

Workplace Strategy

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ARCHITECTURE
ENGINEERING
INTERIORS
PLANNING

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Cambridge
Philadelphia
Raleigh
San Francisco
Washington, DC



business drivers

People

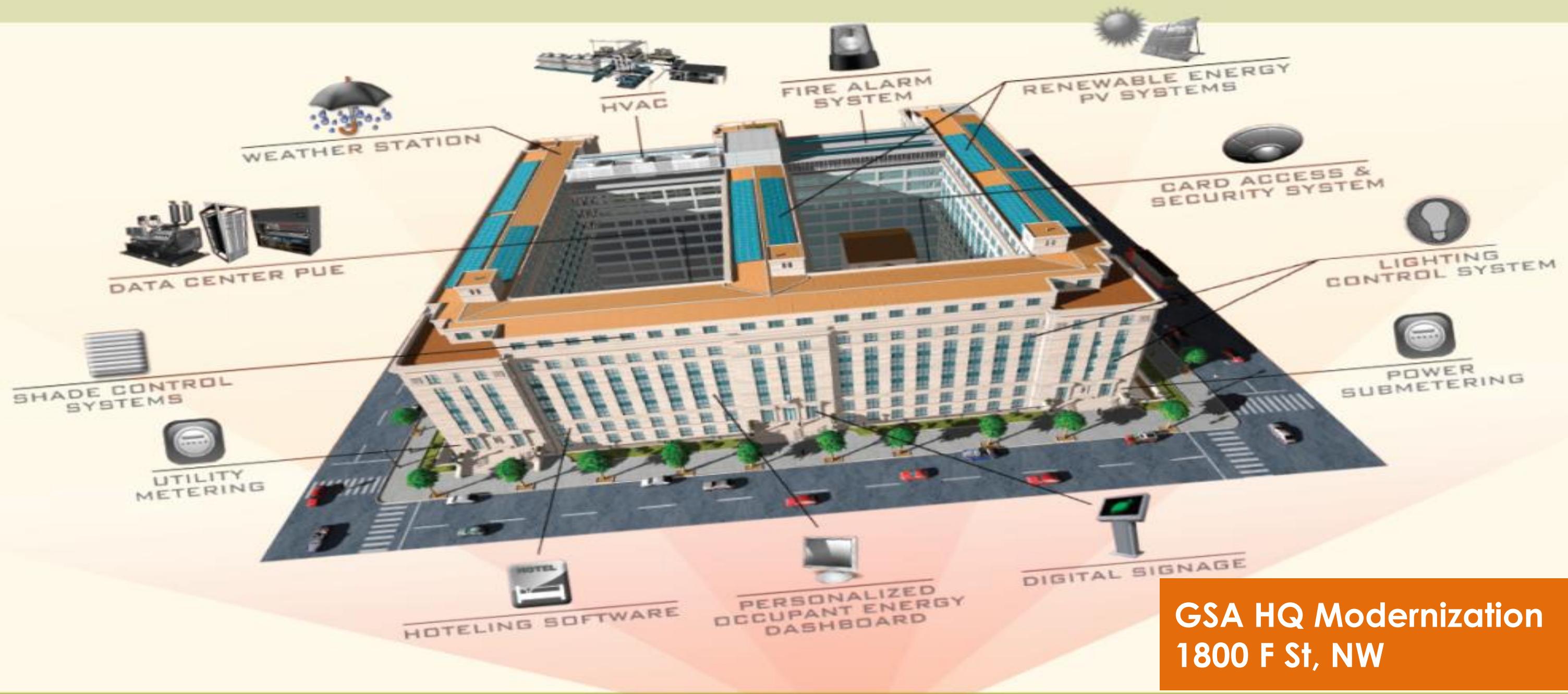
- Recruitment and Retention
- Generational Diversity
- Engagement
- Commitment to Corporate, Social and Environmental Responsibility

Work

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

Place

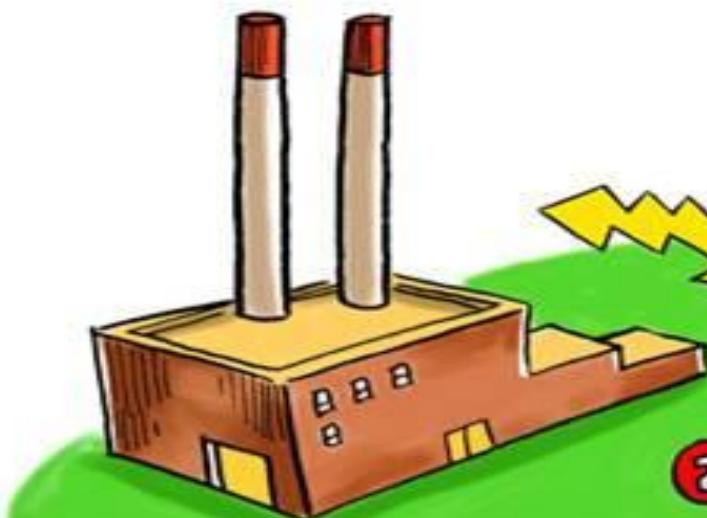
- Increase in real estate efficiency
- Need for flexibility
- Drive to reduce cost



GSA HQ Modernization
1800 F St, NW

HOW E lectricity Gets to YOUR H ome

1 ELECTRICITY IS GENERATED AT A POWER PLANT



3 ELECTRICITY TRAVELS ACROSS THE PROVINCE ON TRANSMISSION LINES



2 VOLTAGE IS INCREASED AT THE TRANSFORMER STATION



5 ELECTRICITY IS CARRIED TO YOUR NEIGHBOURHOOD TRANSFORMERS ON DISTRIBUTION LINES



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



4 THE NEIGHBOURHOOD TRANSFORMER STATION DECREASES VOLTAGE





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A day in the life!





