transforming the workplace
OVERVIEW

• DRIVERS
• KEY OBJECTIVES
• CHALLENGES
• WORKPLACE SOLUTIONS
• BEST PRACTICES
DRIVERS

- June 2010 Presidential Memo
- Freeze the Footprint March 2013
- Telework Act 2011
- Congress (FY Budget)
- Technology enabling mobility
- Environment—go green
KEY OBJECTIVES

• CREATE a place where people want to work
• Encourage and support COLLABORATION
• Improve PRODUCTIVITY
• Produce energy & carbon SAVINGS
• Improve the UTILIZATION of real estate
Create a place where people want to come to work by enabling user choice and flexibility.

92% of young professionals prefer working for an environmentally friendly company.

(MonsterTRAK 2007 Survey of Recent Graduates)

Individual space is based on function, not hierarchy.

- Greater workspace flexibility (location, light levels, desk height, monitor height, keyboard location, etc.) is provided to support each individual’s work area.
Encourage and Support COLLABORATION
In a mobile work environment, collaboration will be less about face-to-face interactions and more about virtual connectivity and communication.

Allow for Now
Provide impromptu spaces and tools to accommodate interaction and discussion.
Improve PRODUCTIVITY

There is growing evidence that indicates a strong correlation between employee performance and their work environment.

16% improvement in productivity in space that is designed according to green building principles.

Lighting and air quality conditions are perceived to enhance the ability to work.

74% (lighting) and 61% (air quality).
• Plan to be sustainable up front!

• Our greenest square foot saves you money
  [For example in Washington, DC 100SF of space = $5,000 and 1 Ton of CO2 emission]

• Benefits across the triple bottom line:
  Rich space diversity improves work experience
  Greatly improved Indoor Environmental Quality
Environmental Impacts

Two thirds of energy consumed in commercial buildings goes to heating, cooling and overhead lighting which varies little as people are added to a space.

- **Working from home** 1 day / week can save **1 ton** of CO2e / year.

- **Converting 2 enclosed offices to open layout** can save **2 tons** of CO2e / year.

- **Cutting a square foot of office space** can save **30lbs** of CO2e / year.
Maximize Space UTILIZATION
Studies show that typical building utilization ranges between 35-50%.
Below is an example of a GSA Regional Office.

48% of employees were found to be out of the office two days per week or more.

36%
Average amount of time spaces were occupied over an average week
# Work-styles differ with each generation

## PERSONAL AND LIFESTYLE CHARACTERISTICS BY GENERATION

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<thead>
<tr>
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<tbody>
<tr>
<td>Core Values</td>
<td>Respect for authority</td>
<td>Optimism</td>
<td>Skepticism</td>
<td>Realism</td>
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<td></td>
<td>Conformers</td>
<td>Involvement</td>
<td>Fun</td>
<td>Confidence</td>
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<td></td>
<td>Discipline</td>
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<td>Informality</td>
<td>Extreme Fun</td>
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<td>Social</td>
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<td>Family</td>
<td>Traditional</td>
<td>Disintegrating</td>
<td>Latch-key kids</td>
<td>Merged families</td>
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<td></td>
<td>Nuclear</td>
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<tr>
<td>Education</td>
<td>A dream</td>
<td>A birthright</td>
<td>A way to get there</td>
<td>An incredible expense</td>
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<td>Communication Media</td>
<td>Rotary phones</td>
<td>Touch-tone phones</td>
<td>Cell phones</td>
<td>Internet</td>
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<td></td>
<td>One-on-one</td>
<td>Call me anytime</td>
<td>Call me only at work</td>
<td>Picture phones</td>
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<td>Write a memo</td>
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<td></td>
<td>E-mail</td>
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<td></td>
<td></td>
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<tr>
<td>Dealing with Money</td>
<td>Put it away</td>
<td>Buy now, pay later</td>
<td>Cautious</td>
<td>Earn to spend</td>
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<tr>
<td></td>
<td>Pay cash</td>
<td></td>
<td>Conservative</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Save, save, save</td>
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</tbody>
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**Veterans (1922-1945)**
- Respect for authority
- Conformers
- Discipline

**Baby Boomers (1946-1964)**
- Optimism
- Involvement

**Generation X (1965-1980)**
- Skepticism
- Fun
- Informality

- Realism
- Confidence
- Extreme Fun
- Social
Understanding Mobility and Its Impacts

- Analyze why people are not in the office
- Value mobility that supports the agency mission
- Mobility requires technology and process change
- Space savings come from giving up seats

MOBILE WORK

- Hoteling
- Mobile in office
- Travel / training
- At client site
- Leave

Telework
- Home
- Telework Ctr
- Coffeeshop
CHALLENGES

Acoustics, Air & Light

IT Puzzle

Change Engagement
Integration of Information Technology
Acoustics

Myth: High cubicle partitions mean less noise, more privacy, and fewer distractions.

