Welcome to today’s presentation:

*Workplace Engagements*

*February 17, 2022*

_The presentation will start at 2 pm Eastern_

**Note:** Phones are automatically muted during the presentation. A formal Q&A document, session slide deck, and a recording of this class will be made available on [www.gsa.gov/ces](http://www.gsa.gov/ces) after our session.
GSA’s Workplace Engagement Services

A Client Enrichment Series session

February 17, 2022

Ryan K. Doerfler
National Workplace Strategist
GSA Center for Workplace Strategy
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.

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

Work had to be conducted at an assigned location.

Work could occur elsewhere, just with a lesser experience.

Work can be accomplished anywhere, with a comparable experience as the office.

*GSA*
An Effective Workplace

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

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

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

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

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

*Technology*
- IT Infrastructure
- IT Services
- Telecommunications

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The Workplace Impacts on Individual Health & Wellness

**Physiological**
- Ergonomics
- HVAC
- Lighting

**Social**
- Team neighborhoods
- Social spaces
- Technological connectivity

**Material**
- Investment in the workplace
- Demonstration of value placed on staff/workplace pride

**Spiritual**
- Sustainable buildings
- Responsible specification
- Branding and display

**Mental + Emotional**
- Spaces for different work styles
- Serenity rooms
- Amenity spaces

**Intellectual**
- Spaces that showcase work
- Colocation facilities
- Knowledge sharing
Which of these aspects do you feel is most important for your organization to pursue for the post-pandemic workplace? (Pick only one!)

**Physiological**
- Ergonomics
- HVAC
- Lighting

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AUDIENCE POLL QUESTION!
How can we create a workplace that promotes a diverse and resilient organization?
We listened to some of our clients
Distributed work is trusted work. Distributed work can yield high-quality results and can be an integral part of a federal real estate strategy.

Greater interest in sharing space. Shared space doesn’t have to be limited to the building’s joint-use space. It can be workstations, offices, meeting rooms, and even specialized space.

Distributed work helps recruit and retain the best talent. Organizations can recruit the most qualified talent no matter where they live.

We still want the office. The office can focus on collaboration and maintaining a human connection, while also being an option for those that can’t work from home.

Distributed work is a benefit. Most employees value the flexibility and ability to control their personal schedule that comes with working at home.

Challenges remain to overcome. Time and space need to be provided for face-to-face interactions. Work-life balance needs to be protected.
We listened to industry
We listened to industry

1. **Telework is here to stay**
   As people return to the office, there will also be the expectation that more workplace options will be available than ever before. The last two years have demonstrated that remote work works in many instances.

2. **People want to be together**
   Individuals are craving in-person interaction after working from home for so long. Virtual interactions are becoming old hat. People will come to the office to both collaborate on tasks, as well as to reconnect with peers and work friends.

3. **Center of Attention: Culture**
   As organizations adopt hybrid work, work culture will be critical to keep the organization “glued” together. The inherent “me” perspective that comes with remote work needs to be countered with constant cultural boosters of “we”.

4. **Care and Feeding Needed**
   Expectations of the new workplace have grown, and will continue to evolve over time with new technology. Leaders need to continually assess workplace performance and adjust business and workplace strategies to ensure the organization thrives over the long-term.

5. **Workplace Experiments are A-OK**
   Space occupancy periods can limit innovative workplace change. Trying out new ways of working were discouraged out of fear that it would be end up being permanent, whether it worked or not. The pandemic has expanded the workplace definition, now including options that can be quickly adapted to changing circumstances.

6. **Competition is intensifying for new talent**
   Attracting new employees will require flexible work options and an encouragement of a healthy work-life balance. The pandemic has changed the perspective and priorities of many people, especially those that are pondering whether to return or not to the workforce.

7. **There are no simple answers**
   Benchmark data collected isn’t as useful as it once was. The pandemic has upended how people work. Organizations have responded in unique ways, many times ad hoc as the situation warrants. When exploring workplace change, leaders need to assess options based on how well it could support their mission. Not only how well it worked for someone else.
Some personal thoughts on the future ...

