Client Enrichment Series

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.
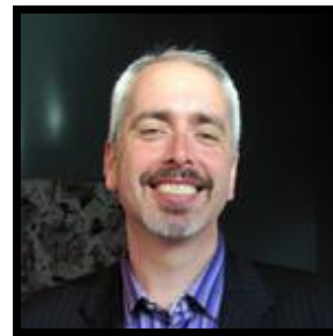
Client Enrichment Series
Introduction to Requirements Development

Hosted By:

Presented By:

Dawn Warner
Regional Account Manager
GSA Region 8

Ryan K. Doerfler
Senior Workplace Strategist
PBS Total Workplace PMO

GSA

GSA Public Buildings Service

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*
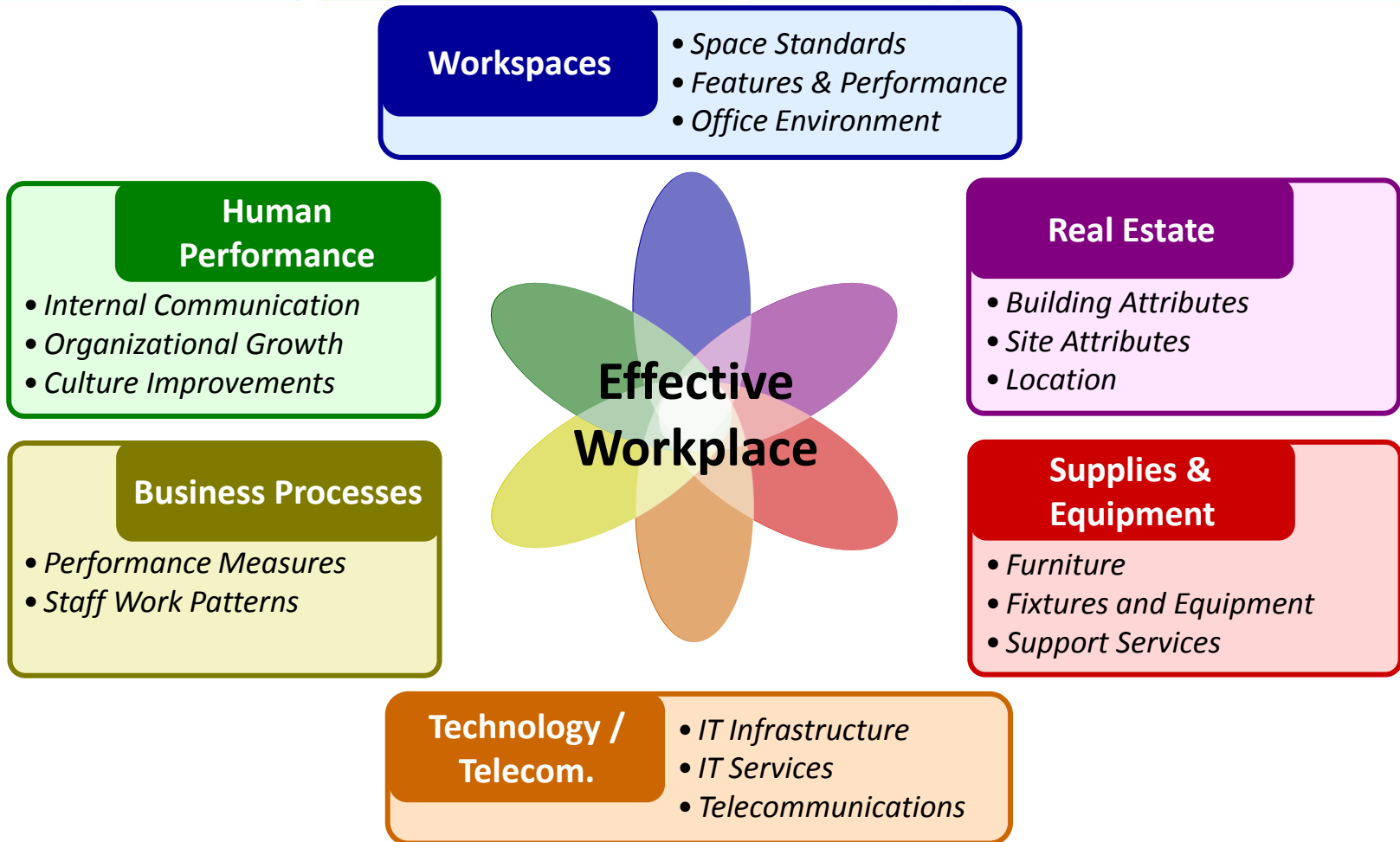- *Hoteling*

2010

- *Collaborate to innovate*
- *Mobility/distributed work*
- *Visibility/transparency*
- *Sustainability*

& Beyond

It's more than just space planning

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

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

Business Processes
- *Performance Measures*
- *Staff Work Patterns*

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

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

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

Effective Workplace

Lots of variables impact how it's defined

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

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

10 things to consider when developing workplace requirements

10 *cause:*
mismatched requirements

DavidJoseph, Gensler

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; <u>then</u> 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
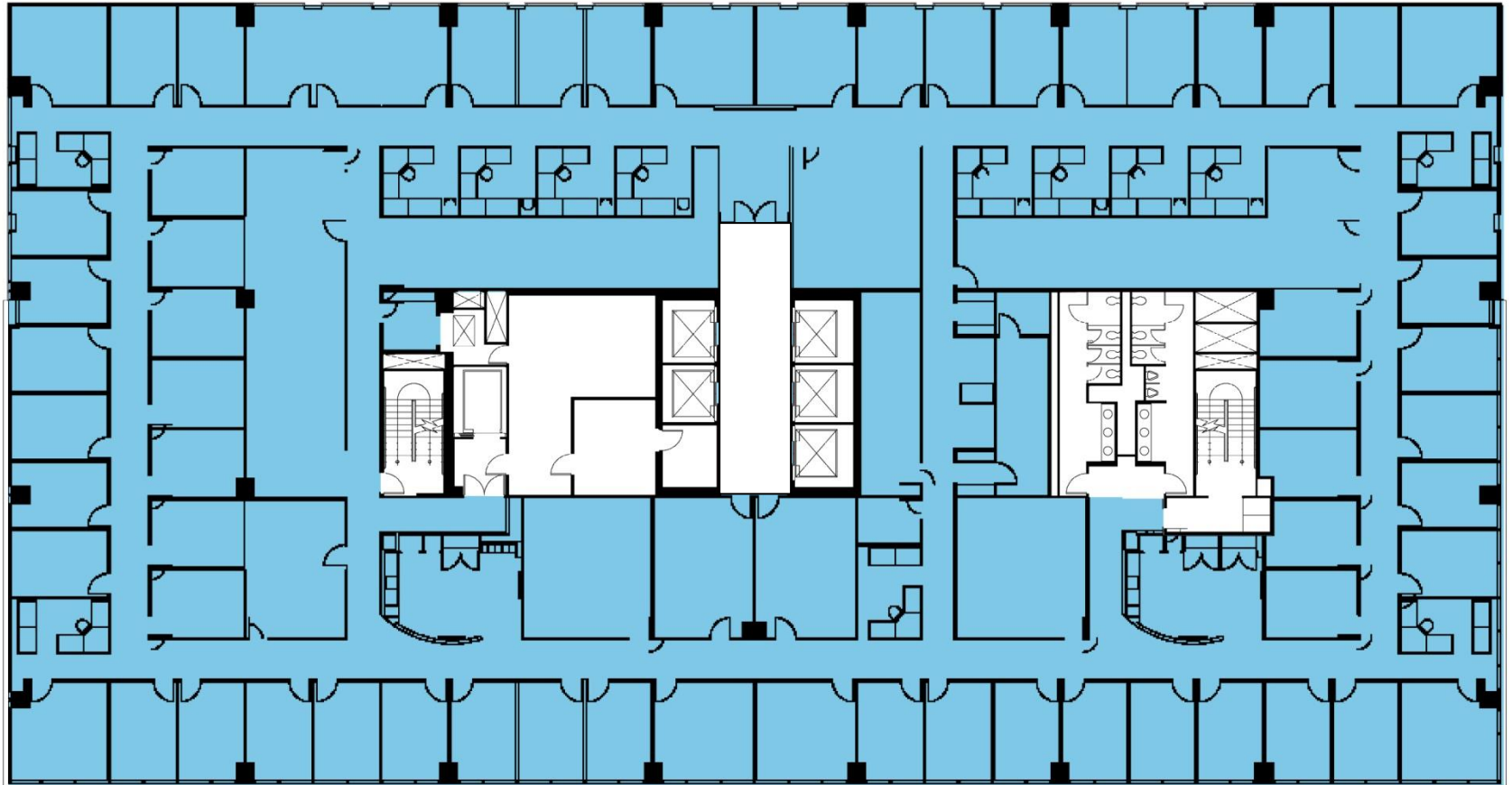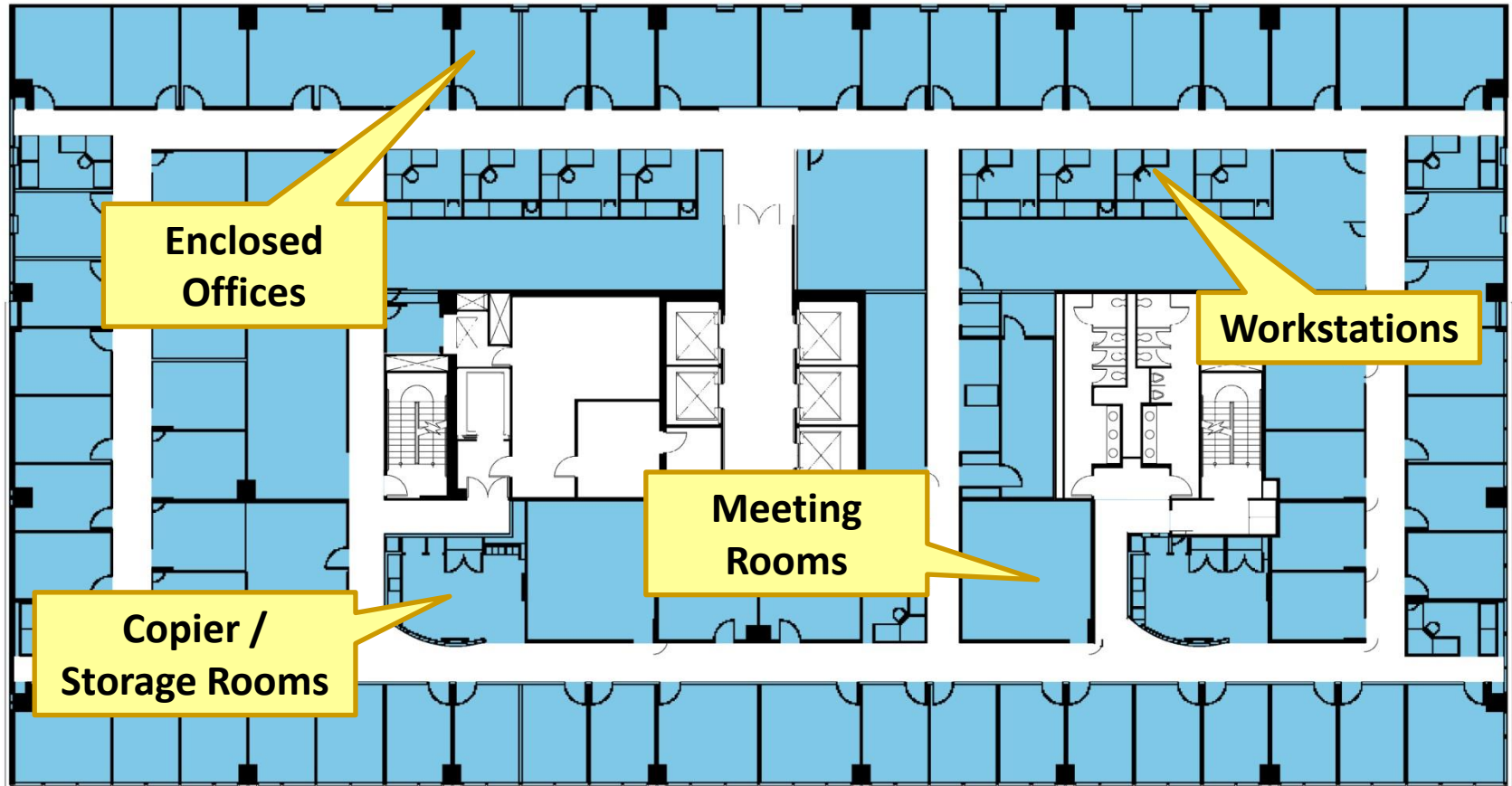
DavidJoseph, Gensler