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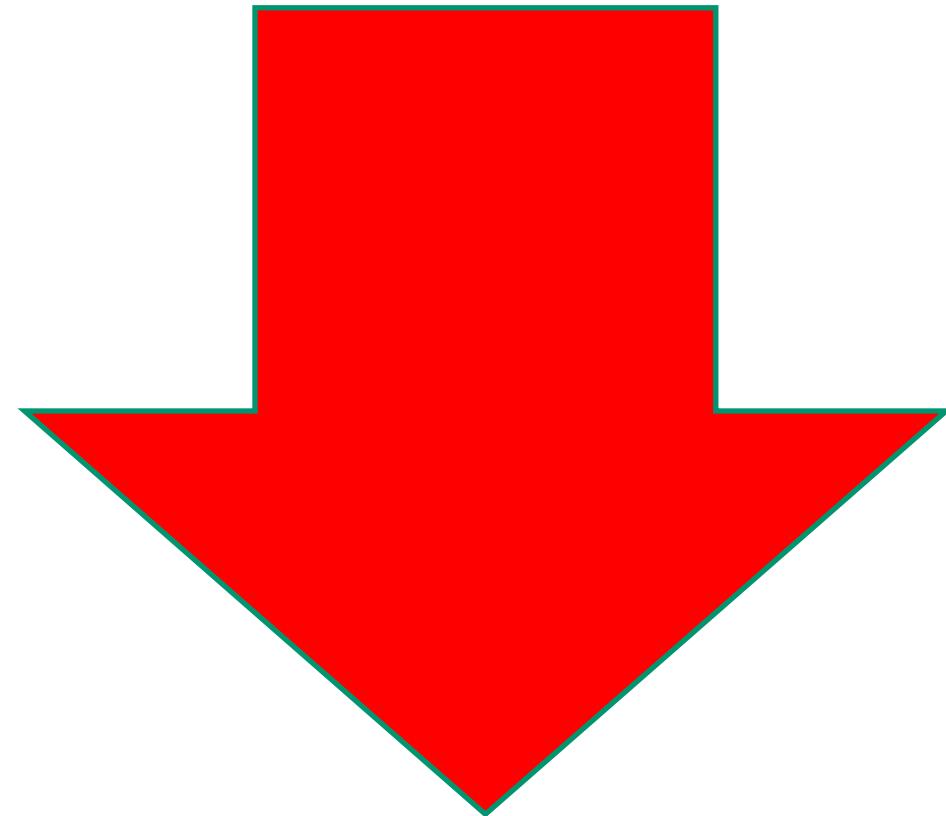




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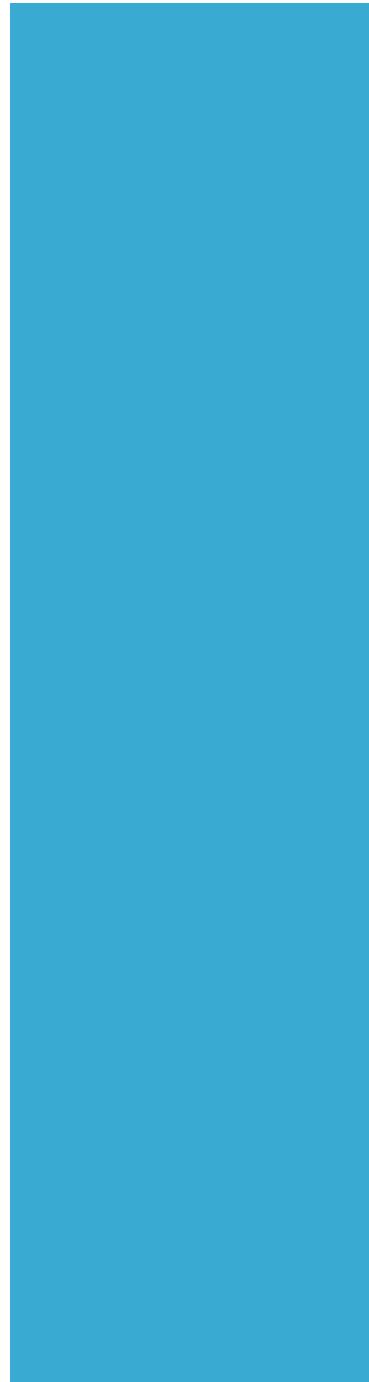
WHY? – NOT ALIGNED



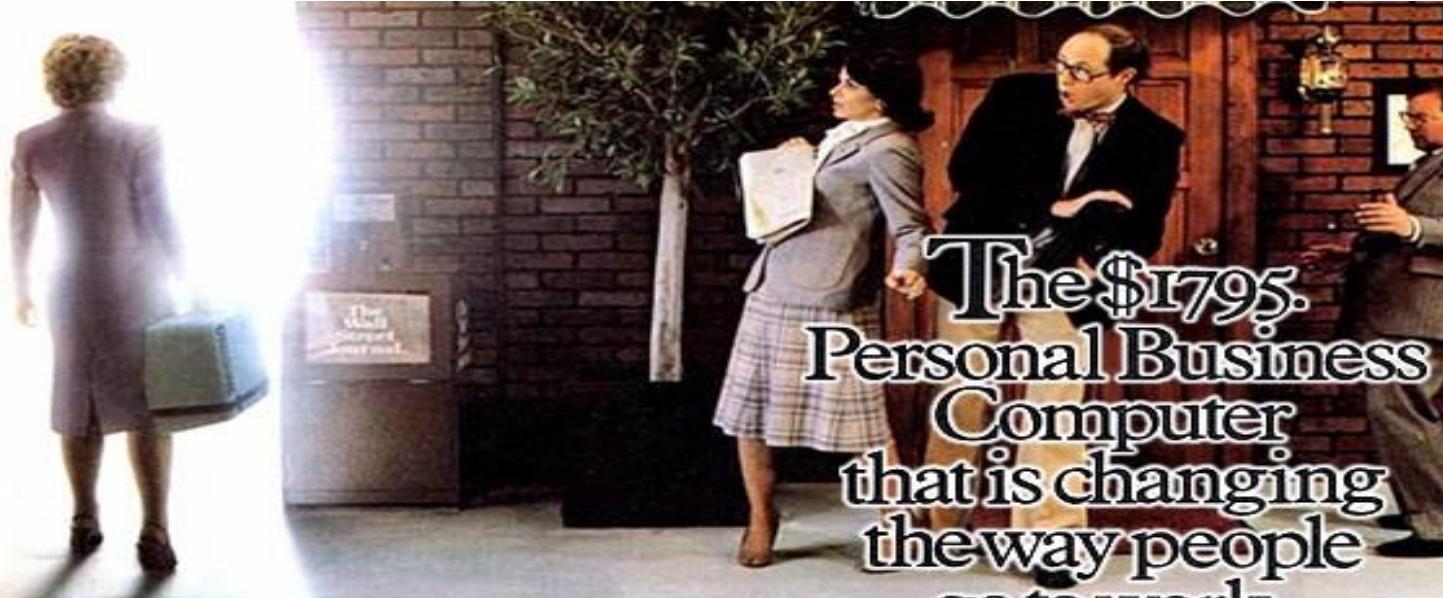
- Traditional space doesn't support current ways of working
- Solitary, sedentary, paper-based work is on the decline
- No variety + no interaction + underutilized space = little real estate value added

