

ARCHITECTURE  
ENGINEERING  
INTERIORS  
PLANNING

# Workplace Strategy

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**JACOBS**® KlingStubbins

Cambridge  
Philadelphia  
Raleigh  
San Francisco  
Washington, DC



## business drivers

### People

- Recruitment and Retention
- Generational Diversity
- Engagement
- Commitment to Corporate, Social and Environmental Responsibility

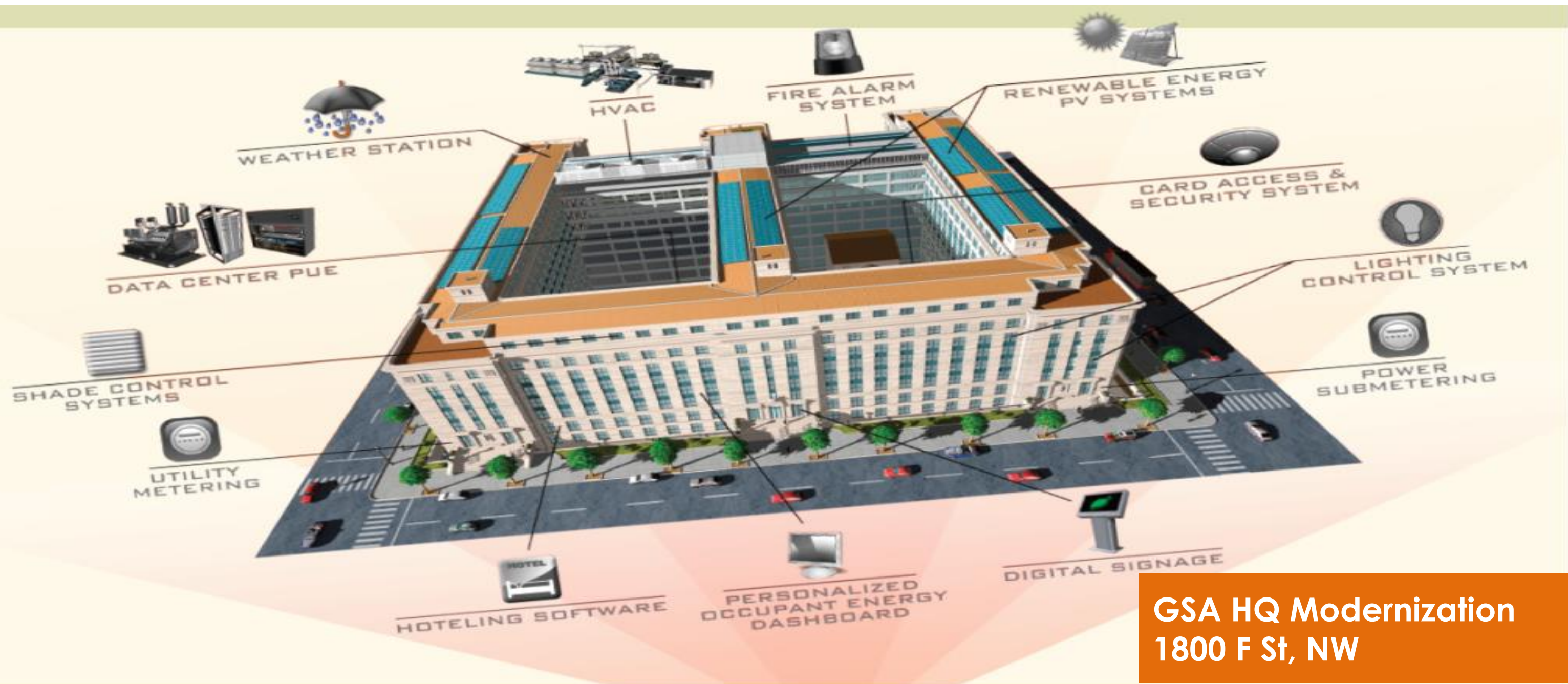
### Work

- Increased Mobility
- New Tech-Interaction/Connectedness
- Speed of Innovation – Competitive Edge
- Global Work

### Place

- Increase in real estate efficiency
- Need for flexibility
- Drive to reduce cost