9

cause:
using a single circulation factor
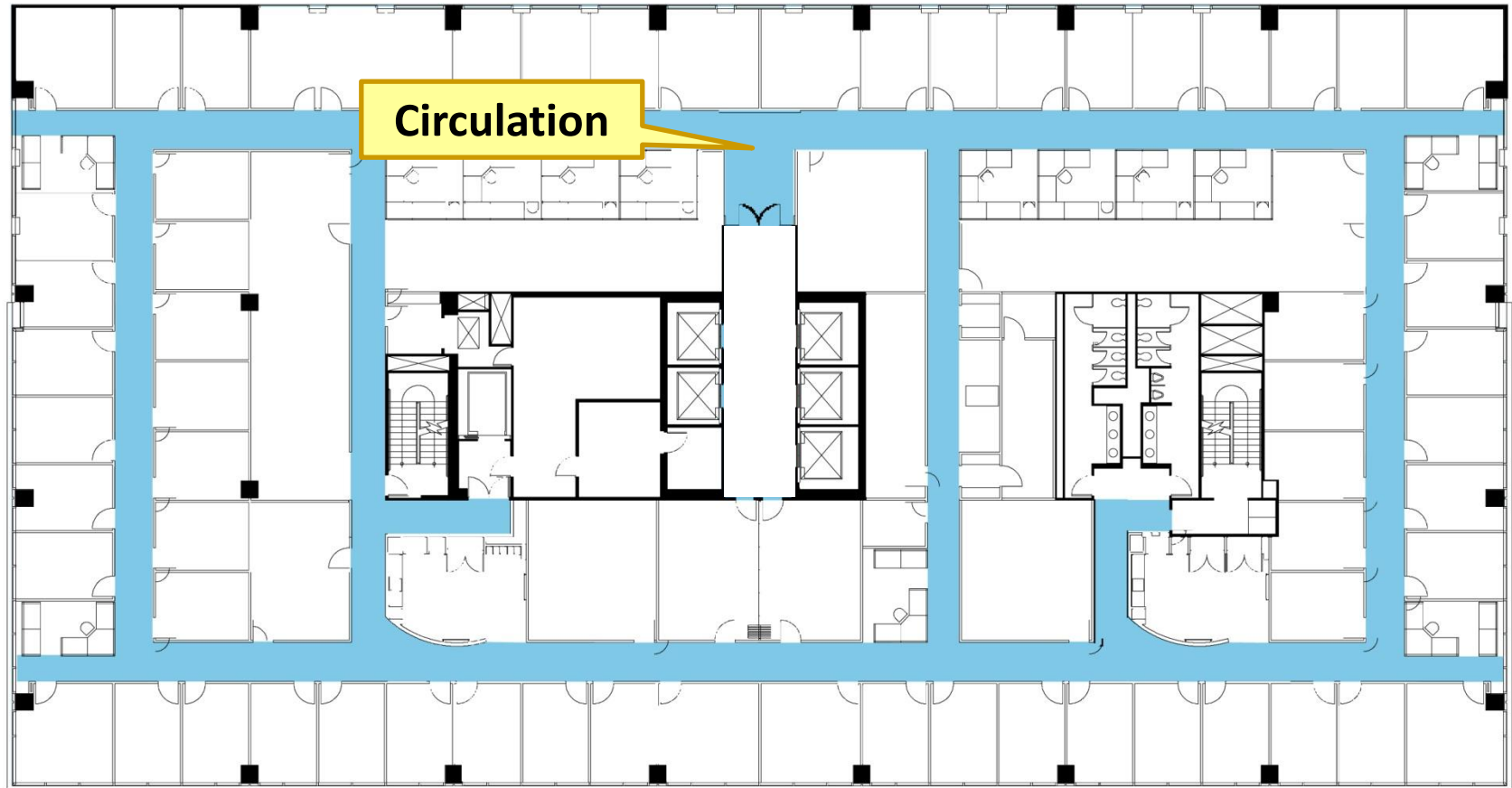
Darryck Monere, Gensler

Total usable area (ABOA)

Net area

Enclosed Offices

Workstations

Meeting Rooms

Copier / Storage Rooms

Circulation

Circulation

The calculation

1 INDIVIDUAL WORKSPACE UNITS

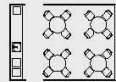Private Offices   Workstations   Touchdown Stations

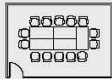SUPPORT SPACE UNITS
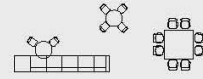
GENERAL

Print/Copy   Storage/Supply   Break Room

COLLABORATION

Conference Rooms   Open Meeting Areas

MISSION SPECIFIC

Labs, Courtrooms, Secure Evidence Storage, etc.

QTY OF EACH UNIT X NSF/UNIT

=

2 TOTAL NET AREA (NSF)
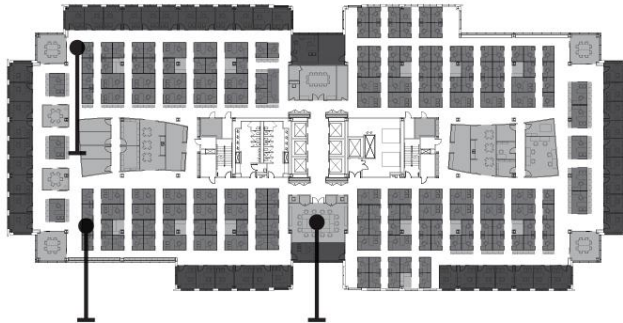
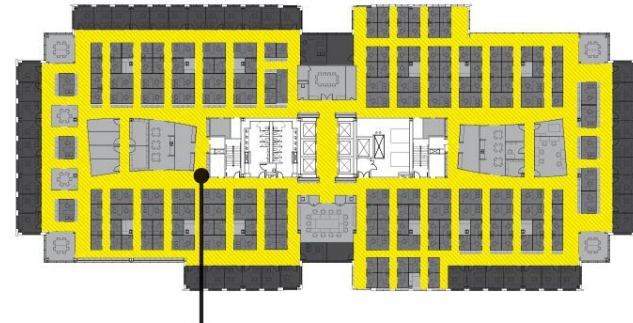**×** CIRCULATION MULTIPLIER (CM)

=

3 TOTAL USABLE AREA (USF)

Don't mix up the multiplier & the factor!

EXAMPLE REQUIREMENT: 45,000 USF

PERSONNEL + SUPPORT = ~ 28,000 NSF

CIRCULATION = ~ 17,000 NSF

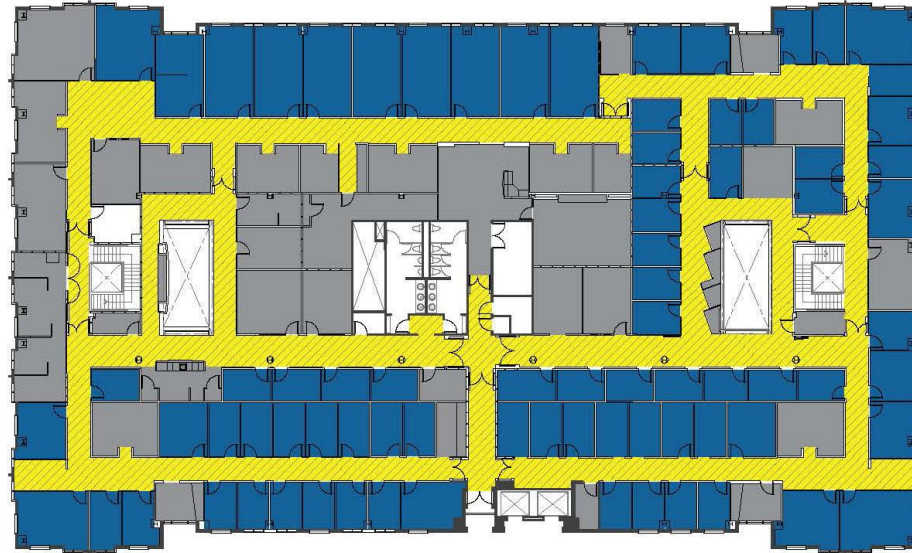|	
NSF + CIRCULATION = USF	28,000 + 17,000 = 45,000
USF ÷ NSF = CIRCULATION MULTIPLIER (CM)	45,000 ÷ 28,000 = 1.61
CIRCULATION ÷ USF = CIRCULATION FACTOR (CF)	17,000 ÷ 45,000 = 37.8%

Applied <u>on top</u> of Net Area
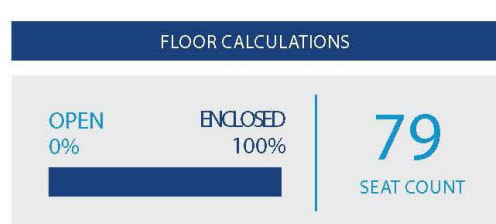
1.61
MULTIPLIER

38%
CIRCULATION

Portion <u>of the</u> Usable Area

Example 1 : 0% open / 100% enclosed

CLOSED OFFICES   OPEN WORKSTATIONS   SUPPORT SPACE   CIRCULATION   BASE PLAN

FLOOR CALCULATIONS			CIRCULATION CALCULATIONS	
OPEN 0% ENCLOSED 100%		79 SEAT COUNT	1.39 MULTIPLIER	28% FACTOR

Example 2 : 33% open / 67% enclosed

FLOOR CALCULATIONS		CIRCULATION CALCULATIONS	
OPEN 33% / ENCLOSED 67%	138 SEAT COUNT	1.41 MULTIPLIER	29% FACTOR
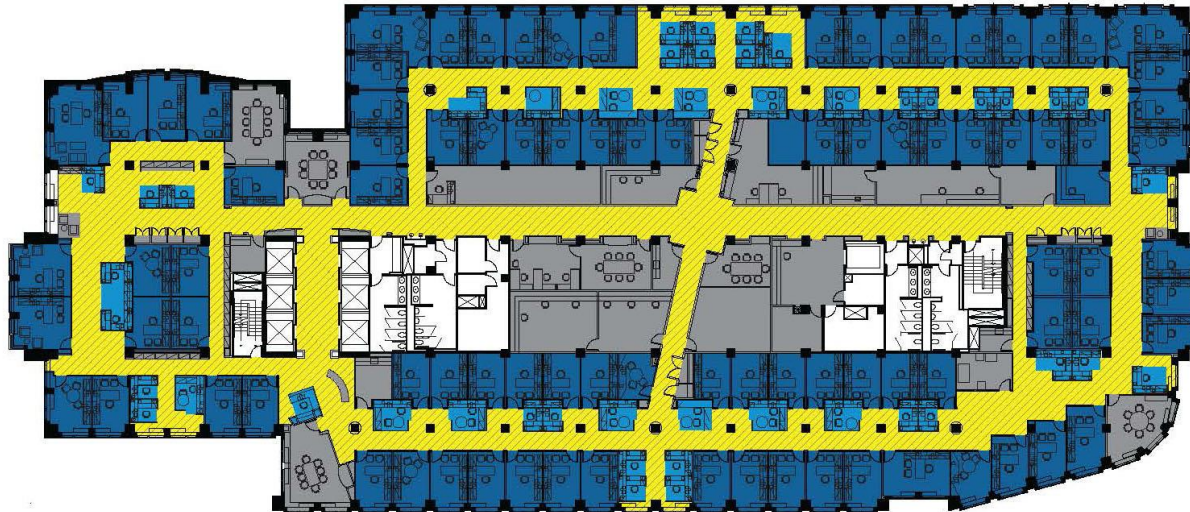
CLOSED OFFICES · OPEN WORKSTATIONS · SUPPORT SPACE · CIRCULATION · BASE PLAN
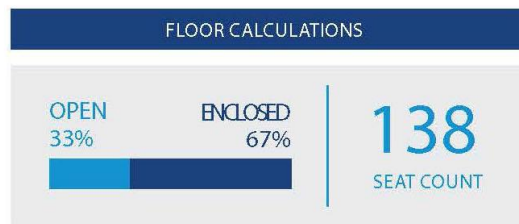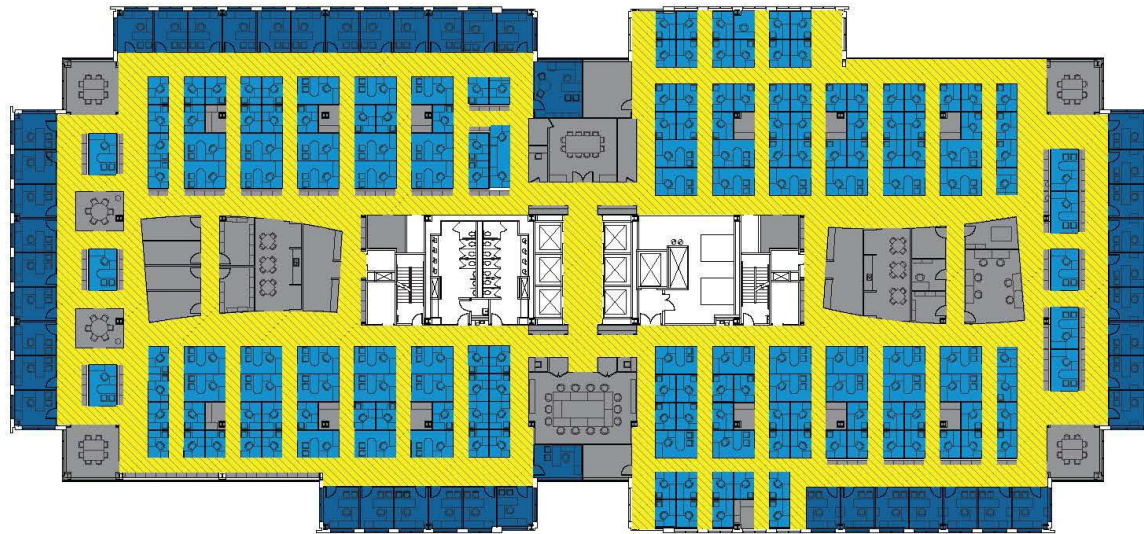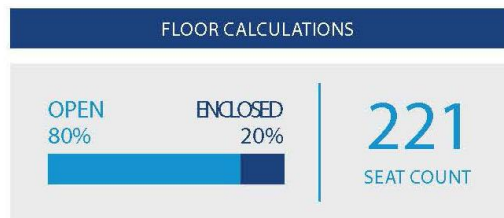
Example 3 : 80% open / 20% enclosed