Technology

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



Workplace



OSBORNE
COMPUTER CORPORATION™

Technology



GSA

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Technology



Workplace

7300 Prototype

Reserved Workstations
Touchdown Workstations
Admin Stations
Team Rooms
Conference Rooms
Quiet Rooms
Break Room
Support Space



WORK PATTERN APPROACH

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



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

Place

- Furniture
- Office Environment
- Site & Building Attributes

Tools

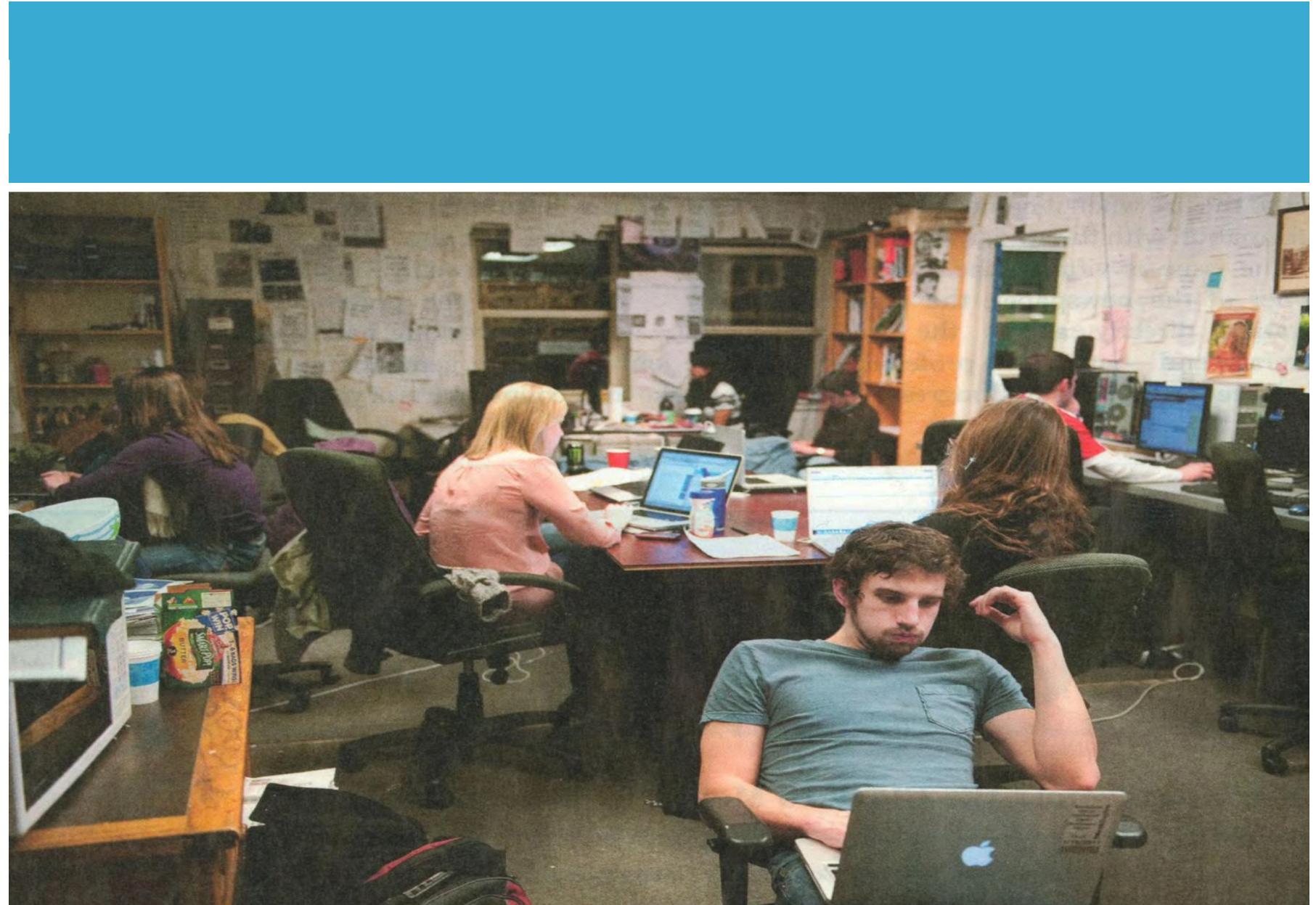
- IT Infrastructure & Services
- Communication Tools
- Collaboration Tools

The legs

BEFORE



PERCEPTION



PERCEPTION!

