Workplace Strategy
Gavin Bloch
National Director of Workplace Strategies
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.
4. The neighborhood transformer station decreases voltage.
5. Electricity is carried to your neighborhood transformers on distribution lines.
6. The transformer on the pole decreases voltage before entering your house.

GSA

Jacobs KlingStubbins
A day in the life!
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
Introducing the extraordinary IBM 5110 Computing System

Under $18,000

Workplace
Technology

Workplace
Technology

Workplace
# WORK PATTERN APPROACH

<table>
<thead>
<tr>
<th></th>
<th>Desk Bound</th>
<th>Internally Mobile</th>
<th>Externally Mobile</th>
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| **Concentrative**| • significant time at desk  
• small amount of time elsewhere in or outside office  
• mostly works alone while at desk | • moderate time at desk  
• moderate time elsewhere in or outside office  
• mostly works alone while at desk | • small amount of time at desk  
• significant time outside office  
• mostly works alone while at desk |
| **Interactive**  | • significant time at desk  
• small amount of time elsewhere in or outside office  
• mostly interacts with others while at desk | • moderate time at desk  
• moderate time elsewhere in or outside office  
• mostly interacts with others while at desk | • small amount of time at desk  
• significant time outside office  
• mostly interacts with others while at desk |
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
The legs

People
- Culture
- HR Process
- Telework Policy

Place
- Furniture
- Office Environment
- Site & Building Attributes

Tools
- IT Infrastructure & Services
- Communication Tools
- Collaboration Tools
PERCEPTION!
WORKPLACE GOALS

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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 CO₂ 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 savings
- 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.
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
Workplace Metrics

INDIVIDUAL WORKSTATION TREND

1992
1997
2003
2010
2012

80 NSF/WS
75 NSF/WS
64 NSF/WS
56 NSF/WS
48 NSF/WS
Benchmarking

Workplace Metrics

CONFERENCE SEATS per PEOPLE

1:3 1:3 1:2.5 >1:2 >1:2
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.