CLOSED OFFICES   OPEN WORKSTATIONS   SUPPORT SPACE   CIRCULATION   BASE PLAN

FLOOR CALCULATIONS		CIRCULATION CALCULATIONS	
OPEN 80% ENCLOSED 20%	**221** SEAT COUNT	**1.61** MULTIPLIER	**38%** FACTOR

Example 4 : 100% open / 0% enclosed

COLLABORATE

SOCIALIZE

CLOSED OFFICES　　OPEN WORKSTATIONS　　SUPPORT SPACE　　CIRCULATION　　BASE PLAN

FLOOR CALCULATIONS

OPEN 100%　　ENCLOSED 0%

203 SEAT COUNT
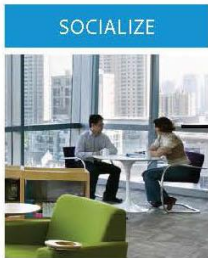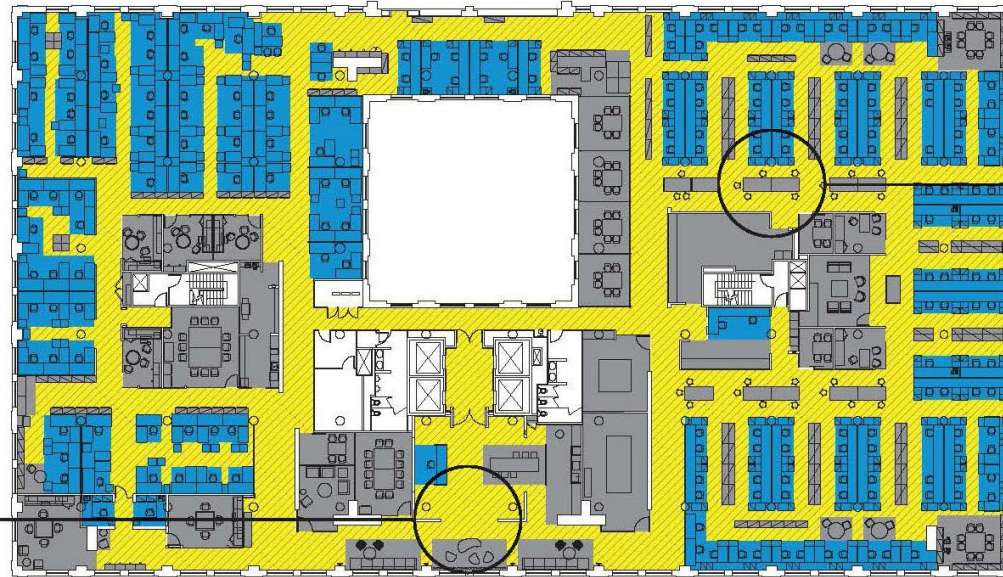
CIRCULATION CALCULATIONS

1.62 MULTIPLIER
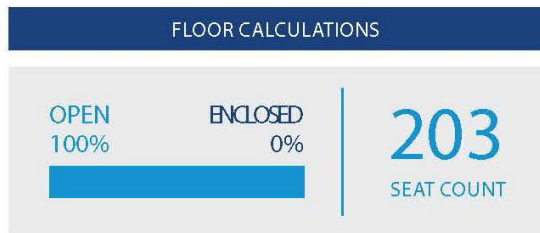
38% FACTOR

Consider: open to closed workspaces

100% OPEN
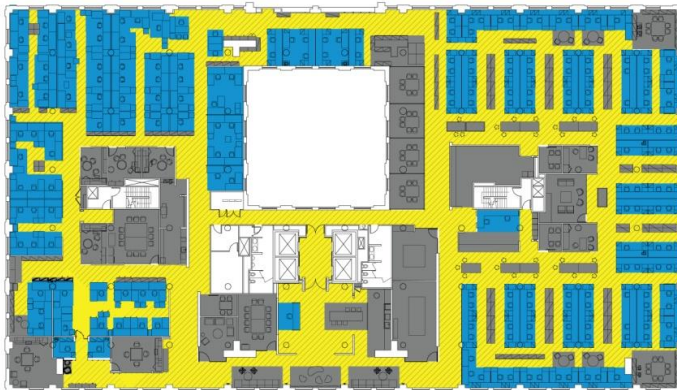
1.62 MULTIPLIER | **38%** FACTOR

100% ENCLOSED
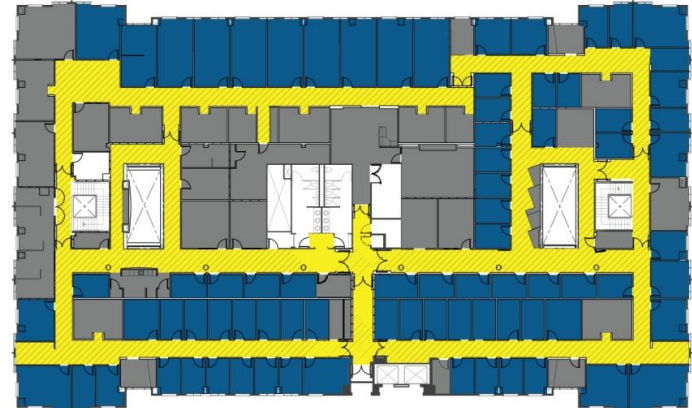
1.39 MULTIPLIER | **28%** FACTOR

Consider : large enclosed spaces

Large Enclosed Support Spaces

1.37 MULTIPLIER | **27%** FACTOR
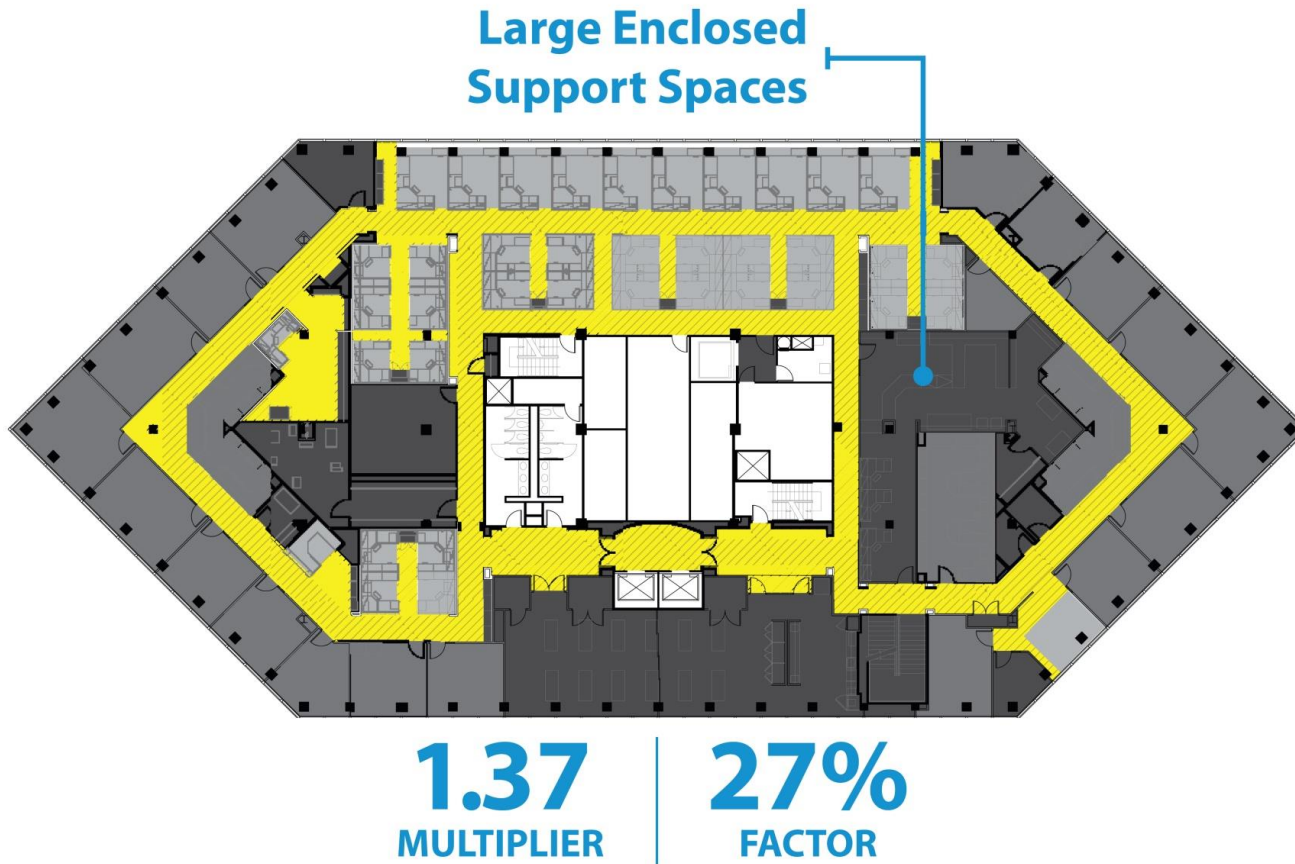
Consider: floor plate efficiency

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

RECOMMENDED RANGES

CIRCULATION MULTIPLIER (CM)

1.4 - 1.6	1.5
RANGE	AVERAGE

CIRCULATION FACTOR (CF)

28 - 38%	33%
RANGE	AVERAGE

Learn more

available upon request at workplace @gsa.gov

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

Derryck Menere, Gensler

8

cause:
workplace envy

Andrew Bordwin, Gensler

GSA Public Buildings Service

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?
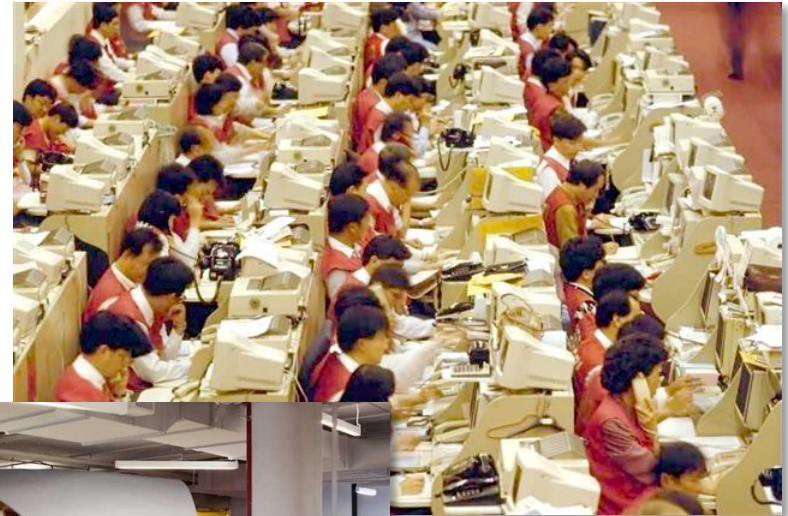
Risks of using someone else's solution

- 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

Legend:
- Mobility Program
- Private Sector
- Public Sector
- Average
- Range (###)

Industry Sector (scale: 50, 100, 150, 200, 250, 300, 350, 400, 450, 500)

