td><strong>Desk-Bound</strong></td>
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<td>- time at desk: HIGH</td>
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| **Concentrative at Desk**     |
| **Desk-Bound**                |
| - time at desk: HIGH          |
| - time elsewhere: LOW         |
| - at desk interaction: LOW - MODERATE |
| **Internally-Mobile**         |
| - time at desk: MODERATE      |
| - time elsewhere: MODERATE    |
| - at desk interaction: LOW - MODERATE |
| **Externally-Mobile**         |
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Hybrid Continuum Revisited

Transformation across work, worker, workplace = people, place, and technology solutions

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Desk-Bound / Concentrative
(significant amount of time spent at the desk; majority of desk time accomplishing focused work)

1. Workstations include file drawers, mid-height panels, and mobile screens.
2. U-shaped desks offer increased privacy.
3. Focus booths and other meeting rooms can accommodate louder interactive activities.
4. For highly focused work, higher panels could be provided as long as it doesn’t diminish natural light.
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Internally-Mobile / Interactive

(majority of time spent in a variety of locations; majority of desk time interacting with others)

1. Workstations designed to facilitate employee collaboration.
2. Lower partition panels increase awareness and view of colleagues.
3. Team rooms, quiet rooms, and other meeting spaces provided throughout the workplace.
4. Shared team storage are located between groups to visually break-up space.
Supporting all work patterns in a single workplace

Internally-Mobile Interactive

Externally-Mobile Interactive

Desk-Bound Interactive

Desk-Bound Concentrative

Externally-Mobile Concentrative

Internally-Mobile Concentrative
Vision for Federal Workplaces of the Future – Typical vs Hybrid
The foundation of GSA’s Workplace Strategy services

- Connect to BUSINESS GOALS
- Connect to WORK PATTERNS
- Connect to MULTIPLE PERSPECTIVES
- Connect to MULTIPLE STRATEGIES
Leadership
where does the organization need to be in the future?
what is most critical in their new workplace?
what should the culture be within the organization?

Employee
what do employees think?
what do we actually observe them doing?
how do groups actually work?
Leadership, Employee and Independent Perspectives

**Leader Perspective**

- Visioning Session
  - develops direction of workplace change
  - establish vision of the end-state
  - build alignment & consensus on a common direction

- 1:1 Leader Interviews
  - assess future business direction
  - identify gaps that inhibit change
  - map modes of work, processes, and organizational relationships

**Employee Perspective**

- Pre-Occupancy Survey
  - identifies performance of current space
  - captures mobility and work practices
  - indicates telework and desk sharing preferences

- Employee Focus Groups
  - validate and explore survey results
  - inform change management strategies
  - identifies opportunities/obstacles
  - engage stakeholders

**Independent Perspective**

- Current Space Analysis
  - walk through by expert to qualitatively assess current space effectiveness
  - quantitative assessment using the Workplace Scorecard Tool

- Time/Space Utilization
  - measures occupancy and utilization levels of a specific type of space
  - validates other research data about the performance of the space

- Access Data Evaluation
  - analyze log-in / access data for a resource, such as VPN and building entry
  - compare trend data against other diagnostic research
The foundation of GSA’s Workplace Strategy services

Connect to BUSINESS GOALS

Connect to WORK PATTERNS

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Connect to MULTIPLE STRATEGIES
Using Research to Inform Workplace Strategies