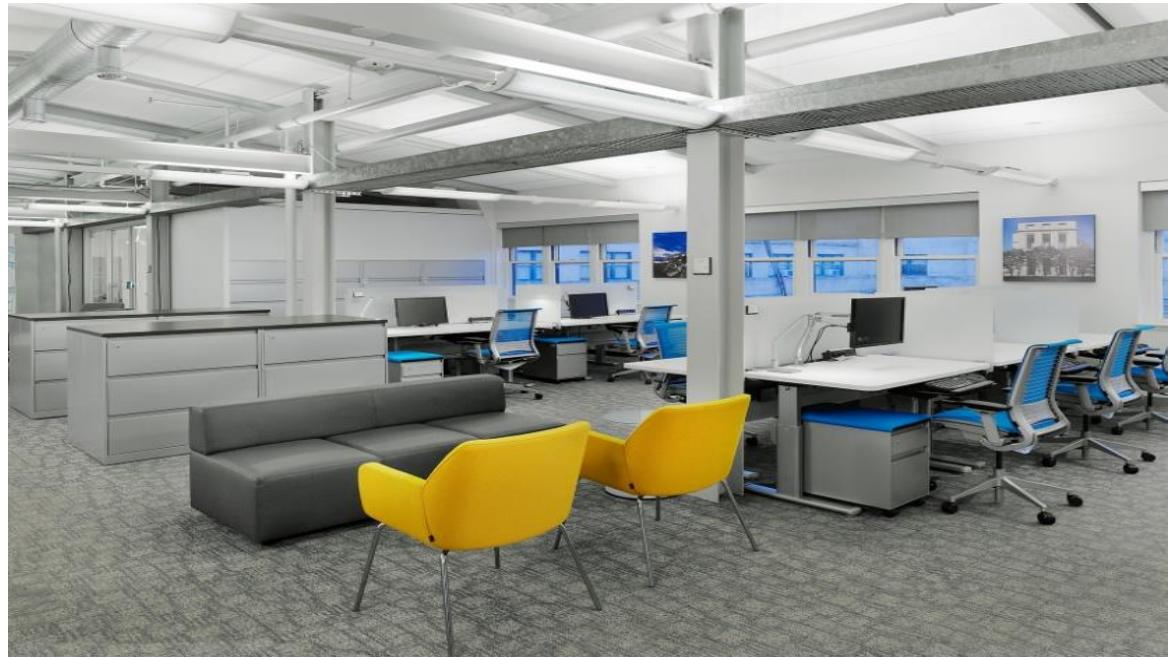


WORKPLACE GOALS



- Create a **PLACE** where **PEOPLE WANT TO COME TO** work
- Provide a **PROFESSIONAL WORKPLACE**
- Encourage and support **COLLABORATION**
- Improve **PRODUCTIVITY**
- Produce energy & carbon **SAVINGS**
- Improve the **UTILIZATION** of real estate

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**

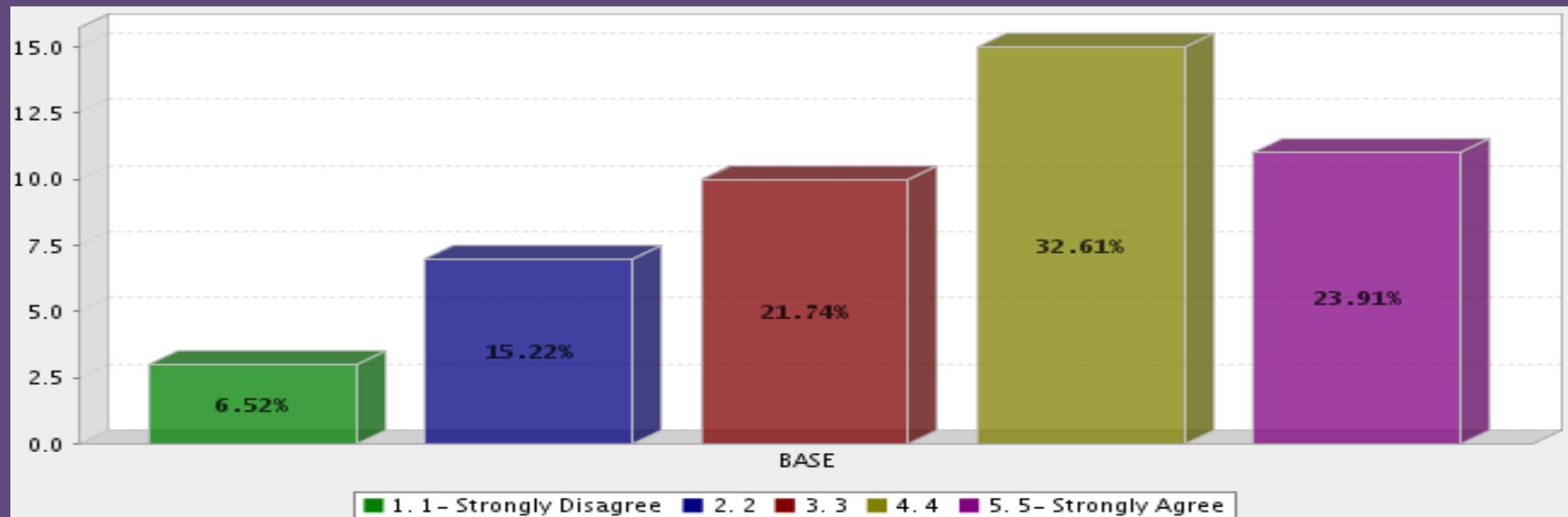
**230 tons
CO₂ Savings Per
Yr.**



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.

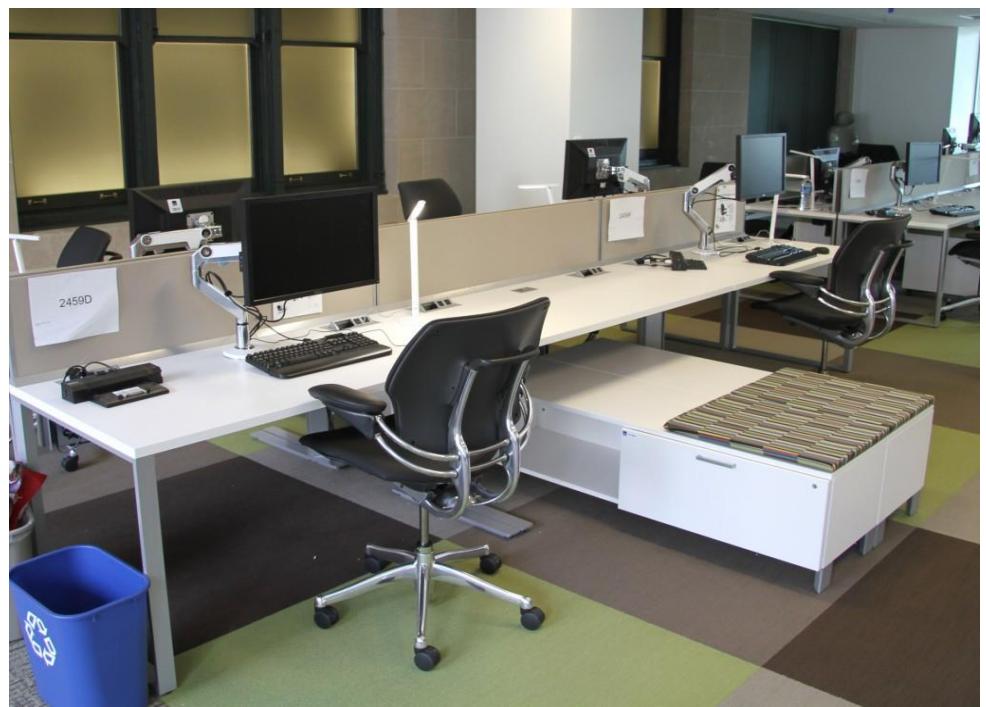
The individual work space choices available in 7300 adequately support my personal productivity