Industry Sector	Average
Call Center	103.2
Technology	140.0
Finance	168.0
Arch & Engineering	168.4
Law Enforcement	199.6
Social Services	207.3
Biotech & Science	219.6
Legal	335.0
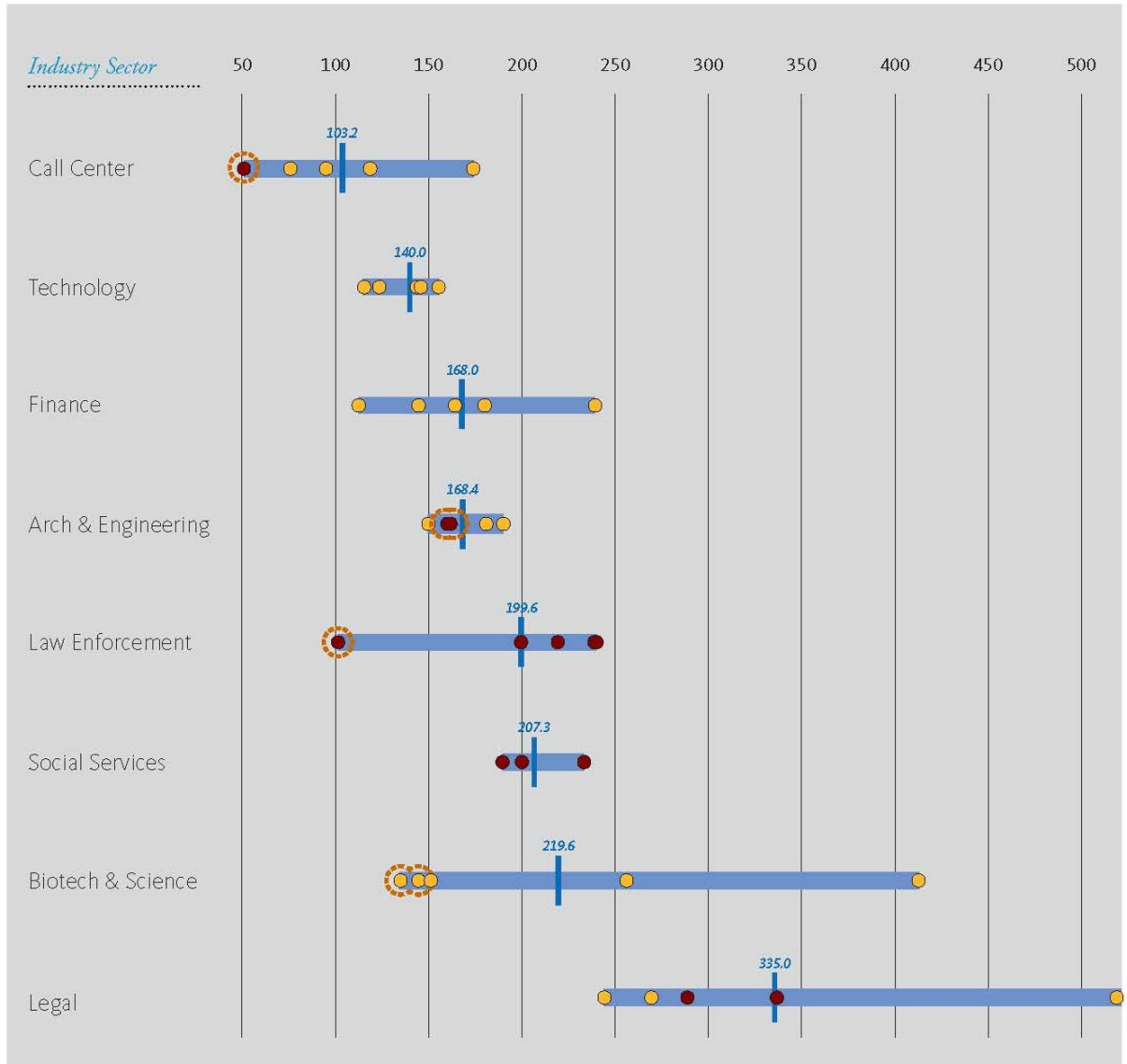
Distribution of spaces by industry

SPACE ALLOCATION RATIO CHARTS

Industry Sector

Space Types

Law Enforcement
Space Allocation Rate: 199.6

| 14% | 32% | 23% | 16% | 4% | 11% |

Technology
Space Allocation Rate: 140.0

| 1% | 50% | 29% | 9% | 10% | 1% |

Biotech & Science
Space Allocation Rate: 219.6

| 25% | 28% | 16% | 11% | 4% | 17% |

Legal
Space Allocation Rate: 335.0

| 43% | 10% | 19% | 16% | 4% | 7% |

Arch & Engineering
Space Allocation Rate: 168.4

| 11% | 43% | 22% | 15% | 7% | 2% |

Call Centers
Space Allocation Rate: 103.2

| 6% | 51% | 27% | 11% | 5% |

Finance
Space Allocation Rate: 168.0

| 30% | 37% | 13% | 14% | 5% |

Social Services
Space Allocation Rate: 207.3

| 41% | 38% | 8% | 11% | 3% |
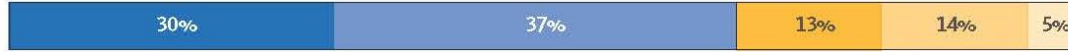
Legend:
- Office
- Workstation
- Collaboration
- General Support
- Social Support
- Mission Specific

GSA Public Buildings Service

40

Distribution of individual workspaces

ENCLOSED OFFICE TO OPEN WORKSTATION RATIO

Industry Sector

Technology
Space Allocation Rate: 140.0
- 1% | 99%

Call Centers
Space Allocation Rate: 103.2
- 4% | 96%

Arch & Engineering
Space Allocation Rate: 168.4
- 8% | 92%

Law Enforcement
Space Allocation Rate: 199.6
- 14% | 86%

Biotech & Science
Space Allocation Rate: 219.6
- 29% | 71%

Finance
Space Allocation Rate: 168.0
- 29% | 71%

Social Services
Space Allocation Rate: 207.3
- 42% | 58%

Legal
Space Allocation Rate: 335.0
- 60% | 40%

Space Types

- ■ Enclosed Office
- ■ Open Workstation

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 thei total NSF).

KEY TAKEAWAY #2

Legal is the only industry sector with higher proportion of enclosed office: to open workstations. The Legal sect also has the highest average space allocation rate at 335 USF per total personnel.

8

our advice:
take it with a grain of salt

Andrew Bordwin, Gensler

7 *cause:*
forgetting that sound travels

Michael Moran, OTTO

Sound familiar?

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

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

- internet comment in response to a New York Times workplace article
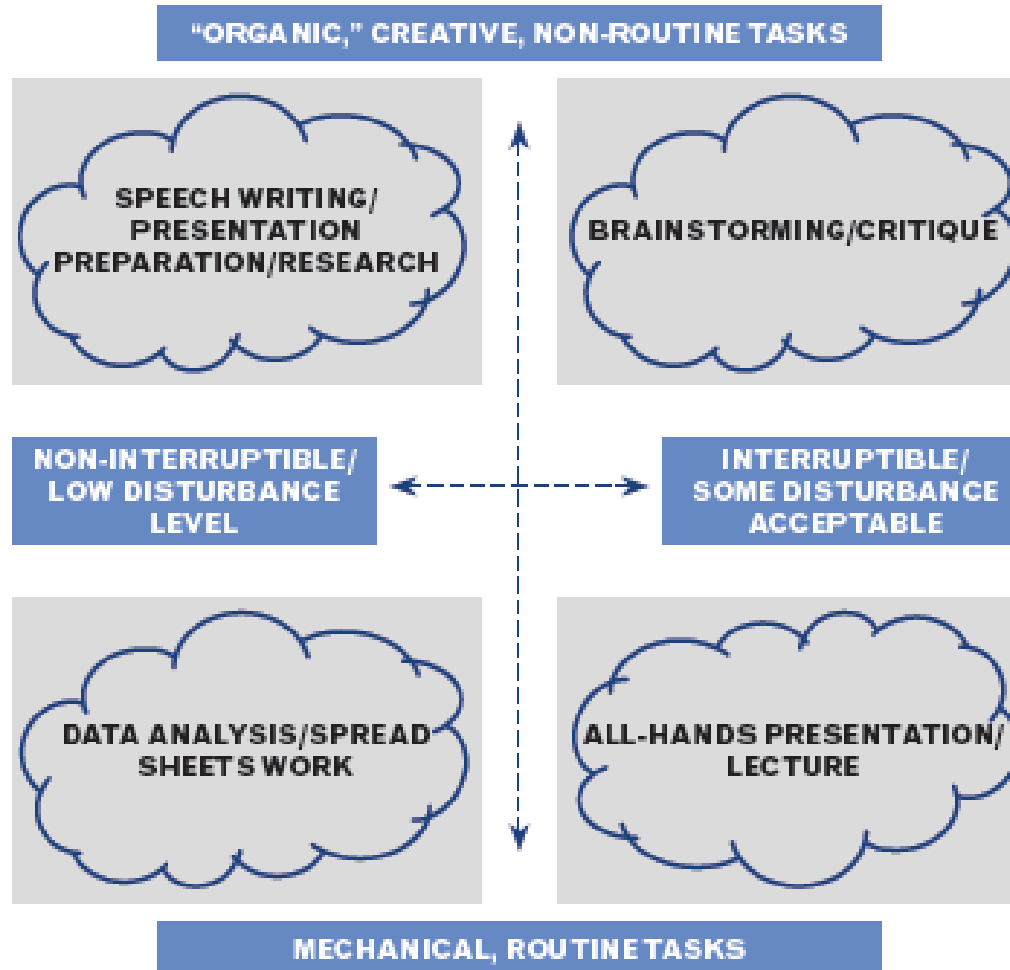
Extreme responses to noise
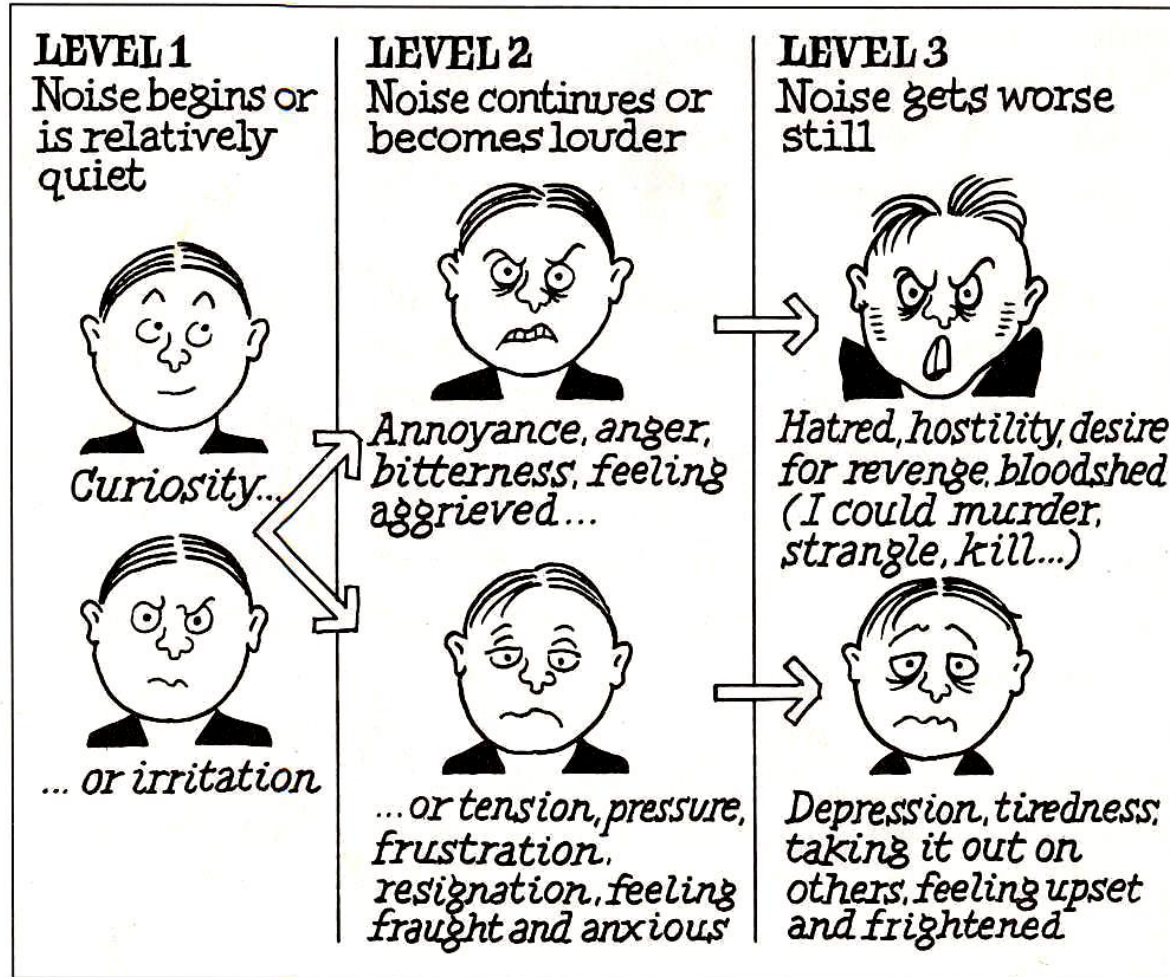
The impact of acoustic dissatisfaction