**Leader Perspective**
- Visioning Session
- 1:1 Leader Interviews

**Employee Perspective**
- Pre-Occupancy Survey
- Employee Focus Groups

**Independent Perspective**
- Current Space Analysis
- Time/Space Utilization
- Access Data Evaluation

An Effective Workplace
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<th><strong>Workspace</strong></th>
<th><strong>Real Estate</strong></th>
<th><strong>Furniture/Equipment</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>- design principles</td>
<td>- colocation requirements</td>
<td>- furniture configurations that accommodate a variety of work styles</td>
</tr>
<tr>
<td>- workplace neighborhood concepts</td>
<td>- desired amenities</td>
<td>- ergonomics</td>
</tr>
<tr>
<td>- space program calculations</td>
<td>- portfolio adjustments for increased mobile work, such as increased working from home &amp; coworking</td>
<td>- other furniture and equipment features</td>
</tr>
<tr>
<td>- lighting &amp; acoustics</td>
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<td></td>
</tr>
<tr>
<td>- desk sharing strategies</td>
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<th><strong>Business Processes</strong></th>
<th><strong>Human Performance</strong></th>
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<tbody>
<tr>
<td>- personal technology</td>
<td>- distributed organization strategies</td>
<td>- methods for improving organization culture</td>
</tr>
<tr>
<td>- telework improvements</td>
<td>- workplace protocols</td>
<td>- enhanced collaboration and communication</td>
</tr>
<tr>
<td>- collaboration tools</td>
<td>- work style analysis for future operation improvements</td>
<td>- change management and communications</td>
</tr>
<tr>
<td>- infrastructure improvements to promote mobile work</td>
<td></td>
<td></td>
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Strategies tailored to the organization

- Workspace
- Real Estate
- Furniture/Equipment
- Technology
- Business Processes
- Human Performance
Emerging Workplace Strategy Services
Transformation across work, worker, workplace = people, place, and technology solutions

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WORKPLACE 2030
Expand and improve product and service offerings for hybrid work

Work Support App
Home Office Solutions
FlexHub
Space Monitor
Mobility Readiness Assessment
Workplace Innovation Lab
Just the first three offerings ... Space as a Service

Agencies are willing to share space

Space as a Service (Coworking)

GSA FlexHub @ 1800 F Street
Federal Coworking Pilot: Late Summer 2022

Flexible Coworking Services
IDIQ Contract
Private Sector Coworking: Available Now
**Benefits**

- Located throughout CONUS
- Address short term surges and other flexible workspace needs
- Pricing based on term (up to 12 months) and quantity (# of users)
- Coworking space typically includes
  - furniture
  - communal copiers/printers/fax
  - secure wireless internet (agency use own VPN)
  - shared kitchen
  - restrooms
  - open seating areas

Available Now!
Private-Sector: Flexible Coworking Services - Limitations

**Limitations**

- Procured as a service agreement, not as leased space
- Agencies do not have exclusive access to spaces
- Space offered as-is (similar to booking a hotel room)
  - no special construction or alterations
  - no special security or access restrictions
- Items must be removed at the end of each day
- Choose between unreserved hot-desk station, reserved workstation, or reserved office
Service Details

- Available to any federal entity
- Space available about 5 weeks after request and RWA
- Before use, GSA considers available vacant leased and federal space
- Provided under IDIQs contracts
  - 5 firms, 4 of which are small businesses
  - each order is competed
- Contact for more information:
  - Patrick Conboy : patrick.conboy@gsa.gov
  - Jane Schuster : jane.schuster@gsa.gov
Federal Space: FlexHub - Benefits

**Benefits**

- Space also provided as a service
- Tap into existing excess capacity in Federal spaces with minimal investment
- May allows agencies to release underutilized space
- GSA fully furnishes the space before use as a FlexHub
- Federal building security screening
- Greater potential for collocating with other agencies on an as needed basis (eg, special cross-agency teams)

Available Later This Summer
Service Details

• Identification, reservation, and billing processes to be determined
• FlexHub pilot at GSA HQ through our Workplace Innovation Lab (WIL)
• WIL to be ready late Summer 2022
• Future FlexHub locations to be identified in late 2022
Just the first three offerings ... Workplace Innovation Lab

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<th>We are still learning and innovating</th>
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<td><strong>Workplace Innovation Lab (WIL)</strong></td>
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<td>WIL @ 1800 F Street</td>
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<tr>
<td>Innovation Space: Late Summer 2022</td>
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<tr>
<td>Testing Initiative</td>
</tr>
<tr>
<td>Furniture, Technology, &amp; Work Styles</td>
</tr>
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</table>
Overview