Publicstair in new south entrance





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'

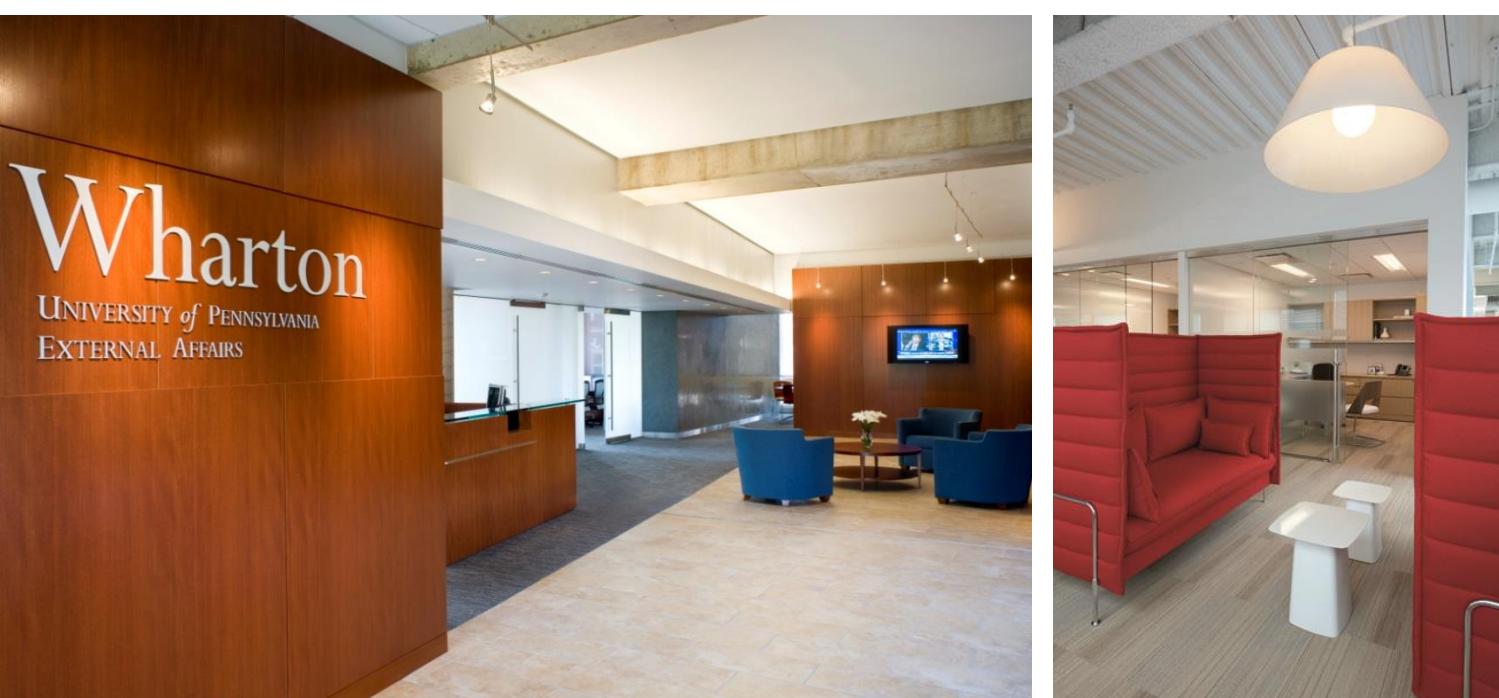
Place

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



design trends

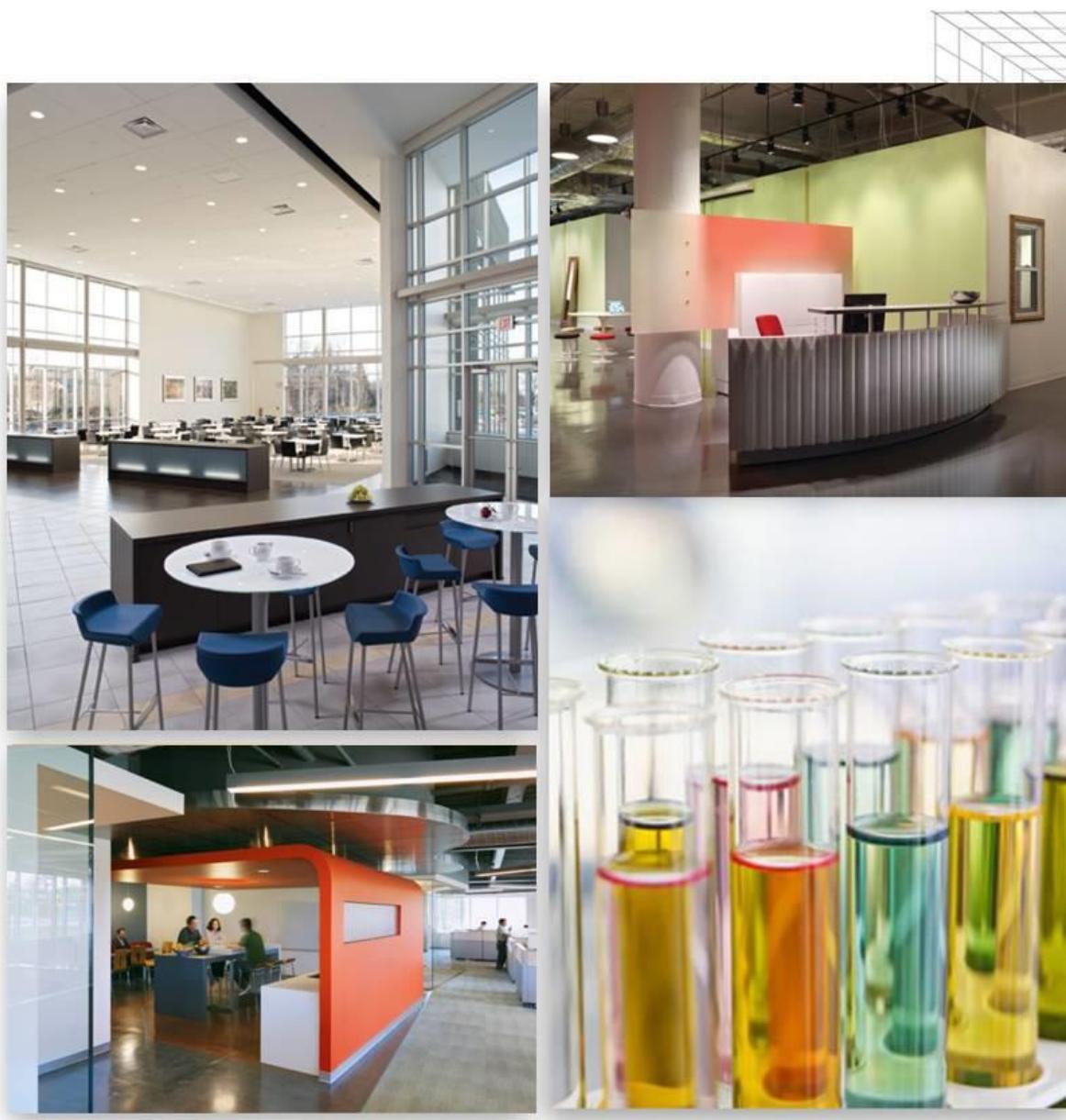
- **Neighborhoods** for Community and Teaming
- Activity based Workplace – **Choice**
- **Flexibility** to Support Future Change
- Increased **Transparency** – LEED
- **Built spaces in-board**
- **Low horizon** workstation
- **Not** one size fits all