# How Electricity Gets to Your Home

1 ELECTRICITY IS GENERATED AT A POWER PLANT



2 VOLTAGE IS INCREASED AT THE TRANSFORMER STATION



3 ELECTRICITY TRAVELS ACROSS THE PROVINCE ON TRANSMISSION LINES



5 ELECTRICITY IS CARRIED TO YOUR NEIGHBOURHOOD TRANSFORMERS ON DISTRIBUTION LINES



4 THE NEIGHBOURHOOD TRANSFORMER STATION DECREASES VOLTAGE

6 THE TRANSFORMER ON THE POLE DECREASES VOLTAGE BEFORE ENTERING YOUR HOUSE





















*A day in the life!*









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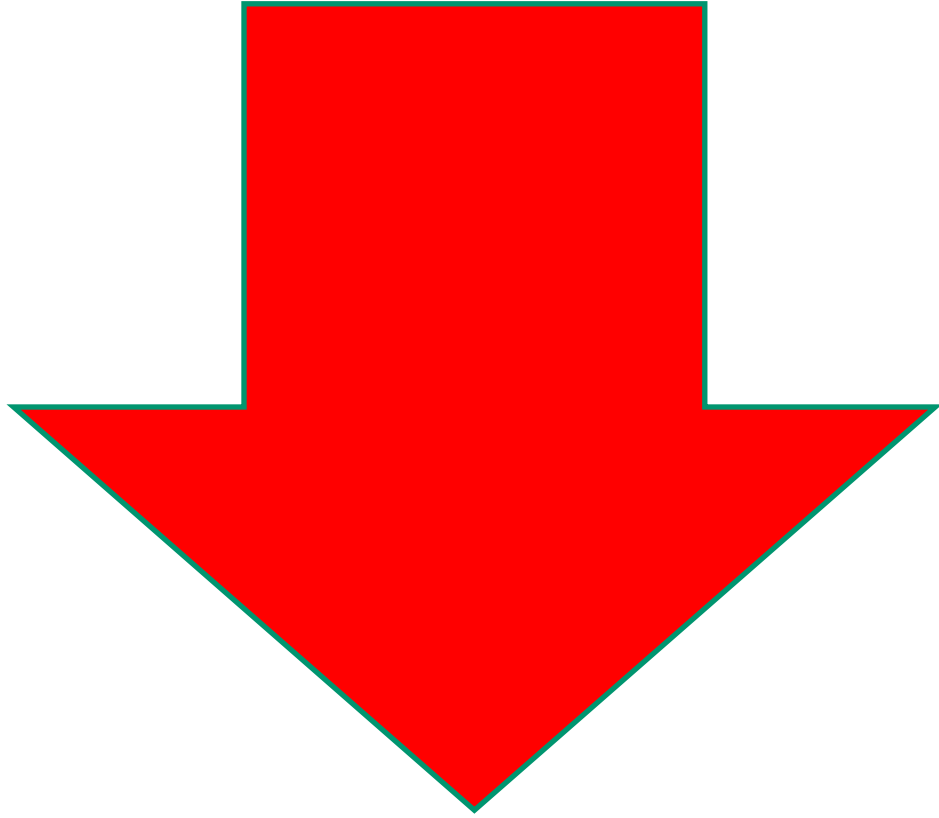














# WHY? – NOT ALIGNED



- Traditional space doesn't support current ways of working
- Solitary, sedentary, paper-based work is on the decline
- No variety + no interaction + underutilized space = little real estate value added



# Technology

IBM 5510 Computing System. Yep, extraordinary. In size, and in price. (Image Source: [VC&G](#))