1. **Office space will be centred around collaboration.**
   Individual workspaces will become less important in the office. Offices become hubs for in-person and hybrid collaboration with other amenities offered. Heads-down work will be primarily accomplished at home, as technology and policies permit.

2. **Spaces will be shared within and across agencies.**
   Opportunities for shared spaces will continue to be explored. Collaboration areas and meeting rooms will be shared ad hoc. Organizations with comparable access and technology security requirements will share special mission spaces.

3. **More choices on where (& when) work is done.**
   Greater options will be provided to employees and to attract new talent. Work will become increasing asynchronous.

4. **Technology will become more important than space.**
   Technology will make or break the workplace more than space or furniture. Greater investments will be made to leverage technology and train personnel. Because of the pandemic, we’ve seen how technology can be more responsive to our needs. We’ve also seen how quickly technology changes and the importance of keeping up.

5. **Overall assigned space needs will be much less.**
   As shared space is increasingly used, space dedicated to specific organizations will begin to shrink overall. Office location footprints will also be smaller and more decentralized, with shared spaces filling any gaps.

6. **Workplaces will be judged on their flexibility.**
   Organizations will evaluate workplace effectiveness based on their ability to support their personnel. Utilization rate will become a less critical measure. Personnel, particularly new talent, will judge organizations based on their ability to offer diverse and rich workplace options.
Which of these do you think will happen before the year 2030?

(Pick as many as you want!)

1. Office space will be centred around collaboration.
2. Spaces will be shared within and across agencies.
3. More choices on where (& when) work is done.
4. Technology will become more important than space.
5. Overall assigned space needs will be much less.
6. Workplaces will be judged on their flexibility.
Getting started ...
Start thinking about workplace possibilities early

Pre-Design Schematic
Design
Development
Design
Documentation
Construction
Procurement
Construction
Administration
Operation

Time

Effort / Effect

START HERE

Ability to impact cost and functional capabilities

Preferred design process (IPD)

Traditional design process

Cost of design changes

Graphic originated by Patrick MacLeamy, AIA / HOK
Explore a Potential Workplace Vision with GSA’s WIFM tool
Workplace Investment & Feasibility Modeling (WIFM) tool

**Features**
- investigate workplace strategies
- consider co-location efficiencies
- roughly estimate cost
- run scenarios side-by-side

**Benefits**
- jump start requirements efforts
- can be freely shared
- built for agency customization
WIFM Features: Scenarios

Run up to 3 scenarios side-by-side

Compare scenarios against the current space

For each scenario, choose from 3 different scenario scopes
### Scenario scopes covered by WIFM

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Location</th>
<th>Workstation</th>
<th>Enclosed Offices</th>
<th>Standard Support</th>
<th>Special Support*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Workstations Only</strong></td>
<td>Up to 3 existing locations; independently calculated</td>
<td>Demo and Create New Space</td>
<td></td>
<td></td>
<td>No Change; Refresh Only</td>
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<td><strong>Office Renovation</strong></td>
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<tr>
<td><strong>Total Workplace Change</strong></td>
<td>Consolidate up to 3 locations into a new location</td>
<td>Create New Space in a Warm Lit Shell</td>
<td></td>
<td></td>
<td></td>
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</table>
WIFM Features: Adjust Workplace Strategies

Adjust desk sharing participation levels and seat ratios

Select the new average workstation size

For some scenarios, choose an additional workstation or office type..

.. and select bundles of meeting and support spaces
WIFM Features: See Resulting Space Calculations

See space calculations change as you explore workplace strategies.