• 25,000 sf proving ground for furniture and technology solutions

• housed on the 2\textsuperscript{nd} floor of GSA’s HQ building

• federal agencies can tour or experience different solutions via the FlexHub service

• Partners for 2022-2023
  • Allsteel
  • Cisco
  • Haworth
  • Kimball International
  • MillerKnoll
  • Swiftspace

Available Later This Summer
Just the first three offerings ... Support for Teleworkers

**Space as a Service (Coworking)**
- **GSA FlexHub @ 1800 F Street**
  - Federal Coworking Pilot: **Late Summer 2022**
- **Flexible Coworking Services IDIQ Contract**
  - Private Sector Coworking: **Available Now**

**Workplace Innovation Lab (WIL)**
- **WIL @ 1800 F Street**
  - Innovation Space: **Late Summer 2022**
- **Testing Initiative**
  - Furniture, Technology, & Work Styles

**Support for Teleworkers**
- **Acquisition Solution**
  - Supporting Federal Telework: **End of FY22**
- **Streamlined Acquisition**
  - Home Office Furniture Technology & Equipment
Service Details

• Home Office **furnishings** *(Global Supply NSNs)*
  • task chairs
  • adjustable height tables
  • desktop adjustable height units
  • storage
  • accessories and bundles

• Home Office **IT equipment** *(ITC Advantage Select BPAs with Dell, Lenovo, & HP)*
  • Laptops and accessories
  • Desktops
  • Monitors
Features

• Ordering Authority: Each agency will be able to determine usage level and allowance

• Resources: Online guides and video tutorial
  • Products only in HOS
  • Combination of products from HOS + other Advantage solutions
  • Purchase Cardholder demo
  • FAQs
  • Product Catalogs
Home Office Solutions – How It Will Function

**How It Will Function**

- Federal employee determines product need, agency approves and agrees to fund
- Employee navigates to HOS on GSA Advantage, selects required products, adds to cart
- Cart is parked/shared with agency purchasing official authorized to make purchases on Advantage. Employee’s home address is added.
- Agency purchasing official makes purchase and product delivery timeline is provided.
How It Will Function (continued)

• Purchased products arrive at employee’s home.

• Employee responsible for receipt of product and installation (unless upgraded delivery/installation option is approved).

• Product ownership is maintained by purchasing agency.

• Upon end of products’ useful life or employee leaves federal employment, products is excessed, transferred or disposed of, based on on agency procedures.
Home Office Solutions – Development Timeline

**Development Timeline**

- **July 2022**
  - Pilot with GSA employees
  - Gather feedback, make final changes
- **August – December 2022**
  - External Customer Pilot, if needed
  - Official customer roll-out
  - Collect customer feedback for future versions
- **January 2023 onward**
  - Long-term program maintenance
  - Customer feedback & improvements

**Contact for More Information**
Jane Schuster, jane.schuster@gsa.gov

Available Late This Year
Workplace Investment & Feasibility Modeling (WIFM) Tool (v. 2.0)
Never to early to think about workplace possibilities
Workplace Engagement Services and the Project Lifecycle

PBS Project Lifecycle

Identification
- Strategic Requirements (high level outcomes)
  - Client Project Agreement
- Functional Requirements (more refined requirements)
- early schedule and budget

Initiation
- Technical Requirements (incl. agency build-out requirements)
- funding commitment

Planning
- Final Requirements Package
- project award / design / construction

Execution
- final Inspections
- rent payments begin

Closeout
- occupancy
- continuous business relationship

Operations

Workplace Engagement Services

Feasibility Scenarios (WIFM)