GSA



# Workplace

**JACOBS** KlingStubbins





**OSBORNE**  
COMPUTER CORPORATION

# Technology

# Workplace





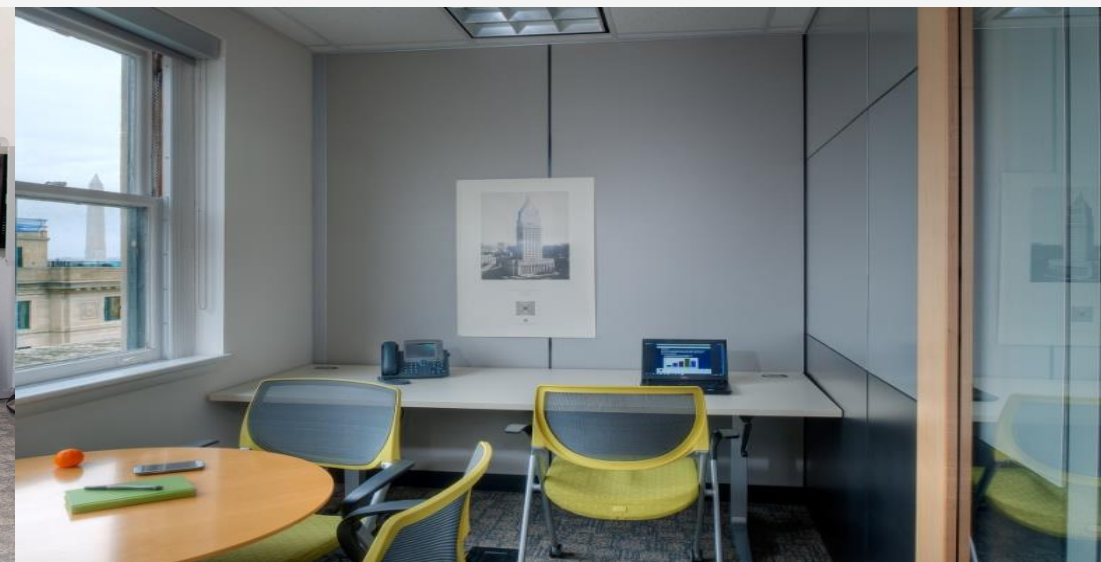
# Technology



# Workplace









# 7300 Prototype





# WORK PATTERN APPROACH

	Desk Bound	Internally Mobile	Externally Mobile
Concentrative	 <ul style="list-style-type: none"><li>• significant time at desk</li><li>• small amount of time elsewhere in or outside office</li><li>• mostly works alone while at desk</li></ul>	 <ul style="list-style-type: none"><li>• moderate time at desk</li><li>• moderate time elsewhere in or outside office</li><li>• mostly works alone while at desk</li></ul>	 <ul style="list-style-type: none"><li>• small amount of time at desk</li><li>• significant time outside office</li><li>• mostly works alone while at desk</li></ul>
Interactive	 <ul style="list-style-type: none"><li>• significant time at desk</li><li>• small amount of time elsewhere in or outside office</li><li>• mostly interacts with others while at desk</li></ul>	 <ul style="list-style-type: none"><li>• moderate time at desk</li><li>• moderate time elsewhere in or outside office</li><li>• mostly interacts with others while at desk</li></ul>	 <ul style="list-style-type: none"><li>• small amount of time at desk</li><li>• significant time outside office</li><li>• mostly interacts with others while at desk</li></ul>





# 45% Average Utilization

As many as 55% of workstations empty at any time in private and federal sectors.

## Space Utilization





# WORKPLACE GOALS



- Create a place where people want to come to work
- Provide a **PROFESSIONAL WORKPLACE**
- Encourage and support **COLLABORATION**
- Improve **PRODUCTIVITY**
- Produce energy & carbon **SAVINGS**
- Improve the **UTILIZATION** of real estate