Compare results to your agency’s space management goals.
WIFM Features: See Resulting ROM Estimates

- Customize how WIFM calculates each ROM estimate
- WIFM roughly estimates the implementation cost
To get your copy of WIFM

- email GSA at workplace@gsa.gov to request your free copy
- after a 90 minute tutorial, you’ll be all set to use the default version!
- WIFM can also be customized to meet your agency’s preferences
Achieve a New Workplace Vision with GSA’s Workplace Engagement Services
Engagements address the gamut of workplace factors

An Effective Workplace

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

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

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

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

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

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

**Benefits to your Agency:**

- Increase the speed of **knowledge transfer** through increased collaboration
- Enhance your agency’s ability to **absorb change**
- Increase **employee engagement** by offering expanded workplace choices
- Strengthen and energize your agency’s **workplace culture**
Activity Based Planning

A Workplace Matters Series publication
September 2020

download this PDF publication at GSA.GOV (direct download link)
GSA’s workplace engagements..

Connect to BUSINESS GOALS

Connect to WORK PATTERNS

Connect to MULTIPLE PERSPECTIVES

Connect to MULTIPLE STRATEGIES
Aligning the workplace to the goals that matter to you

Connect to BUSINESS GOALS

Connect to WORK PATTERNS

Connect to MULTIPLE PERSPECTIVES

Connect to MULTIPLE STRATEGIES
Aligning the workplace to the goals that matter to you

**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.
### 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 flexibility working</th>
<th>Attract &amp; retain talent</th>
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<td>Provide a variety of collaboration and personal workspaces</td>
<td>Maximize staff health &amp; wellness</td>
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<td>Zone spaces to create neighborhoods</td>
<td>Increase casual collaboration spaces &amp; plan hoteling workspaces</td>
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#### EXAMPLE WORKPLACE STRATEGIES

- Zone spaces to create neighborhoods
- Provide a variety of collaboration and personal workspaces
- Maximize staff health & wellness

#### EXAMPLE WORKPLACE TACTICS

- Provide resources & meeting areas to increase team cohesiveness
- Increase casual collaboration spaces & plan hoteling workspaces
- Increase amenities & environmental controls, and provide site and scheduling flexibility
Aligning the workplace to the goals that matter to you

**People Goals**
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**AUDIENCE POLL QUESTION!**
Put on your workplace strategist hat!

What are some other workplace strategies that could attract and retain talent?

*(Share your ideas in the chat)*
Aligning the workplace to how staff could work

Connect to BUSINESS GOALS

Connect to WORK PATTERNS

Connect to MULTIPLE PERSPECTIVES

Connect to MULTIPLE STRATEGIES
Categorizing how work could be accomplished..

<table>
<thead>
<tr>
<th>Activities at the Office Desk</th>
<th>Desk-Bound (mainly at the desk)</th>
<th>Internally-Mobile (mainly in the office)</th>
<th>Externally-Mobile (significantly outside the office)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interacting with Others</td>
<td><img src="image1" alt="Diagram" /></td>
<td><img src="image2" alt="Diagram" /></td>
<td><img src="image3" alt="Diagram" /></td>
</tr>
<tr>
<td>Concentrative Heads-Down Work</td>
<td><img src="image4" alt="Diagram" /></td>
<td><img src="image5" alt="Diagram" /></td>
<td><img src="image6" alt="Diagram" /></td>
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</table>
.. to select the ideal mix of workplace elements

Outside the office a lot; When in the office interacting with others.

In Neighborhood
- Non-Dedicated Desk
- Team Rooms
- Lockers
- Huddle Rooms
- Breakout Space

On Floor
- Tech-Enhanced Conf. Rooms
- Wellness/Mother's Room
- Pantry
- Quiet Room

In the Building
- Client Facing Conf. Rooms
- Innovation Hub
- Café
- Large Meeting Spaces

Outside the Building
- Work From Home
- Coworking
Engaging all levels of the organization

Connect to BUSINESS GOALS

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Connect to MULTIPLE STRATEGIES
Engaging all levels of the organization

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?

what do employees think?

what do we actually observe them doing?

how do groups actually work?
## Engaging all levels of the organization

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<th>Employee Perspective</th>
<th>Independent Perspective</th>
</tr>
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<td><strong>Employee Focus Groups</strong>&lt;br&gt;• validate and explore survey results&lt;br&gt;• inform change management strategies&lt;br&gt;• identifies opportunities/obstacles&lt;br&gt;• engage stakeholders</td>
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Pre-Occupancy Survey

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

COMMUNICATION & COLLABORATION

How important are the following factors regarding communication and collaboration, and how did they perform?