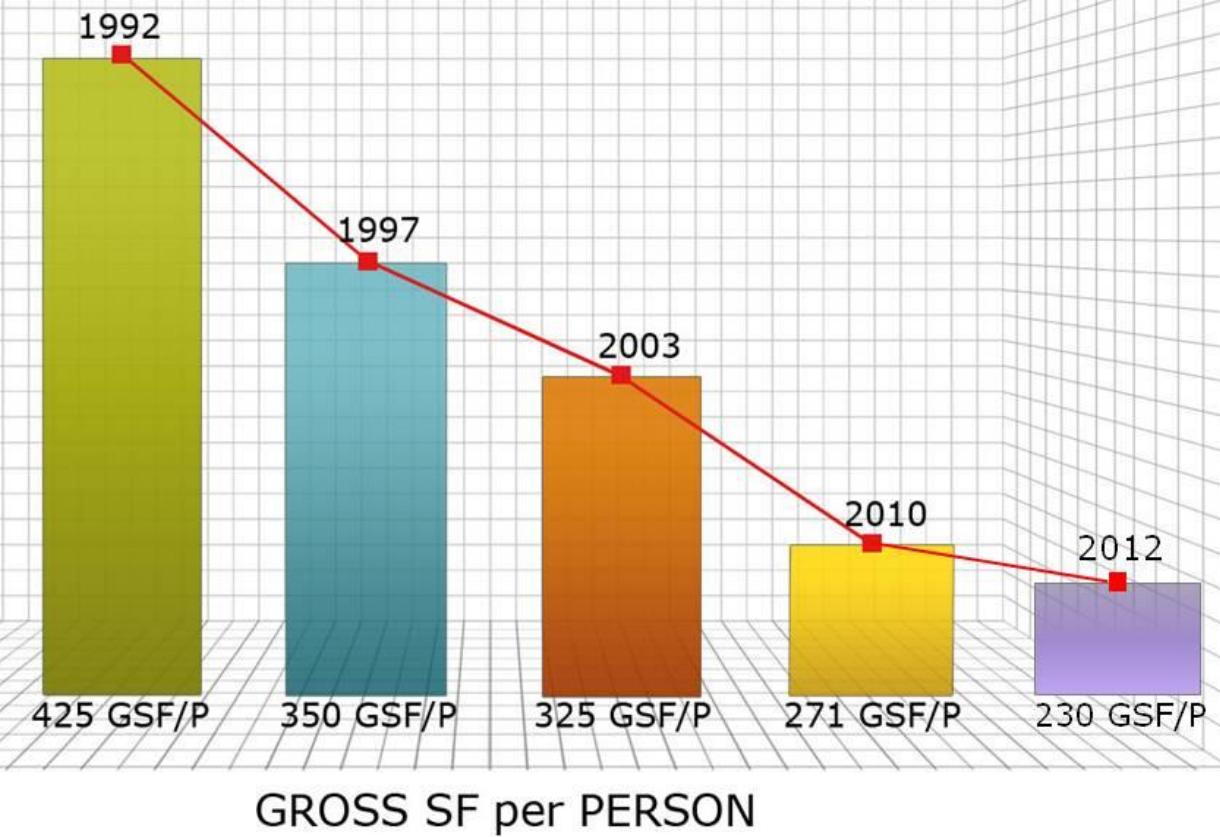
benchmarking

- **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

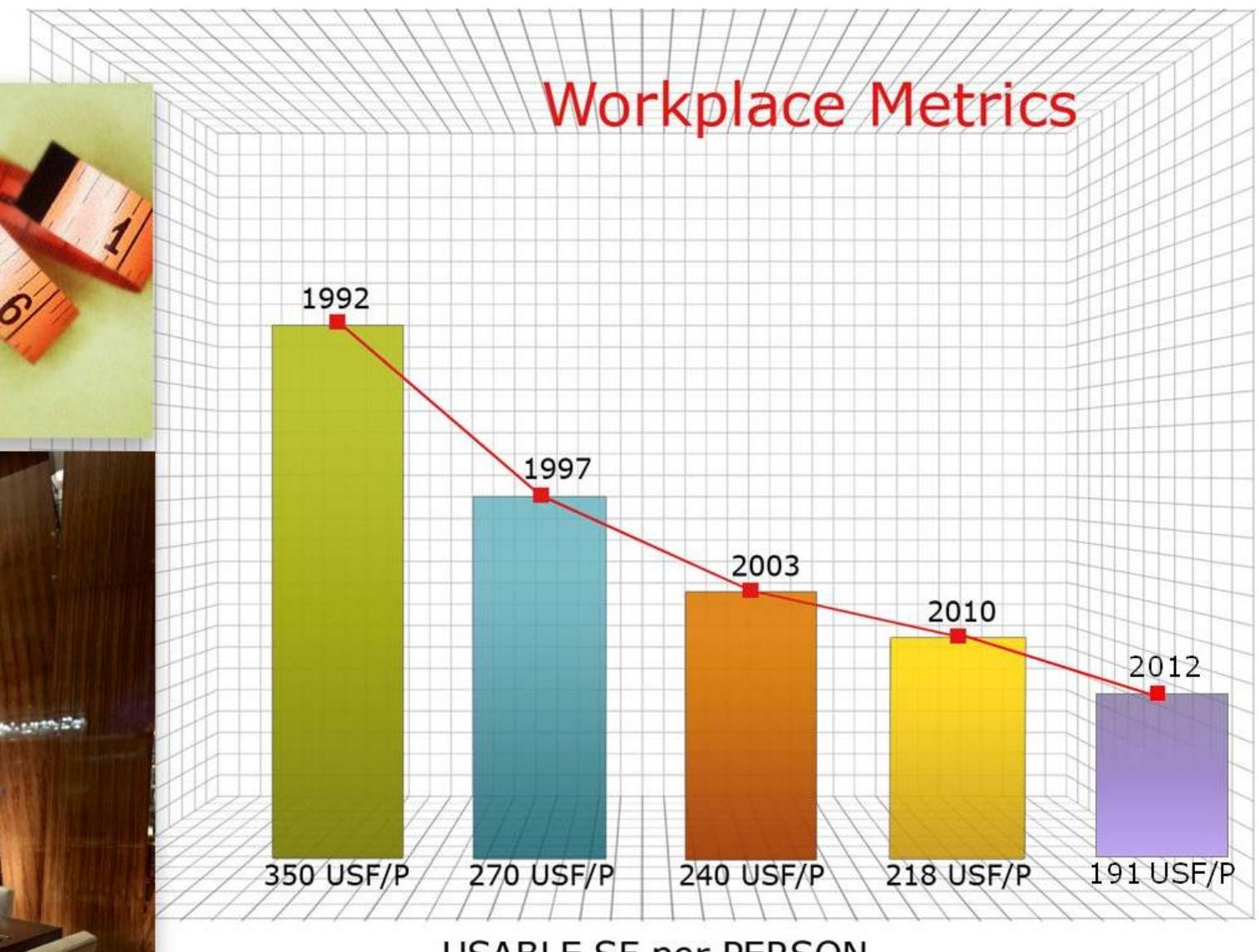