# The Three Legged Stool





## People

- **Culture**
- **HR Process**
- **Telework Policy**

## The legs

## Place

- **Furniture**
- **Office Environment**
- **Site & Building Attributes**

## Tools

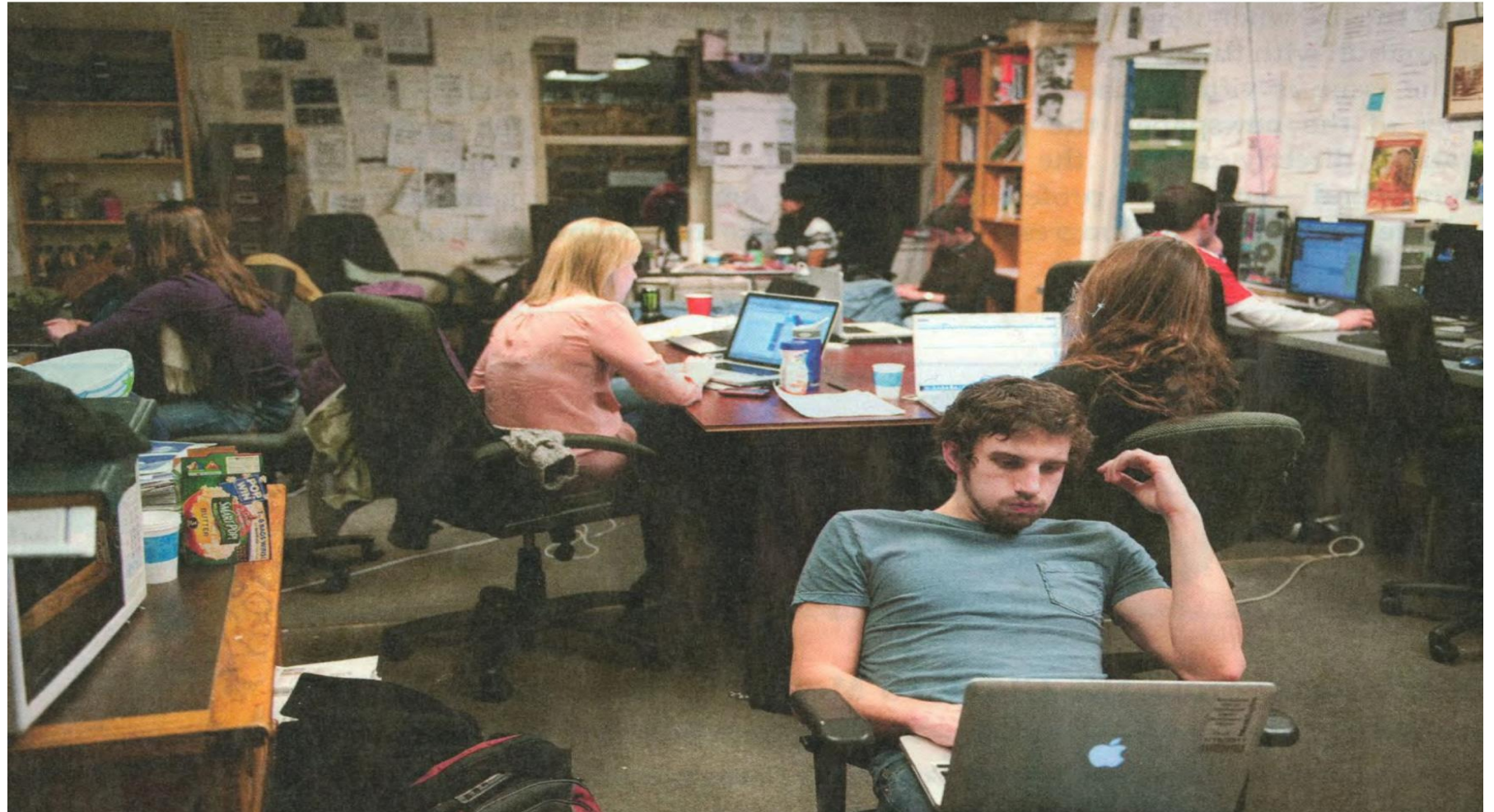
- **IT Infrastructure & Services**
- **Communication Tools**
- **Collaboration Tools**