- Technology enabled communication: Importance = 67%, Performance = 80%, Gap = -13%
- Locating others when you need to work with them: Importance = 74%, Performance = 79%, Gap = -5%
- Ability to have confidential conversations with colleagues: Importance = 78%, Performance = 72%, Gap = -6%
- Rapid sharing of information within your immediate organization: Importance = 60%, Performance = 70%, Gap = +10%
- Awareness of what others in your organization are working on: Importance = 76%, Performance = 73%, Gap = +3%
- Ability to schedule face-to-face meetings in a timely manner: Importance = 75%, Performance = 72%, Gap = +3%
- Ability to have spontaneous face-to-face conversations with colleagues: Importance = 72%, Performance = 71%, Gap = +1%

Respondents who sit in an enclosed, multi-person offices scored most factors as having negative performance gaps, with technology-enabled communication having the largest gap (-13%), followed by ability to schedule face-to-face meetings in a timely manner (+1%).
## Working from home compared to working in the Pre-COVID

<table>
<thead>
<tr>
<th>Activity</th>
<th>% Overall Harder</th>
<th>% About the Same</th>
<th>% Overall Easier</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taking conference calls/virtual meetings</td>
<td>6%</td>
<td>17%</td>
<td>77%</td>
</tr>
<tr>
<td>Maintaining work/life balance</td>
<td>25%</td>
<td>9%</td>
<td>66%</td>
</tr>
<tr>
<td>Avoiding distractions</td>
<td>14%</td>
<td>25%</td>
<td>61%</td>
</tr>
<tr>
<td>Time to complete individual work</td>
<td>11%</td>
<td>32%</td>
<td>57%</td>
</tr>
<tr>
<td>Being creative or coming up with new ideas</td>
<td>10%</td>
<td>47%</td>
<td>43%</td>
</tr>
<tr>
<td>Staying connected with co-workers</td>
<td>55%</td>
<td>20%</td>
<td>25%</td>
</tr>
<tr>
<td>Collaborating with others</td>
<td>39%</td>
<td>27%</td>
<td>33%</td>
</tr>
<tr>
<td>Staying up to date with what others are working on</td>
<td>51%</td>
<td>28%</td>
<td>21%</td>
</tr>
</tbody>
</table>
Explore themes virtually and in-person

**Leader Perspective**

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

**Employee Perspective**

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

**CURRENT CULTURE: SELECT YOUR CARDS (5 MINUTES)**
Place your dots on 3 cards you believe represent your CURRENT culture.
Explore themes virtually and in-person

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**Employee Perspective**

**Employee Focus Groups**

- Explore themes virtually and in-person
- Visioning Session
- Leader Perspective
- Employee Perspective
- Employee Focus Groups

CURRENT

<table>
<thead>
<tr>
<th>SEARCHING FOR THE END GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>“People don’t always get which way we are going”</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TRUST AND TEAMWORK</th>
</tr>
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<tbody>
<tr>
<td>“We do a good job of working together and relying on one another”</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WORK ETHIC AND AGILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>“If you walk around the office, we are a bunch of busy bees running around.”</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LACK OF TRANSPARENCY AND INCLUSION</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Get us out of the closed-door mindset.”</td>
</tr>
</tbody>
</table>
Research is customized to the engagement goals

**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

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- validate and explore survey results
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**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
Considering traditional and emerging strategies

Connect to BUSINESS GOALS

Connect to WORK PATTERNS

Connect to MULTIPLE PERSPECTIVES

Connect to MULTIPLE STRATEGIES
An Effective Workplace

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

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- Building Attributes
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- Location

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- Furniture
- Fixtures & Equipment
- Support Services
## Investigating all methods and locations of work

### Workspace
- design principles
- workplace neighborhood concepts
- space program calcs
- lighting & acoustics
- desk sharing strategies

### Real Estate
- colocation requirements
- desired amenities
- portfolio adjustments for increased mobile work, such as increased working from home & coworking