$1.55 \text{ sq.ft.}$ Upgraded Ceiling Tiles

$1.81 \text{ sq.ft.}$ Sound Masking System

Create neighborhoods that separate various noise levels by utilizing quiet zones, enclosed meetings, open meetings, social areas, and different types of workplaces.
Information Technology
Provide the right tools and equipment to support an increasingly mobile workforce

- Smart phones, tablets, laptops
- Collaboration software
- Virtual work software
- Video conferencing
- Electronic filing/scanning
Change Engagement

Managing transitions from one environment to another
Facility Mgmt. Impacts
Positive Effects

+ Better space utilization
+ Lower churn costs
+ Lower office cleaning costs?
+ Lower lighting costs
+ Lower energy/person
+ Higher satisfaction
+ Fewer complaints?
Facility Mgmt. Impacts
Negative Effects?

- Internal Furniture moves?
- More space wear and tear
- More toilet rm. maintenance
- Higher energy/SF
- More complaints w/o occupant involvement
WORKPLACE STRATEGIES

• RIGHTSIZE current space guidelines & standards
• Allocate space based on HOW PEOPLE WORK
• SHARE support spaces across the organization
• Understand the implications of mobile work
GSA’s Work Pattern Methodology
Design & allocate space based on how people work.

Desk Bound  Internally Mobile  Externally Mobile
Sample Scenarios

For an office of 100 people in 8’x10’ workstations/offices:

<table>
<thead>
<tr>
<th>Description</th>
<th>SF (USF)</th>
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<tbody>
<tr>
<td>Workstation/office SF</td>
<td>8,000</td>
</tr>
<tr>
<td>Support/Special SF</td>
<td>7,500</td>
</tr>
<tr>
<td>40% Circulation:</td>
<td>6,200</td>
</tr>
<tr>
<td>Total:</td>
<td>21,700</td>
</tr>
</tbody>
</table>

= 217 USF/pp

USF/pp – Useable Square Feet/per person

- Reduce workstation standards from 8’x10’ to 8’x8’
- No workstation sharing
  
  = 195 USF/pp

- Keep workstations at 8’x 8’
- Increase workstation sharing to 1:3 (1 workstation to 3 employees)

  = 135 USF/pp
CASE STUDIES

- Dept. of Homeland Security
  Chief Admin. Office (DHS CAO)

- Department of Justice
  United States Trustees

- GSA | PBS
  Region 7 HQ Mobility Lab

- GSA | PBS
  Central Office RPAM Prototype
Debt. of Homeland Security
Chief Administrative Office (DHS CAO)

$900,000
Annual Rent Savings

PHASE 01
Initial Pilot
2009
- Assess feasibility & policies
- Invest in technology
- Select pilot participants
- Test with minimal space changes

270 USF/pp

PHASE 02
Enhanced Pilot
2010
- Increase teleworking (50% more)
- Expand pilot participants
- Desk-sharing
- Compress space & sublease (50%)

130 USF/pp

PHASE 03
Study Recomm.
2011
- Engage in Req. Dev. Process
- New space guidelines based on readiness
- Space accommodates headcount growth

106 USF/pp
Department of Justice
United States Trustees

“Right-sizing” Revised/Reduced Space Standards

340 USF to 250 USF
All-In Allocation of Space Per Person

120 USF
Attorney Offices
Orig. 150 USF

64 USF
Paralegal Workstation
Orig. 150 USF Office

26%
Reduction in Space
GSA Public Buildings Service
Region 7 Headquarters
14th Floor Mobility Lab
Telework & Operation Reductions

80,000 SF
Placed on energy conservation mode on Fridays and Holidays (2 building floors)

> 25%
Utilization Rate on Fridays and Holidays

300 sf
40 seats available for Fridays and Holidays
GSA Public Buildings Service

7th Floor Prototype, Washington, DC

A flexible “hoteling” environment

http://www.gsa.gov/portal/content/114515

230 Tons CO2 Savings Per Yr

52% Reduction in Space

632 Thousand Annual Rent Savings

2:1 Desk Sharing Ratio
DCAA National Standards
Defense Contract Audit Agency, DOD

“Right-sizing” + Standardization + Hoteling

257 USF to 154 USF
Reduced All-In Allocation of Space Per Person Field Audit (Branch) Offices

$3.4 M
Rent Savings Per Year

40%
Projected Reduction in Space
DCAA Central Region HQ
Defense Contract Audit Agency, DOD
Irving, Texas
“Right-sizing” + Standardization

310 USF to 246 USF
Reduced All-In Allocation of Space Per Person (w/o training ctr.)

$111 K
Cost Savings Per Year Rent + Constr.

18% Space Reduction

space saved 4,316 USF
the workplace transformed

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