- 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)
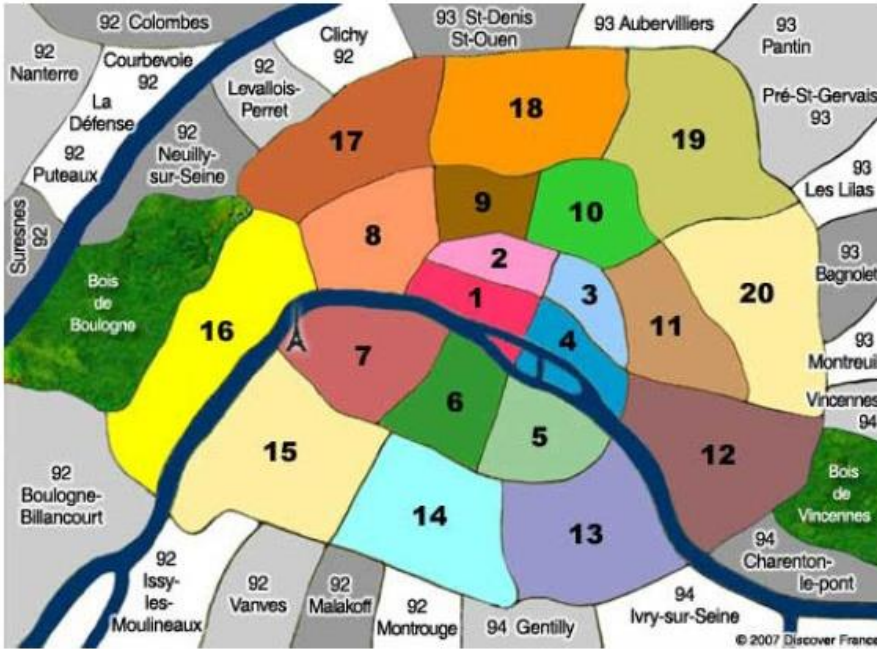
There are warning signs

- 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.

Learn more

available upon request at workplace @gsa.gov

7 *our advice:*
remember all the senses

Michael Moran, OTTO

6

cause:
assuming equal space = equitable spaces

Michael Moran, OTTO

GSA

One workstation/office size can *mis*fit 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

	Desk Bound	**Internally Mobile**	**Externally Mobile**
Interactive at Desk			
	• *time spent at desk :* **HIGH** • *time spent elsewhere :* **LOW** • *at desk interaction :* **MODERATE / HIGH**	• *time spent at desk :* **MODERATE** • *time spent elsewhere :* **MODERATE** • *at desk interaction :* **MODERATE / HIGH**	• *time spent at desk :* **LOW** • *time spent elsewhere :* **HIGH** • *at desk interaction :* **MODERATE / HIGH**
Concentrative at Desk			
	• *time spent at desk :* **HIGH** • *time spent elsewhere :* **LOW** • *at desk interaction :* **LOW**	• *time spent at desk :* **MODERATE** • *time spent elsewhere :* **MODERATE** • *at desk interaction :* **LOW**	• *time spent at desk :* **LOW** • *time spent elsewhere :* **HIGH** • *at desk interaction :* **LOW**

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

EXAMPLE:
Desk Bound / Interactive

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

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
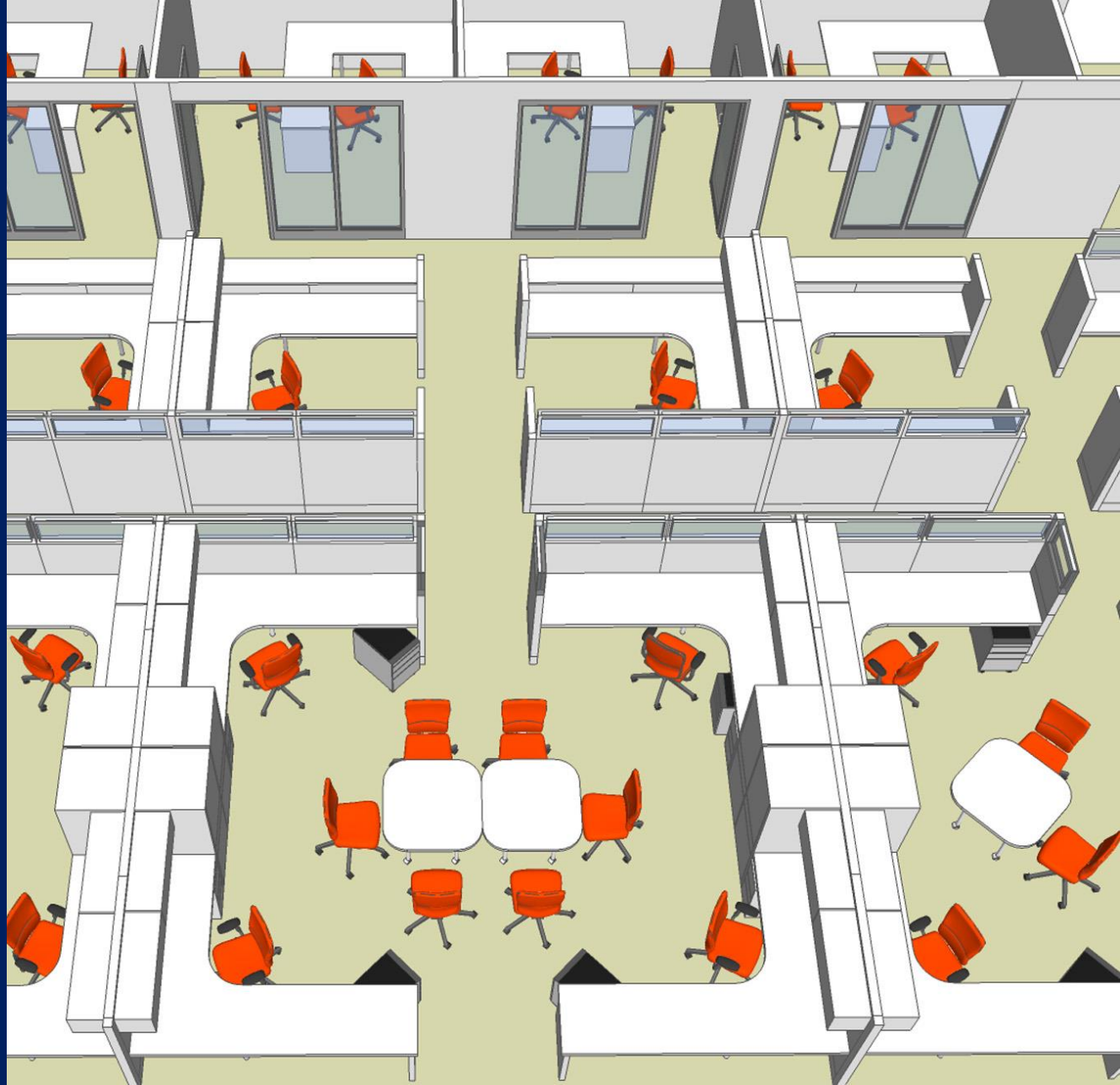
EXAMPLE:
Internally Mobile / Concentrative

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

Typical Day

- Finds open desk to work for the day
- Attends meeting in conference room
- Picks up folders from shared file area
- Reviews folders in open work table
- Resumes work at desk

EXAMPLE:
Internally Mobile / Interactive

Profile

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

Typical Day

- Goes through e-mails at desk
- Staff meeting in large conference room
- Team meeting in small conference room
- Private chat with employee in 2-person focus booth

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:
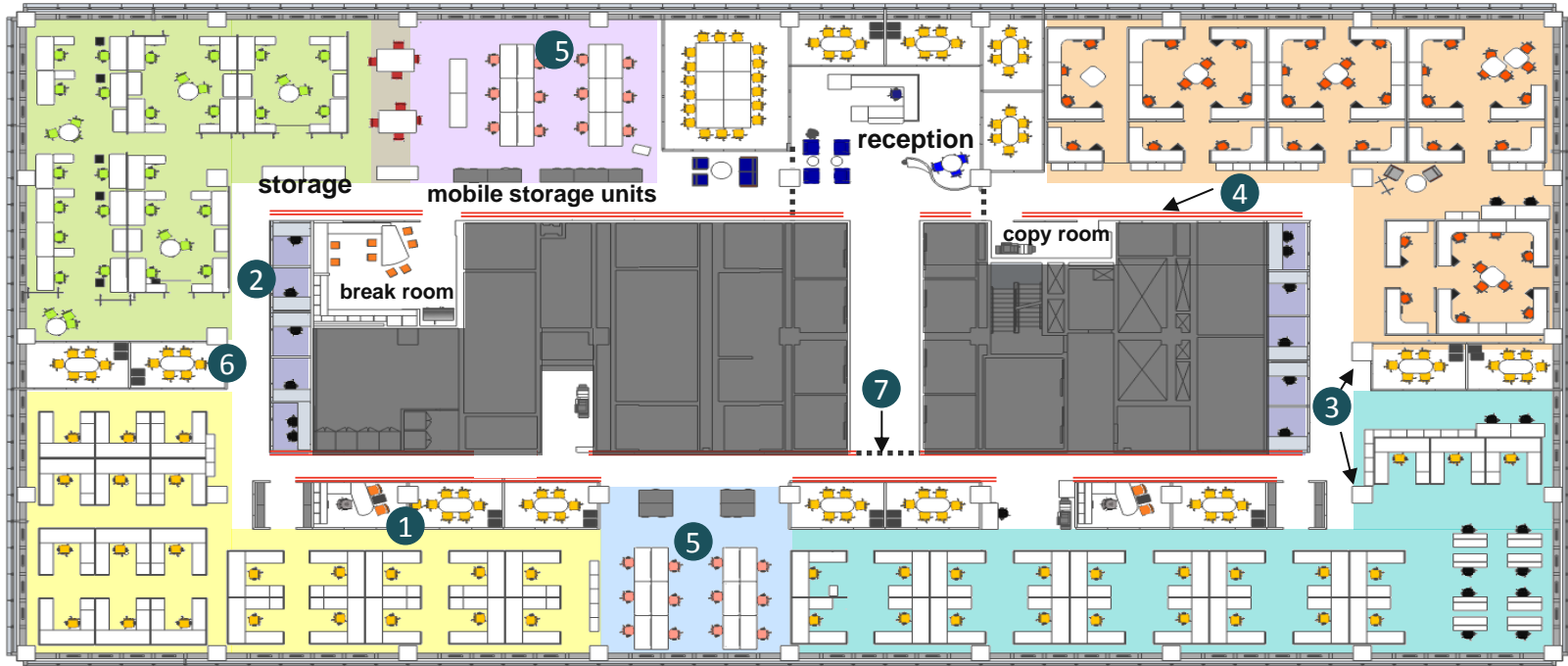## Externally Mobile / Interactive

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. ······

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

Learn more: Workplace Solutions Library

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

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

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

Furniture
- Overview of furniture selection
- Overview of furniture components
- Furniture selection principles for each work pattern