### Furniture/Equipment
- furniture configurations that accommodate a variety of work styles
- furniture and equipment features
- ergonomics

### Technology
- personal technology
- telework improvements
- collaboration tools
- identify infrastructure improvements to promote mobile work

### Business Processes
- distributed organization strategies
- workplace protocols
- work style analysis for future operation improvements

### Human Performance
- methods for improving organization culture
- enhanced collaboration and communication
- change management and communications
Some sample recommendations:

- **design principles**
- **workplace neighborhood concepts**
- **space program calcs**
- **lighting & acoustics**
- **desk sharing strategies**
Some sample recommendations..

Workspace

- design principles
- **workplace neighborhood concepts**
- space program calcs
- lighting & acoustics
- desk sharing strategies

APPENDIX

**TEAM ADJACENCIES**

Using concept tool 11 (Option A) to showcase how team locations can start to overlay onto the space type categories to create identifiable team neighborhoods. Identification of team locations, adjacencies and any other specific requirements will be developed in the detailed programming and schematic design phase.
Workspace

- design principles
- workplace neighborhood concepts
- space program calcs
- lighting & acoustics
- desk sharing strategies

Email GSA at workplace@gsa.gov to receive a copy of this space calculation tool!

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<table>
<thead>
<tr>
<th>Position Title</th>
<th>Total Headcount</th>
<th>Position Type</th>
<th>Quantity to Share a Desk</th>
<th>Desk Sharing Ratio</th>
<th>Shared Desks Only Subtotal</th>
<th>Shared &amp; Unshared Desks Total</th>
<th>At Workstation</th>
<th>Elsewhere in the Workplace</th>
<th>Outside the Workplace</th>
<th>Total</th>
<th>Primary Workstation Activities</th>
<th>Work Pattern</th>
<th>Workstation Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subtotals</td>
<td>300 ppl</td>
<td></td>
<td></td>
<td></td>
<td>97 desks</td>
<td>177 desks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>64 nsf</td>
</tr>
<tr>
<td>Position 1</td>
<td>100 ppl</td>
<td>Federal</td>
<td>100 ppl</td>
<td>2.0 ppl : 1 desk</td>
<td>50 desks</td>
<td>50 desks</td>
<td>75%</td>
<td>10%</td>
<td>15%</td>
<td>100%</td>
<td>Concentrative</td>
<td>BCB</td>
<td>64 nsf</td>
</tr>
<tr>
<td>Position 2</td>
<td>100 ppl</td>
<td>Contractor</td>
<td>20 ppl</td>
<td>1.5 ppl : 1 desk</td>
<td>13 desks</td>
<td>53 desks</td>
<td>55%</td>
<td>25%</td>
<td>20%</td>
<td>100%</td>
<td>Interactive</td>
<td>INI</td>
<td>48 nsf</td>
</tr>
<tr>
<td>Position 3</td>
<td>100 ppl</td>
<td>Other</td>
<td>100 ppl</td>
<td>3.0 ppl : 1 desk</td>
<td>33 desks</td>
<td>33 desks</td>
<td>25%</td>
<td>20%</td>
<td>55%</td>
<td>100%</td>
<td>Interactive</td>
<td>EMI</td>
<td>48 nsf</td>
</tr>
</tbody>
</table>
Some sample recommendations...

- distributed organization strategies
- workplace protocols
- work style analysis for future operation improvements

### Business Processes

**FINDINGS & INSIGHTS**

**Work Pattern Development**

To assess work patterns, an analysis of where work takes place and types of work activities was completed using employee survey data. Each sub-org group who participated in the employee survey was organized into workgroups: Dashboard Interactive or Concentrative, Internally Mobile Concentrative or Interactive, and Externally Mobile Concentrative or Interactive, based on pre-COVID activities at the office. Workstyle Development classifies each sub-organization’s combination of collaborative and concentrative patterns and mobility. These influence decisions on desk sharing ratio, space requirements, and standards, which all play a role in the program customization for a successful activity-based workplace.