# BEFORE





# PERCEPTION



# PERCEPTION!



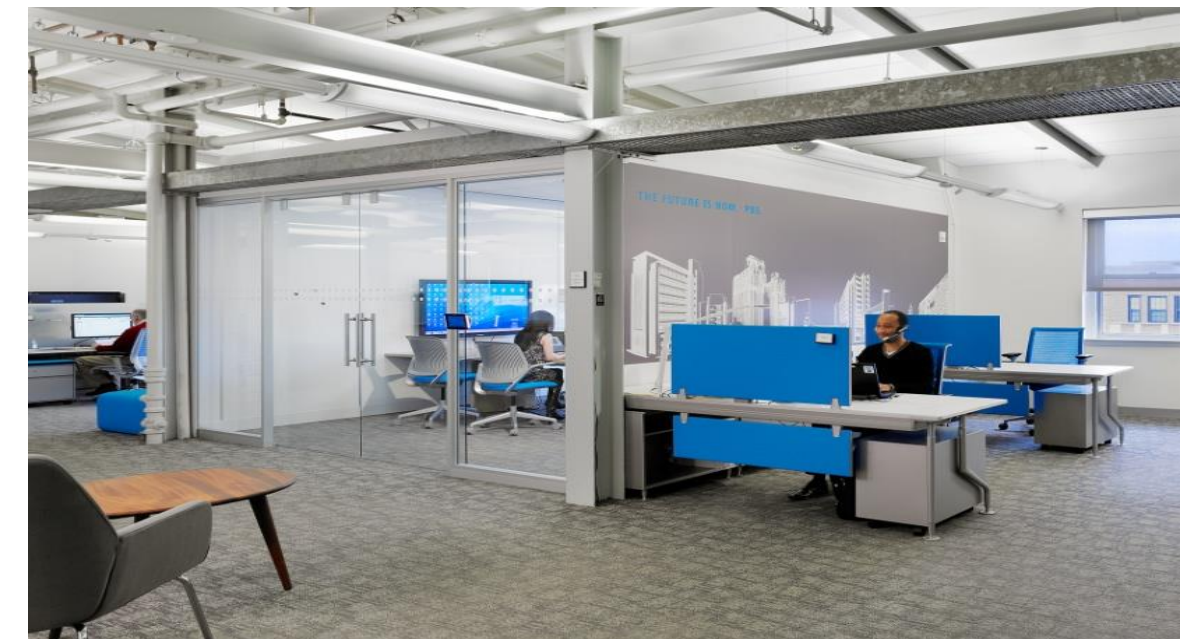


# WORKPLACE GOALS



- Create a **PLACE** where **PEOPLE** **WANT TO COME TO** work
- Provide a **PROFESSIONAL** **WORKPLACE**
- Encourage and support **COLLABORATION**
- Improve **PRODUCTIVITY**
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# REALITY







## change management activities

- **goal setting**
- **employee committees**
- **regular communication**
- **all-hands meetings**
- **protocol committee**
- **training**