benchmarking



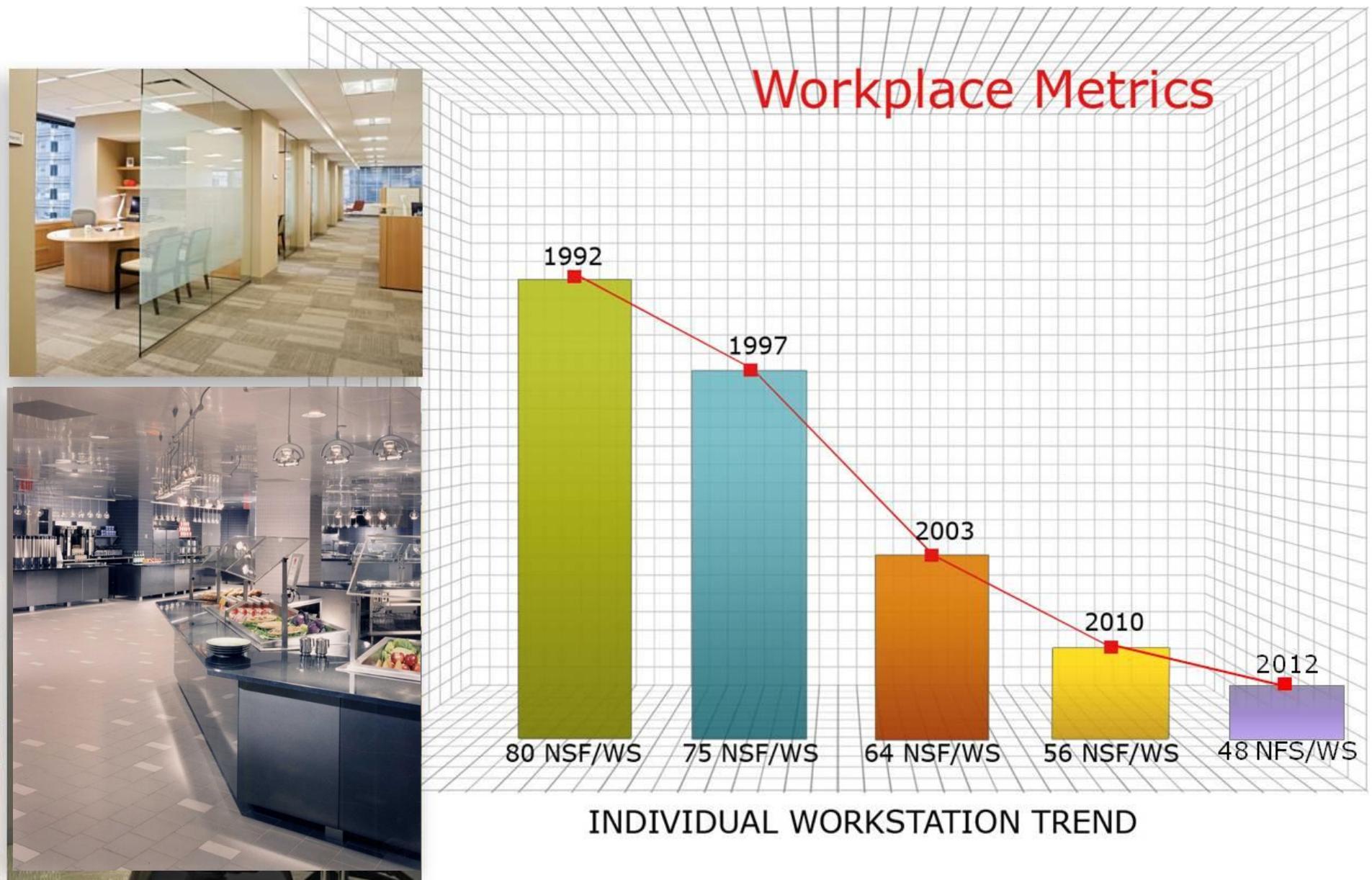
Workplace Metrics



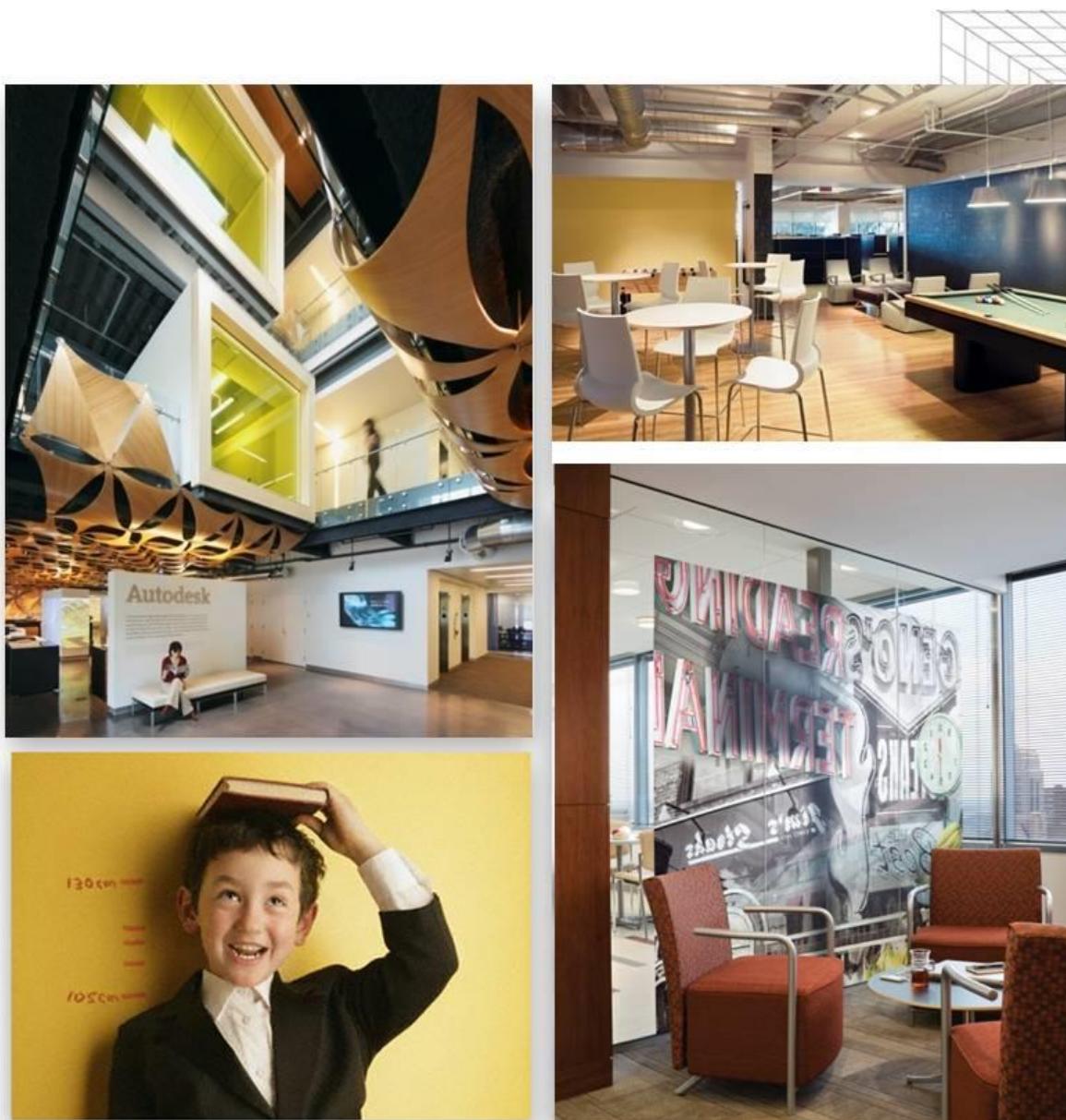
benchmarking