#### WORK LOCATIONS

At the Office Pre-COVID

<table>
<thead>
<tr>
<th>ORG</th>
<th>DESKBOUND</th>
<th>INTERNALLY MOBILE</th>
<th>EXTERNALLY MOBILE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Interactive</td>
<td>Concentrative</td>
<td>Interactive</td>
</tr>
<tr>
<td>ORG 1</td>
<td>80%</td>
<td>ORG 2: 65%</td>
<td>ORG 3: 82%</td>
</tr>
<tr>
<td>ORG 4</td>
<td>60%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ORG 5</td>
<td>50%</td>
<td>ORG 6: 40%</td>
<td>ORG 7: 40%</td>
</tr>
<tr>
<td>ORG 8</td>
<td>30%</td>
<td>ORG 9: 30%</td>
<td>ORG 10: 30%</td>
</tr>
<tr>
<td>Time Spent at Desk in Official Workplace: 80%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time Spent Away from Desk in Official Workplace: 20%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time Spent Working from Home: 10%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time Spent at Other Locations Away from Official Workplace: 10%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### WORK ACTIVITIES

At the Office Pre-COVID

- Time Spent Conducting Focused Work: 20%
- Time Spent Conducting Routine Work: 10%
- Time Spent Collaborating On The Phone: 10%
- Time Spent Collaborating On Video Conference Calls: 10%
- Time Spent In Face-to-Face Interactions: 20%
- Time Spent Conducting Other Activities: 10%

(Percentages indicate time spent conducting each activity during a typical work week. Data was collected from employee survey responses.)
New offerings from Workplace 2030

Workplace 2030 Potential Suite of Services

- Readiness Assessment
- Home office in a box
- Workplace in a bag
- Flex hub
- Diverse work zones
- Reconfigurable workplace prototype
- Psychological safety net
- Healthy work
- Café international
- Work Support App
- Occupant feedback loops
- Technology showcase
- Space monitor
- Digital scheduling manager
- Build better teams training
- Social tech
- One.gov
- National operations guidance
- Integrated learning

Impact
What would have the greatest result / serve the largest volume of people?

Urgency
What is needed now?

Ease of Implementation
What could be done easily?
New offerings for 2022

**Space as a Service (Coworking)**

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

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

**Workplace Innovation Lab (WIL)**

- **WIL @ 1800 F Street**
  - Innovation Space: *Summer 2022*

- **Testing Initiative**
  - Furniture, Technology, & Work Styles

**Support for Teleworkers**

- **Home Office in a Box**
  - Acquisition Solution
    - Supporting Federal Telework: *End of FY22*
  - Streamlined Acquisition
    - Home Office Furniture
    - Technology & Equipment
Guiding Your Agency with GSA’s Change Management Services
Start change management early to help minimize risk.
.. and fear.

POTENTIAL EMOTIONAL RESPONSE TO A NEW WORKPLACE STRATEGY

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

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

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

CULTURAL NORM

TIME
Some change management strategies we consider

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Some Details</th>
</tr>
</thead>
</table>
| **Trying Out the Change Before Implementation** | • pilot projects that allow employees to test spaces & furniture  
• surveys & focus groups that solicit employee input on the new workplace  
• can be done by leaders first to demonstrate new way of working |
| **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 |
GSA’s Workplace Experts are ready to help.
Regional Workplace Executive Network

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For national assistance, you can also reach out to workplace@gsa.gov!
Join us for the next Client Enrichment Series sessions!

**Online Leasing Tools: Changing the Way We Do Business**

*Tuesday, March 8th, 2022  2pm-3:30pm eastern*

[Register Now!](clientenrichmentseries@gsa.gov)

**Policy and Process Changes for Occupancy Agreements**

*Tuesday, April 5th, 2022  1pm-3pm eastern*

[Register Now!](clientenrichmentseries@gsa.gov)

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GSA’s COVID-19 Resources for Customers

See our [Safer Federal Workplace page](www.gsa.gov/ces)

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Watch CES sessions on [YouTube](https://www.youtube.com)

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