6

our advice:
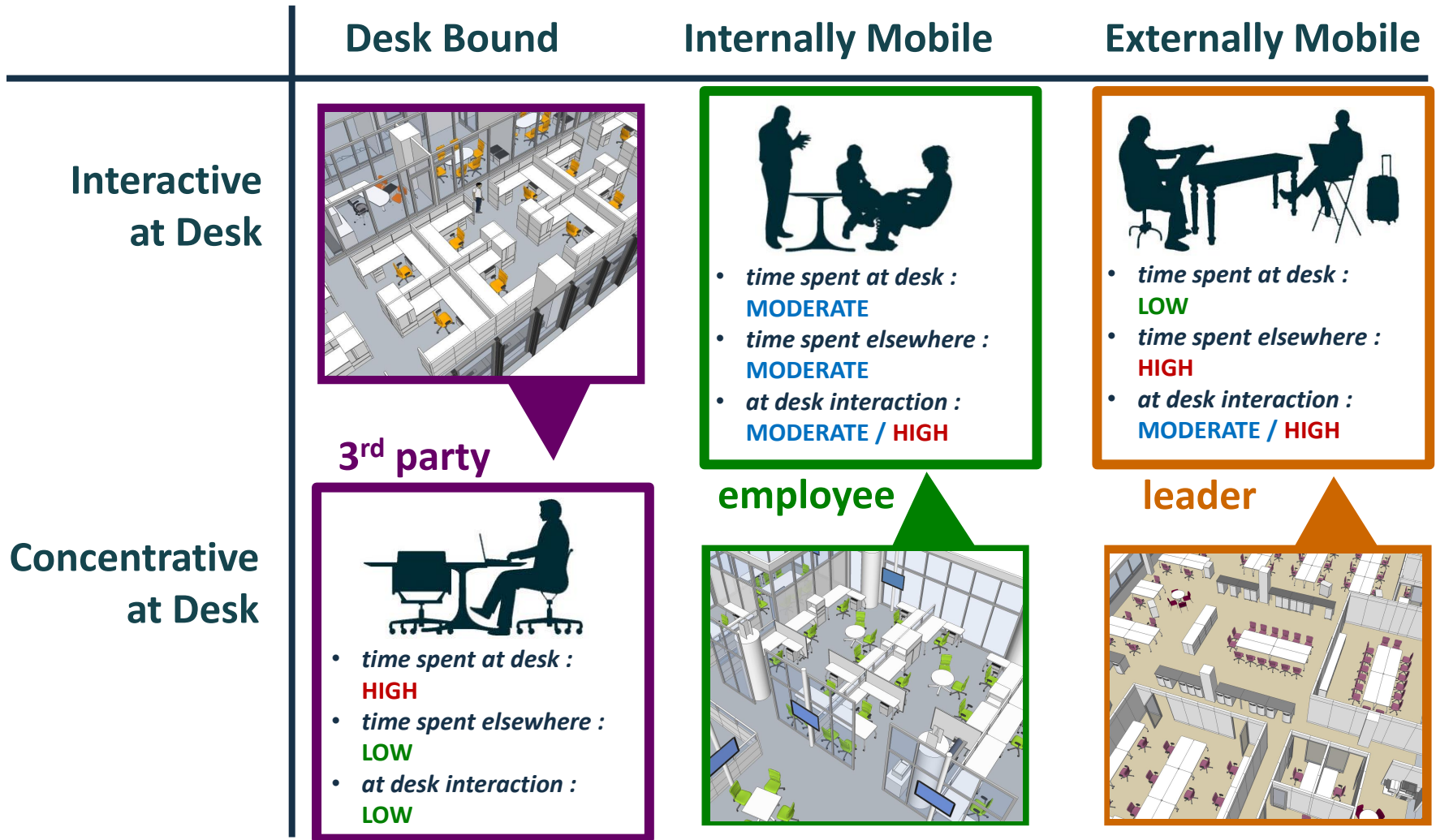**customize the workplace to how people should work**

Michael Moran, OTTO

5

cause:
relying on 1 perspective to determine workplace needs

Dero Sanford, Gensler/HP

The risk of relying on one perspective

	Desk Bound	Internally Mobile	Externally Mobile

Interactive at Desk

Internally Mobile — Interactive at Desk:
- *time spent at desk :* **MODERATE**
- *time spent elsewhere :* **MODERATE**
- *at desk interaction :* **MODERATE / HIGH**

Externally Mobile — Interactive at Desk:
- *time spent at desk :* **LOW**
- *time spent elsewhere :* **HIGH**
- *at desk interaction :* **MODERATE / HIGH**

3rd party

employee

leader

Concentrative at Desk

Desk Bound — Concentrative at Desk:
- *time spent at desk :* **HIGH**
- *time spent elsewhere :* **LOW**
- *at desk interaction :* **LOW**

How different would the answers be?

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

Consider both perspectives

TOP DOWN
Leader Perspective

BOTTOM UP
Employee Perspective
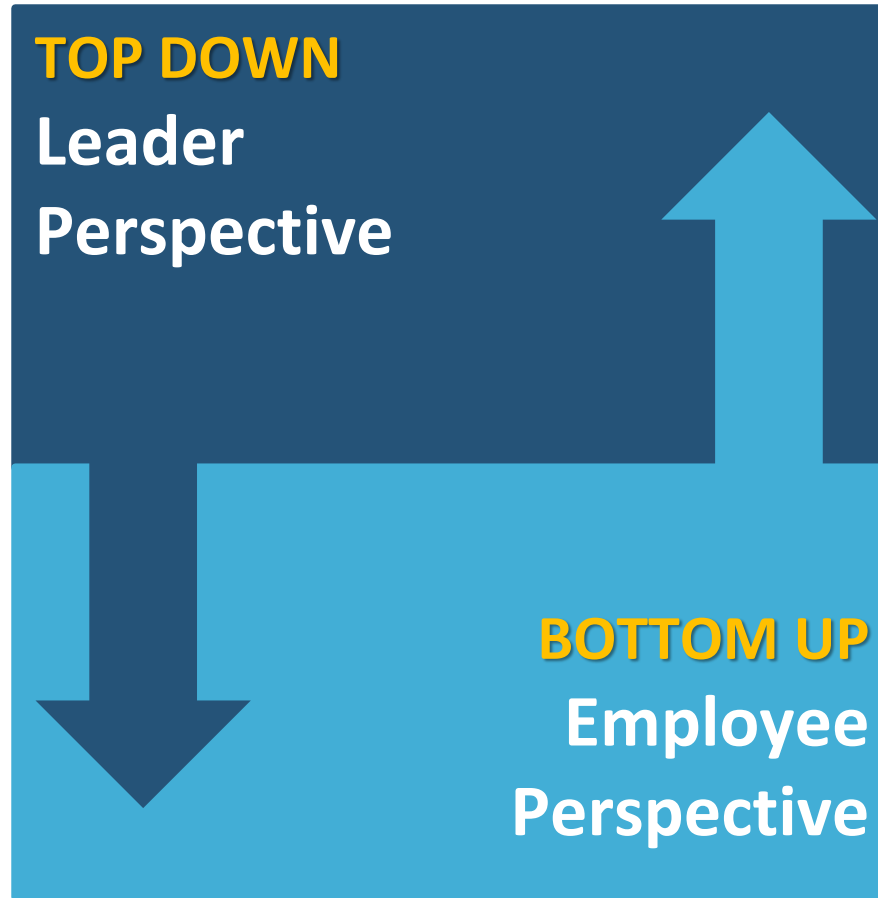
Leader perspective

- vision and mission

- current view and biases

- critical issues & opportunities

- perceptions of the future

- organizational goals & objectives

- measures of success

- build consensus

TOP DOWN
Leader
Perspective

Employee perspective

- perceptions of the future

- work practice details and processes

- source of qualitative & quantitative data

- a defensible foundation for workplace strategies

BOTTOM UP
Employee Perspective

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 <u>are similar</u>

- 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

5 *our advice:*
solicit input from all organizational levels
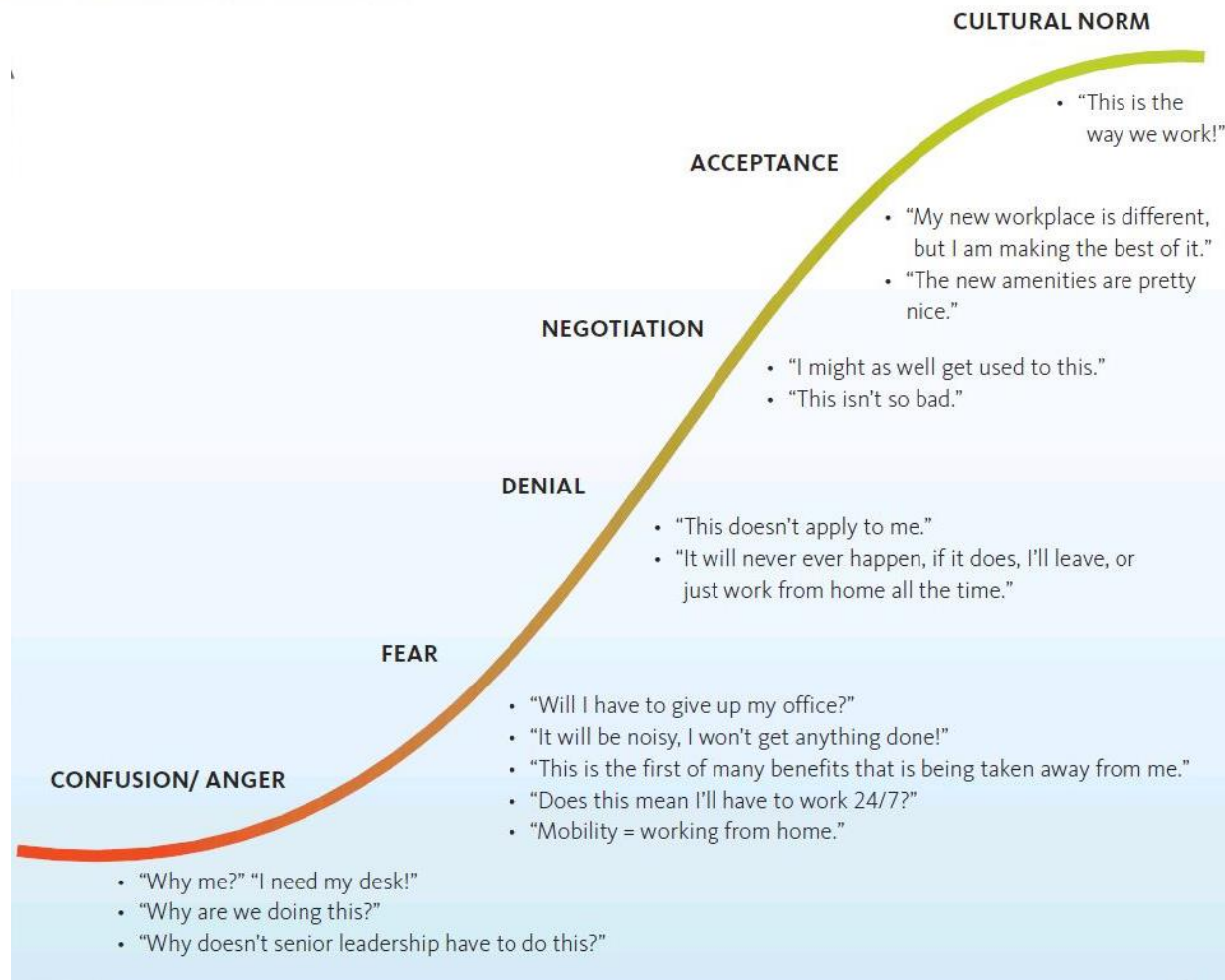
Dero Sanford, Gensler/HP

4

cause:
not preparing for the upcoming changes

Nic Lehoux, Gensler

6 stages of workplace grief

CULTURAL NORM
- "This is the way we work!"

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

NEGOTIATION
- "I might as well get used to this."
- "This isn't so bad."

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."

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."

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

Common fears to workplace change

Workplace change	Employee fears
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

Workplace change	Employee fears
New to telework *(still assigned workstation)*	• Supervisor's perceptions • Colleague's perceptions • Technology problems • Isolation / sense of remoteness
New to hoteling *(shared, reservable workstation)*	*Same as telework, plus* • Having clearing off the desk each night • Moving materials to a locker • Not being able to pick their neighbors
New to free-address *(shared, unreservable workstation)*	*Same as hoteling, plus* • Unpredictability of the next desk

Common fears to workplace change

| Workplace change	Employee fears
Centralized file storage	• Trouble prioritizing files to access • Files will be misplaced
Going paperless; electronic routing	• Can't access critical documents • Having to print documents to review in print • Technology challenges • New IT security measures

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?