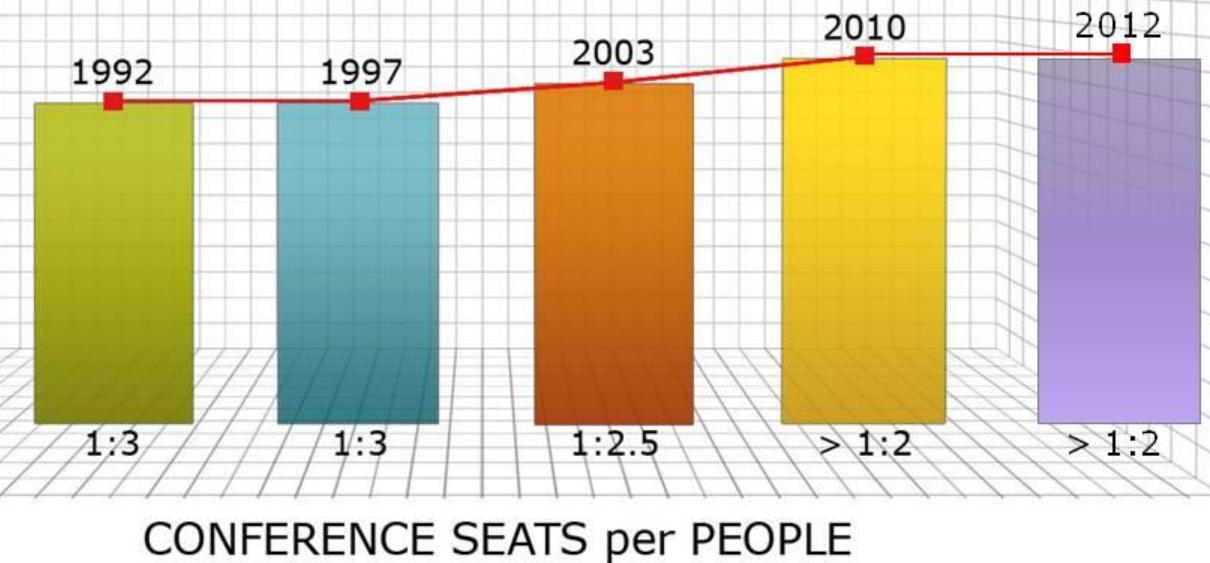
benchmarking



benchmarking



Workplace Metrics





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.