**Best Practice  
GSA | PBS Central Office Prototype  
1800 F, Suite 7300 & 7040- 15,000 USF**

***A “hoteling” office environment where staff reserve unassigned workstations as needed.***



**2:1  
Desk Sharing  
Ratio**

**52%  
Space Reduction**

**\$632, 000  
Annual Rent  
savings**

**230 tons  
CO<sup>2</sup> Savings Per  
Yr.**

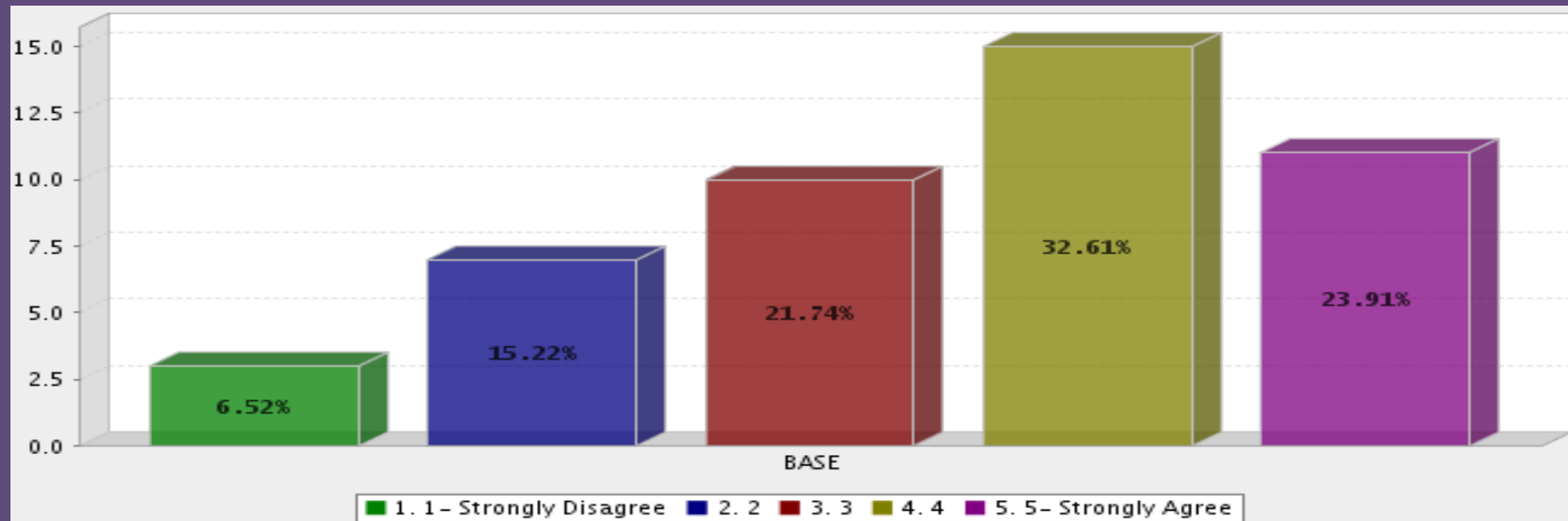




# RESULTS

79% of survey respondents gave a 3 or higher rating (on a 1-5 scale) when asked whether the environment supports their personal productivity.

**The individual work space choices available in 7300 adequately support my personal productivity**

















## Some results

- Transformed historic HQ building into a modern, mobile, open work environment.
- Consolidated six locations into 1 resulting in \$24.4 Million in savings
- Through elimination of redundant services (e.g. security, supplies etc.) an additional \$6 million in saving
- 4,000 employees now housed in the same space as 2,500 previously
- Each employee's foot print from 270 to 141 usable square feet per person
- FAS And PBS are now together under a single roof.





## strategic process

### **Discover** - Understand the Organization

- Visioning
- Surveys / Programming
- Validation: Observation, Benchmarking

### **Assess** – Exploration/Evaluation

- Employee Engagement
- Working Group Team Facilitation
- Pilot Space
- Work Setting Analysis and Mock ups

### **Inform** – Change Process/Refine Solutions

- Change Management
- Communications Plan
- Welcome Kit
- Post Occupancy Survey





## general trends

### People

- Creating Community
- Identity and Expression of Core Values
- Social Aspects of Work

### Work

- Mobility
- Pervasive Portable Technology
- Shift Focus from Individual to Group
- Engineered 'Serendipity'

### Place

- Strategic Approach to Existing Facilities
- Changing Ratios
- Increased Space Allocation
- Third Place Work



## design trends

- **Neighborhoods** for Community and Teaming
- Activity based Workplace – **Choice**
- **Flexibility** to Support Future Change
- Increased **Transparency** – **LEED**
- **Built spaces in-board**
- **Low horizon** workstation
- **Not** one size fits all





## benchmarking

- **Efficient GSF and USF** per person
- **Evolving** size of **offices** and **workstations**
- Space allocation **transitioning from individual** focused workspaces **to shared** spaces, **collaborative** and amenity
- **Metrics** per person vs. seats