Change Management & Communications

Major Changes

Overhauling

Redirecting

Adapting

Minor Changes

Tuning

Communications Only
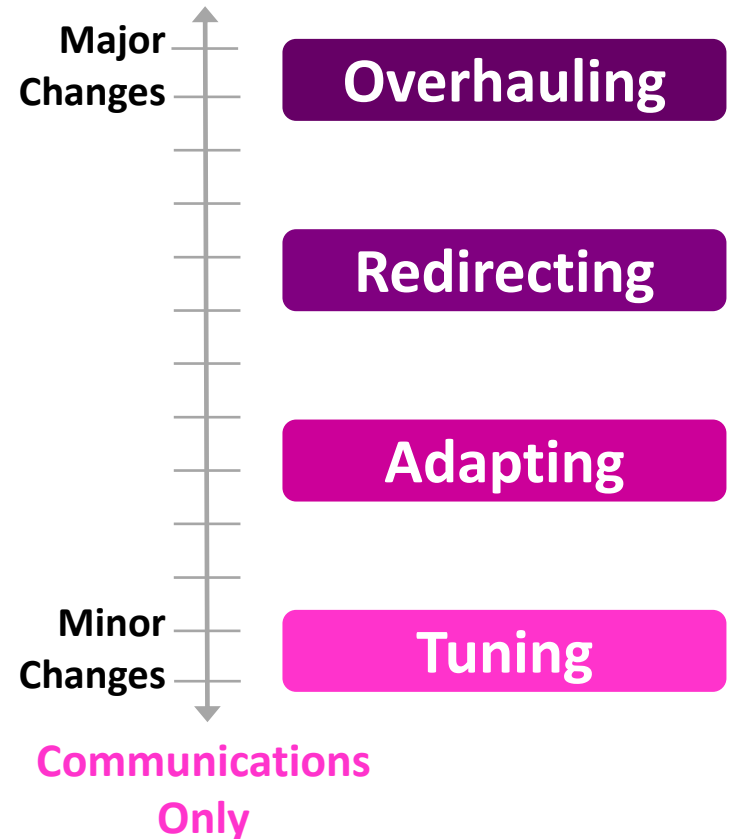
Facilitating workplace adoption

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

TOP DOWN
Executive sponsorship
Vision & mission
Business case
Role models

BOTTOM UP
Numbers on your side
Reality check
Change Agents
Influence

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

Change management approaches

Approach	Workplace
Peers Embracing the Change First	• pilot projects occupied by peers • change agents demonstrating workplace protocols
Leaders Embracing the Change First	• executive sponsorship • executives adopting the new strategies first
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

Change management approaches

Approach	Workplace
Real-Time Feedback	• frequently asked questions to submitted questions • web sites and recurring communications • active displays of data (e.g., energy savings)
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

4

our advice:
lead the workforce through the changes
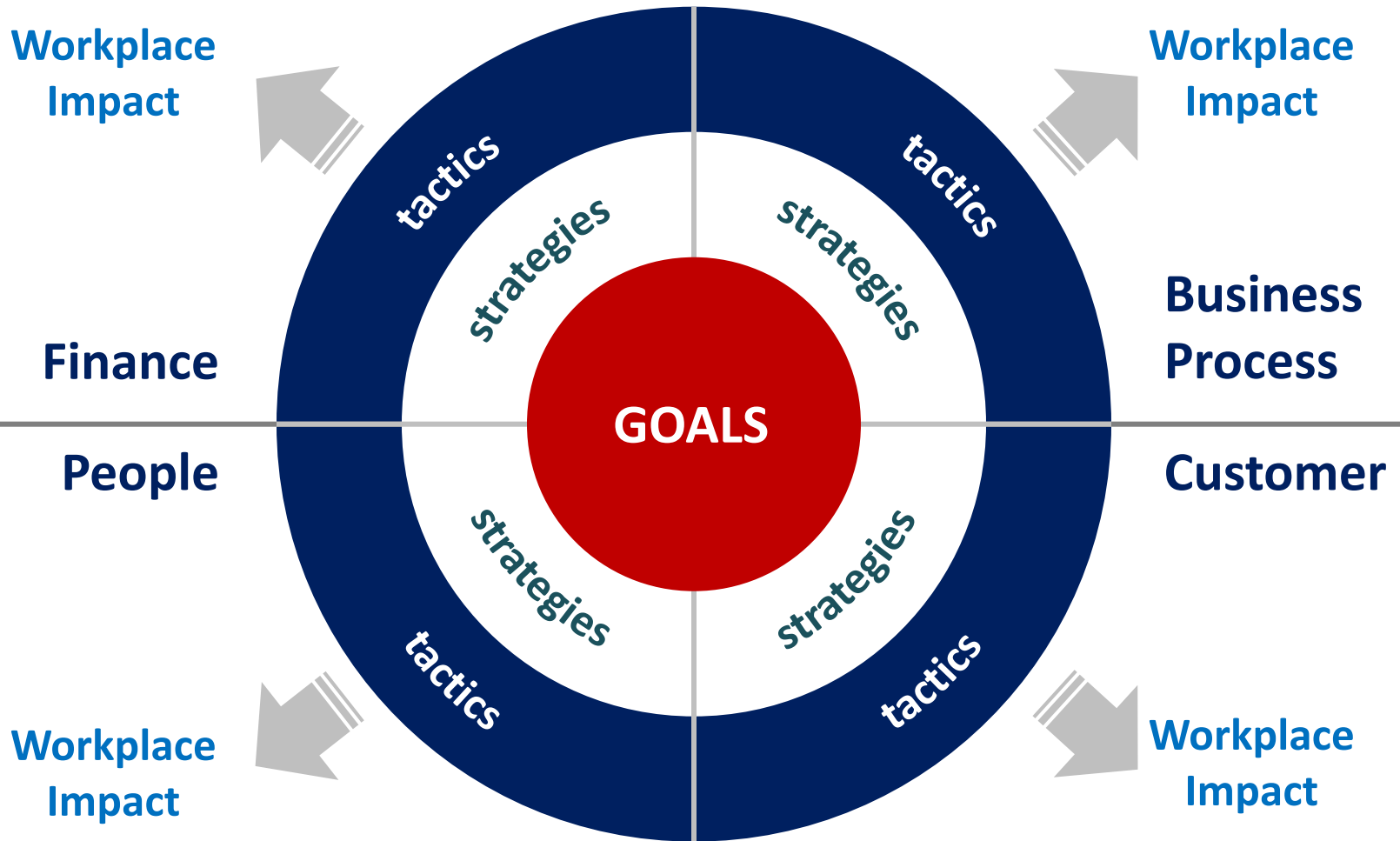
Nic Lehoux, Gensler

3

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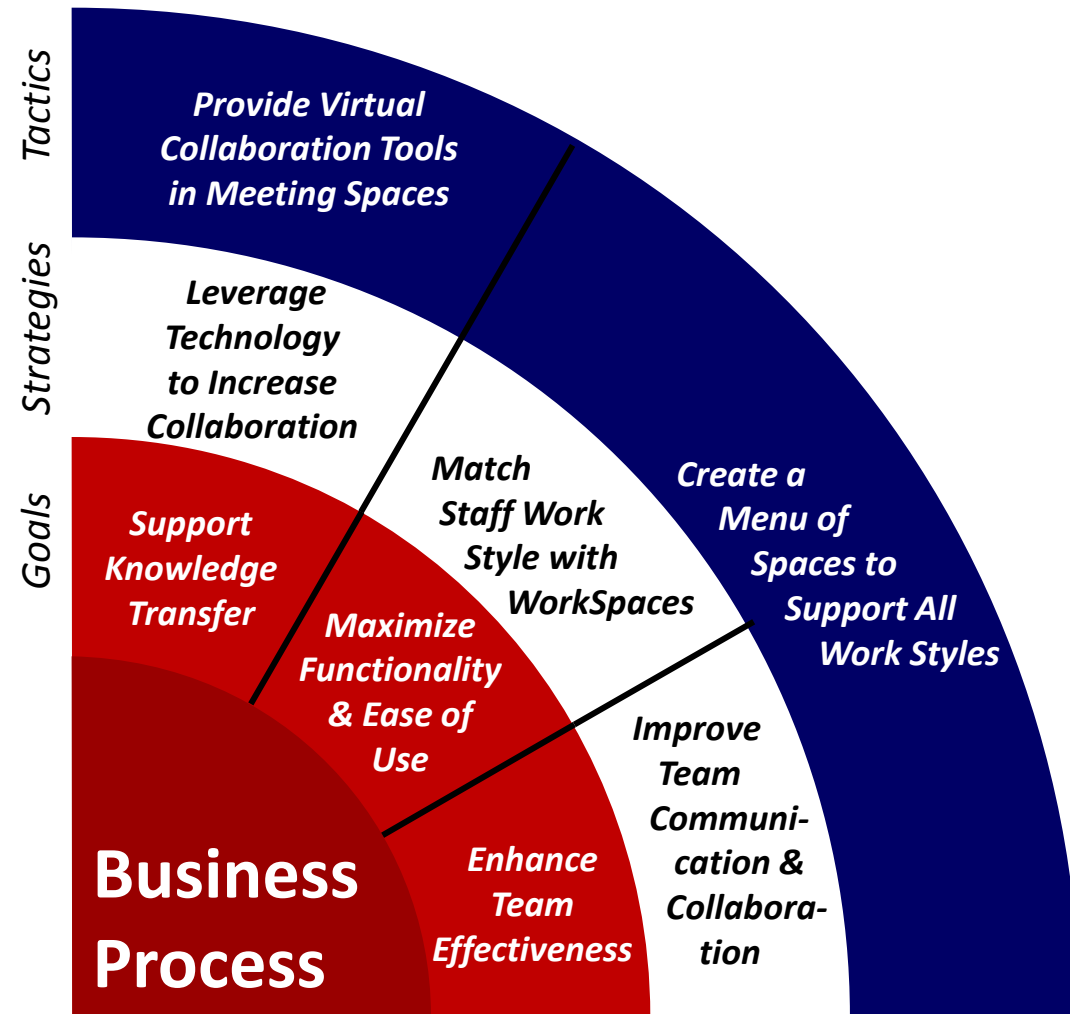**the workplace is considered just a cost center**

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
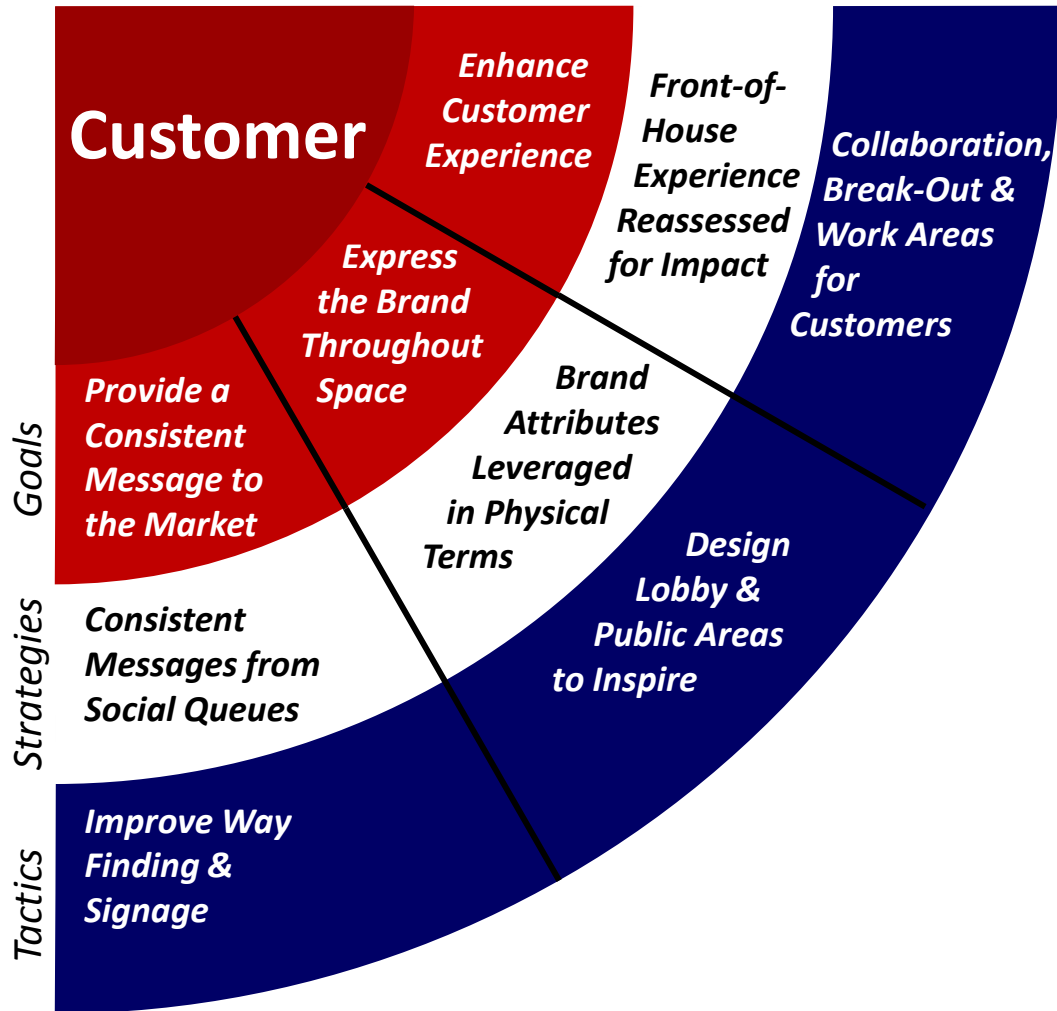
Connect the Business to the Workplace