Activity Based Planning:
Diagnostic Research & Workplace Strategies

Post-Occupancy Evaluation

Change Management
WIFM 1.2 : The Old Pre-2020 Version
<table>
<thead>
<tr>
<th>GSA’s Work Pattern Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desk-Bound</td>
</tr>
<tr>
<td><strong>Interactive at Desk</strong></td>
</tr>
<tr>
<td>time at desk: HIGH</td>
</tr>
<tr>
<td>time elsewhere: LOW</td>
</tr>
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<td>at desk interaction: MODERATE - HIGH</td>
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## The Hybrid Continuum + Work Patterns

Transformation across work, worker, workplace = people, place, and technology solutions

<table>
<thead>
<tr>
<th>Work Pattern</th>
<th>Description</th>
<th>Workstyles</th>
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</thead>
<tbody>
<tr>
<td><strong>Office-Based</strong></td>
<td>(Considered full time on-site. Less than 1 day a week teleworking)</td>
<td>Desk-Bound Concentrative, Desk-Bound Interactive</td>
</tr>
<tr>
<td><strong>Periodic Telework</strong></td>
<td>(Employees primarily work from the office. On average 1 - 2 days a week teleworking.)</td>
<td>Desk-Bound Interactive, Internally Mobile Concentrative</td>
</tr>
<tr>
<td><strong>Frequent Telework</strong></td>
<td>(Employees work between offsite and office. On average 3 - 4 days a week teleworking.)</td>
<td>Internally Mobile Interactive, Externally Mobile Interactive</td>
</tr>
<tr>
<td><strong>Remote Work</strong></td>
<td>(Extensive virtual work adoption. On average 5 days a week teleworking)</td>
<td>Internally Mobile Interactive, Externally Mobile Interactive</td>
</tr>
</tbody>
</table>
GSA Workplace Investment & Feasibility Modeling (WIFM) Tool v 2.0

Parameters
- Projected Headcount: 200 ppl
- Utilization Rate Goal: 150 usf/person
- Total Current Space: 50,000 usf

Degree of Workplace Change
- Scenario 1: Low
- Scenario 2: Medium

Position Distribution

| Office-Based | Scenario 1 | 50% |
|             | Scenario 2 | 30% |
| Periodic Telework | Scenario 1 | 20% |
|                | Scenario 2 | 30% |
| Frequent Telework | Scenario 1 | 30% |
|                 | Scenario 2 | 10% |
| Remote Work     | Scenario 1 | 0%  |
|                 | Scenario 2 | 30% |

Total Usable Area (USF)
- Current Space: 50,000 usf
- Scenario 1: 24,908 usf
- Scenario 2: 17,568 usf

Utilization Rate (USF / Person)
- Goal: 150 usf
- Current Space: 250 usf
- Scenario 1: 125 usf
- Scenario 2: 88 usf

Scenario 1 Space Breakdown:
- Circulation: 33%
- Workstations: 33%
- Meeting Spaces: 8%
- Private Offices: 5%
- Other Support: 5%
- 21%

Scenario 2 Space Breakdown:
- Circulation: 13%
- Workstations: 34%
- Private Offices: 5%
- Meeting Spaces: 23%
- Other Support: 5%
- 5%
Preview Demo: WIFM 2.0
Recall the Six Elements of An Effective Workplace

**Workspace**
- Space Standards
- Features & Performance
- Indoor Office Environment

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

**Business Processes**
- Staff Work Patterns
- Distributed Organizations
- Hybrid Collaboration

**Real Estate**
- Building Attributes
- Site Attributes
- Location

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

**Technology**
- IT Infrastructure
- IT Services
- Telecommunications

**Workspace**
- Space Standards
- Features & Performance
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**Technology**
- IT Infrastructure
- IT Services
- Telecommunications
Connect With GSA’s Nationwide Network of Workplace Expertise

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For national assistance, reach out to workplace@gsa.gov!
Q&A - PBS Workplace Resources

Custom and Emerging Services and Solutions
After the break...

Electric Vehicle Supply Equipment (EVSE) Essentials