## benchmarking



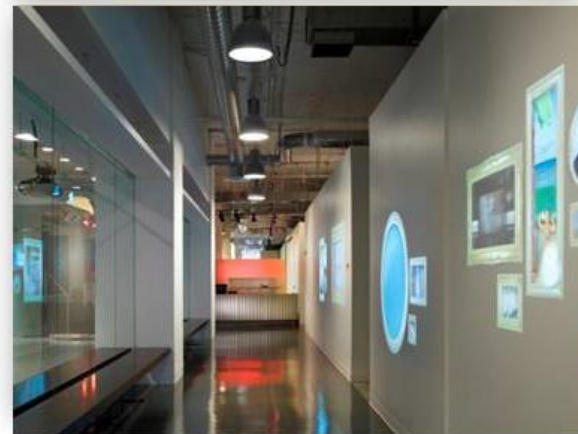
### Workplace Metrics



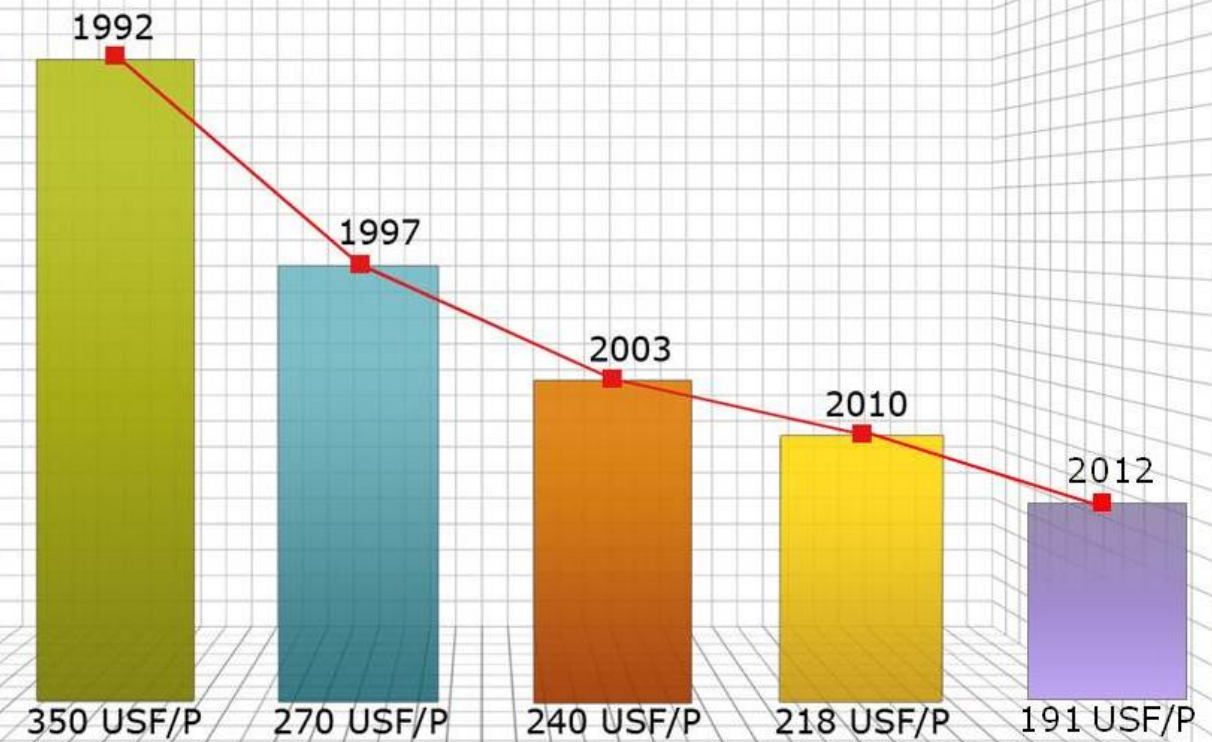
GROSS SF per PERSON



## benchmarking



### Workplace Metrics



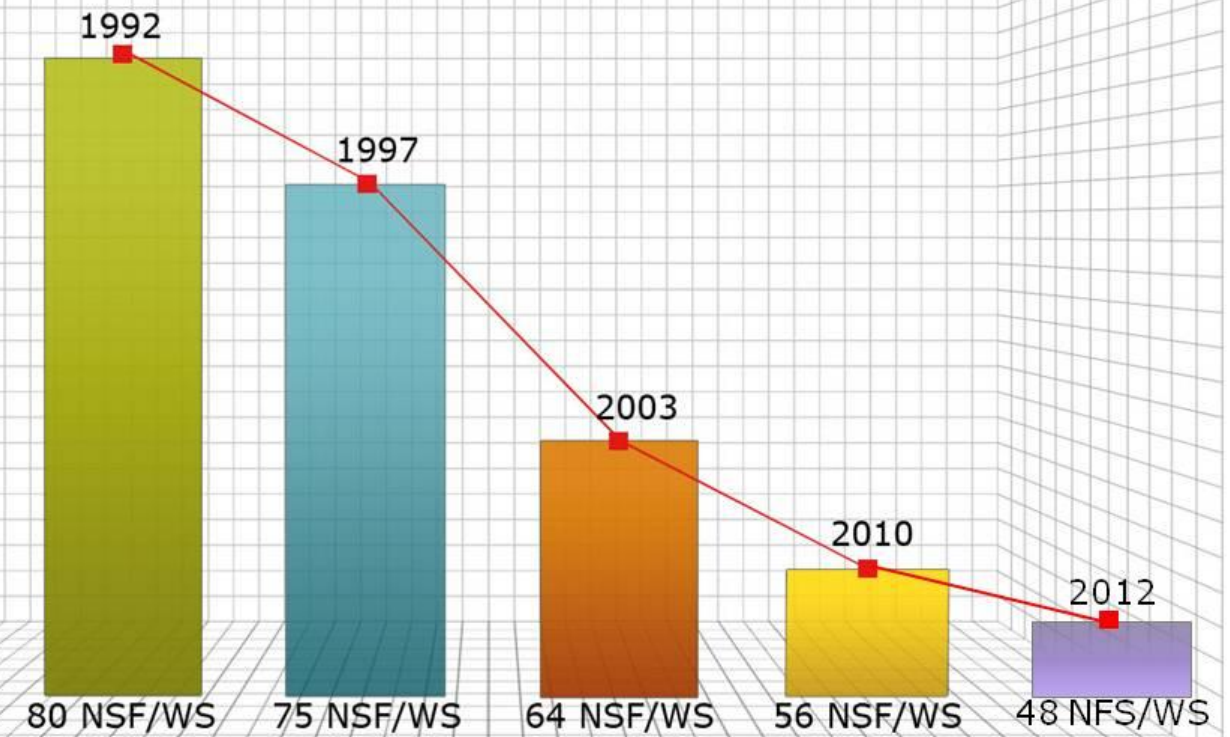
USABLE SF per PERSON



## benchmarking



### Workplace Metrics



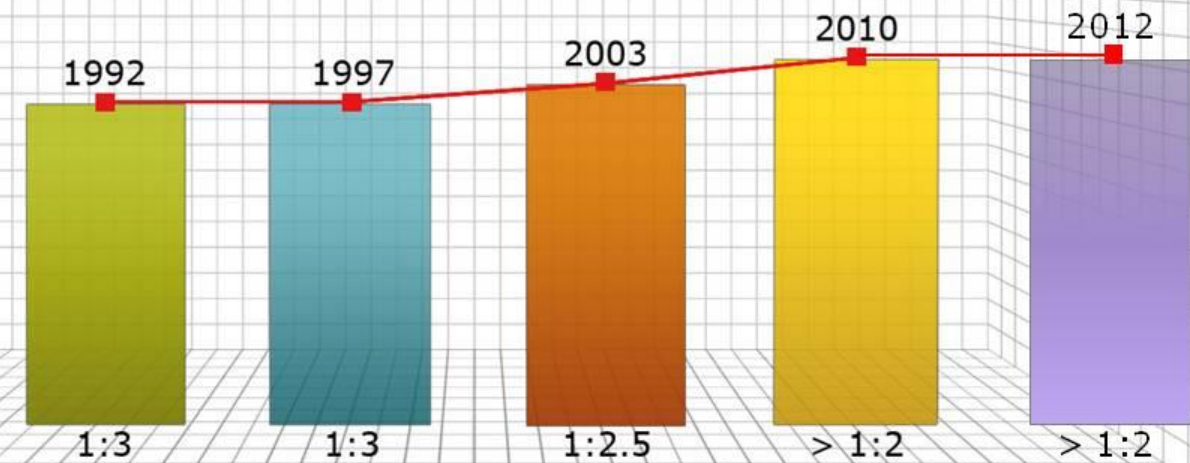
INDIVIDUAL WORKSTATION TREND



## benchmarking



## Workplace Metrics



CONFERENCE SEATS per PEOPLE





## attributes of activity based workplace

- **Choice** not Universal
- **Flexible** not Rigid
- **Work** Process Alignment
- Work Pattern **Alignment**
- **Work** Style Alignment
- Increase Space **Utilization**







## best practices

- **Mobility Programs** to increase space utilization and respond to employee need for **flexibility**
- **Increased Collaborative** and meeting spaces
- Opportunity for **Impromptu** Interaction
- **Choice** of where to work
- **Flexible, adaptable** work environments and furnishings
- **Sense of Place** and **Connectivity** to others.