Workplace Impact

Workplace Impact

Finance

Business Process

People

Customer

Workplace Impact

Workplace Impact

tactics

strategies

GOALS

Business Process Oriented Goals

Common Goals

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

Tactics

Strategies

Goals

Provide Virtual Collaboration Tools in Meeting Spaces

Leverage Technology to Increase Collaboration

Support Knowledge Transfer

Match Staff Work Style with WorkSpaces

Create a Menu of Spaces to Support All Work Styles

Maximize Functionality & Ease of Use

Business Process

Enhance Team Effectiveness

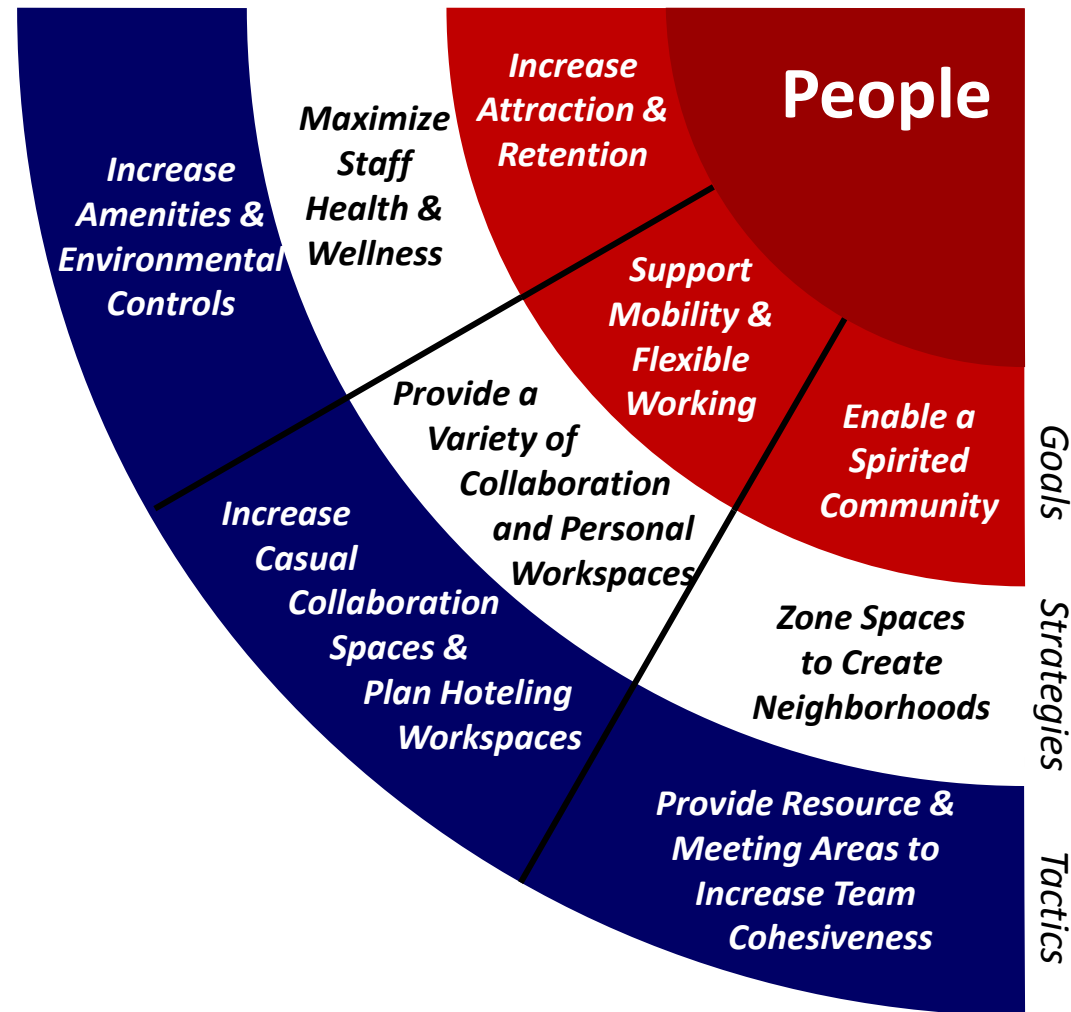_Improve Team Communication & Collaboration_

Customer Oriented Goals

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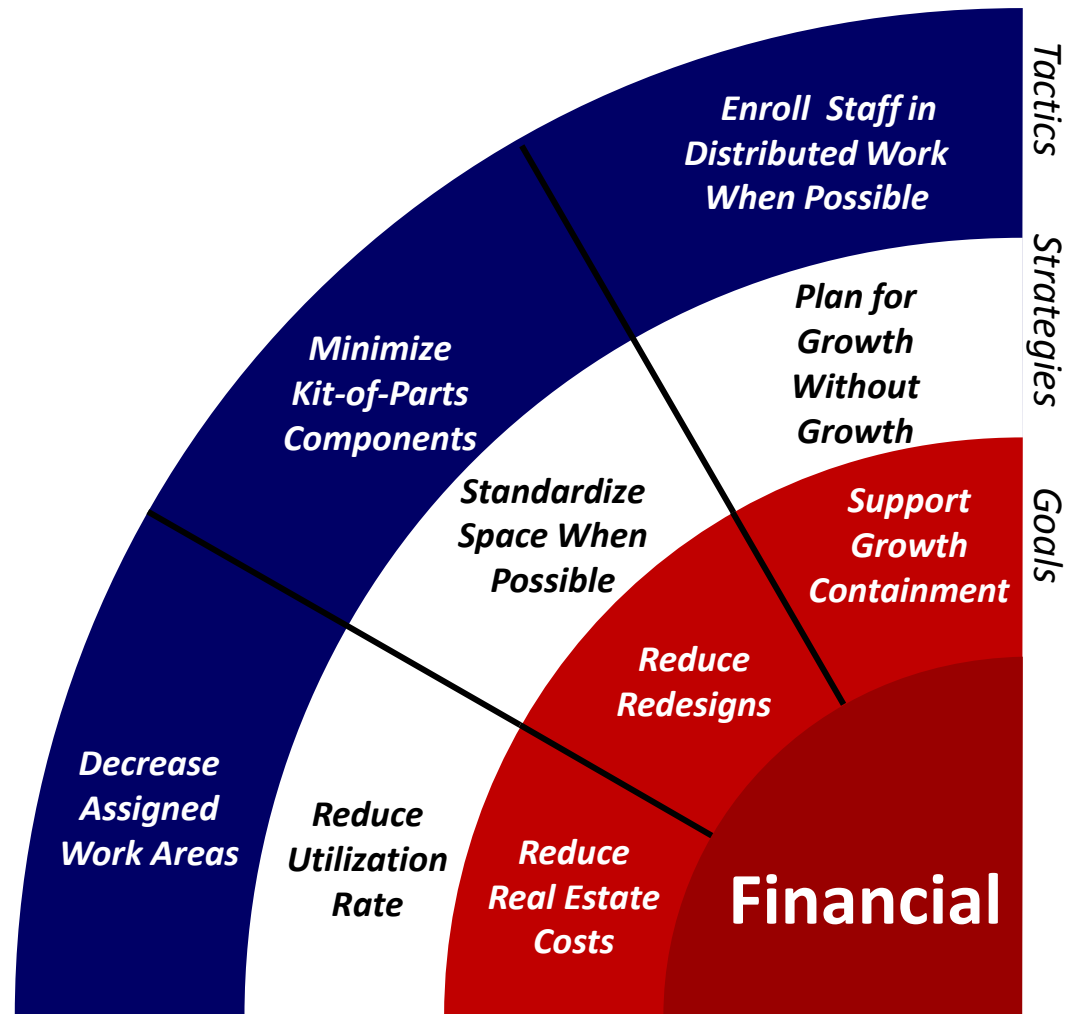
People Oriented Goals

Common Goals

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

People

Increase Attraction & Retention

Maximize Staff Health & Wellness

Increase Amenities & Environmental Controls

Support Mobility & Flexible Working

Provide a Variety of Collaboration and Personal Workspaces

Enable a Spirited Community

Increase Casual Collaboration Spaces & Plan Hoteling Workspaces

Zone Spaces to Create Neighborhoods

Provide Resource & Meeting Areas to Increase Team Cohesiveness

Goals

Strategies

Tactics

Financial Oriented Goals

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

3

our advice:
link all workplace decisions to business goals

Sherman Takata, Gensler

2

cause:
no workplace protocols

16D4-H   MOBILITY
WORKSTATION

Chris Leonard, Gensler

Let's say you're in your new workplace
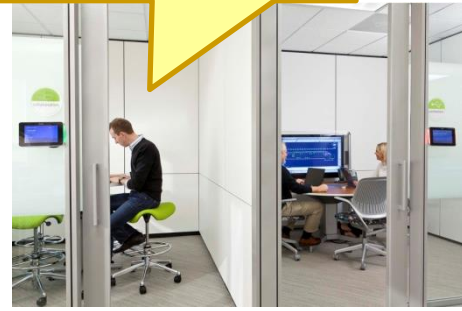
What's to stop this from happening?

On a speaker phone
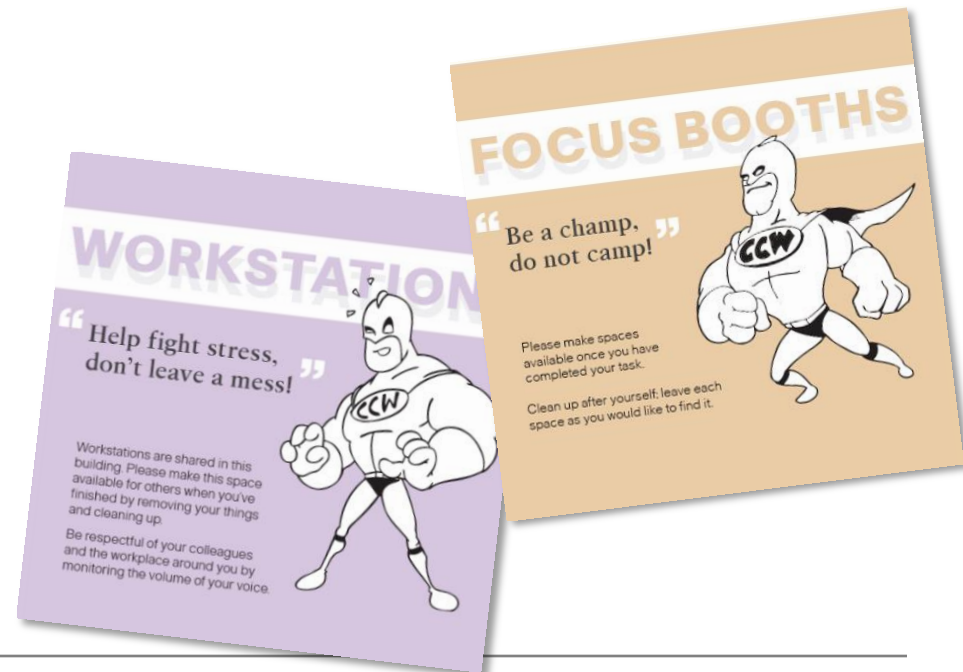
A/V is reprogrammed

Bumped someone's reservation

Burnt popcorn

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

2 *our advice:*
create the instructions

Chris Leonard, Gensler

GSA Public Buildings Service

cause:
preconceived ideas on what's possible

1

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

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

Most preconceptions can be addressed

Common preconception	Strategies to pursue
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

Common preconception	Strategies to pursue
Can't concentrate in an open floor plan	• Visit open floor plan workplaces with similar organizations / industries • Conduct acoustic evaluation of the current workplace; determine true cause of noise problems
This space can't change because its "special"	• Assess the policies governing the space and determine flexibility in design • Determine actual space usage • Investigate how similar industries are handling the space (e.g., law enforcement agencies)

General steps to address them

- Identify 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

LIPCH/Gensler

Summary

	Causes	GSA's Advice
1	Preconceived ideas on what's possible	Be open to the possibility of new ways of working
2	No workplace protocols	Create the instructions
3	The workplace is considered just a cost center	Link all workplace decisions to business goals
4	Not preparing for the upcoming changes	Lead the workforce through the changes
5	Relying on 1 perspective to determine workplace needs	Solicit input from all organization levels

Summary

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

Questions?

Regional points of contact for Requirements Development

Region	Name	Phone number
1	Karen J. Flanders	617-565-7796
2	Jean Keane Carol McNamara	631-715-5501 212-264-2700
3	Nancy Wolosyzn	215-446-4521
4	Heather Driscell	404-562-0127
5	Ronnie Bent	312-886-5563
6	Jane Schuster	816-926-8395
7	Tommy Robbins	817-850-5585
8	Jonna Larson	303-941-2303
9	Marcus Richardson	415-522-3223
10	James Truhan	253-736-3551
NCR	Chris Fraccaro	202-205-3532

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