

Steady and Targeted “Little Bangs”

Best Practices for Consolidating Leased Space – Part 2

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Three Messages

- Our success – so far!
- How did we get here?
- What are we doing now?



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Who is CRSO?

- Formerly identified as Office of the Chief Administrative Officer for DHS (CAO)
- Organizational realignment in 2012
- ***Mission:*** To Enable *all* DHS operational components to achieve ***Affordable Readiness***
- **Chief Readiness Support Office (CRSO)**



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CRSO -- Before



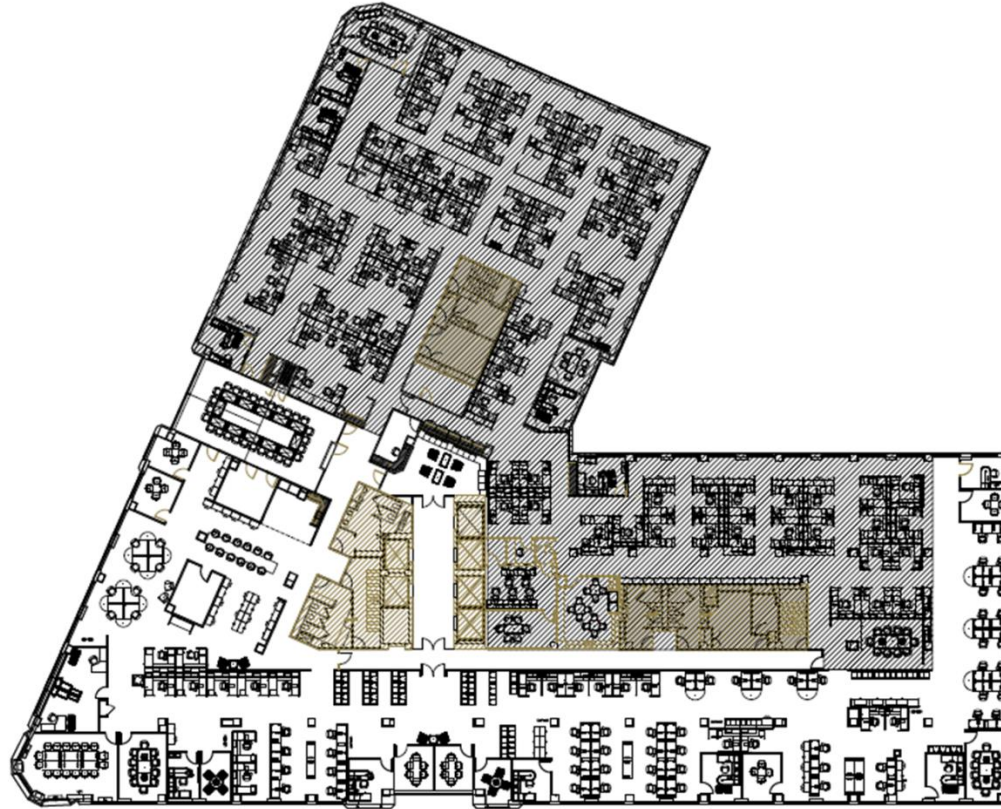
- DHS - Chief Readiness Support Office (CRSO)
 - Formerly MGMT - CAO
 - 35,000 sq. ft./GSA leased space
 - In 2010 – 140 feds, contractors, & detailees
- Original Standards
 - 8' x 8' cubicles
 - 8' x 16' contractor bullpens
 - 150 SF standard offices



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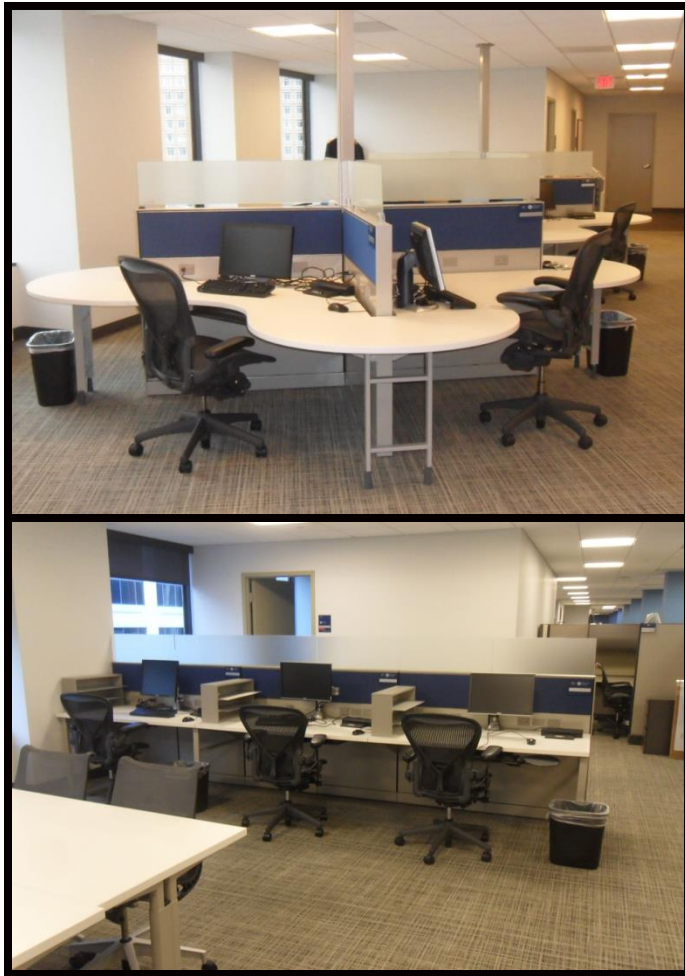
DHS CRSO Leased Space

Flexible Workspace – MGMT/CRSO



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CRSO -- After



■ Success So Far!!

- 17,000 sq. ft./GSA leased space (50% reduction)
- 150 feds, contractors, & detailees - including additional tenants (increased utilization)

■ New Standards

- Mix of spaces:
 - 6' x 6' cubicles
 - Open bench seating
 - Collaborative team and meeting spaces
 - Smaller offices



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External Drivers

- Presidential Memorandum — issued June 10, 2010
 - Make better use of space, reduce costs, and increase energy efficiency and sustainability.
 - Increase occupancy rates through innovative approaches to space management and alternative workplace arrangements, including telework
- Telework Enhancement Act
- “Freeze the Footprint”



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Office Space for the 21st Century

- Most staff are already moving around during the day - identifying Mobile Work Patterns helps to capture savings through the efficient use of a variety of space types.
- Moving away from artificial space entitlements (and assigned seats that may often be empty) towards reserving “hoteling” seats to support specific needs.
- “Mobile work” may include telework, but it does not equal telework.
- Leveraging technology (laptops, tablets, wireless, reservation and collaboration software tools).



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First Steps

- 2008-2010 - DHS Chief Administrative Office (CAO) implements a telework pilot
 - Employee training and feedback
 - Laptops issued for computer refresh
 - Start with 1 day per week in pilot groups
- November 1, 2010 – CAO reduces footprint from 35,000 SF to 17,000 SF
 - Increase telework; desk sharing; no reconfiguration,
 - Immediate cost savings in rent and transit subsidies



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Initial Challenges

- Mandatory 50% telework
- 100% participation (good)
- Range of job responsibilities and functions not taken into consideration (bad)
- Period of adjustment
 - Managers adjusted employee schedule
 - Managers participated in training
 - Program gradually tailored to meet employee needs



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Incremental Steps Forward

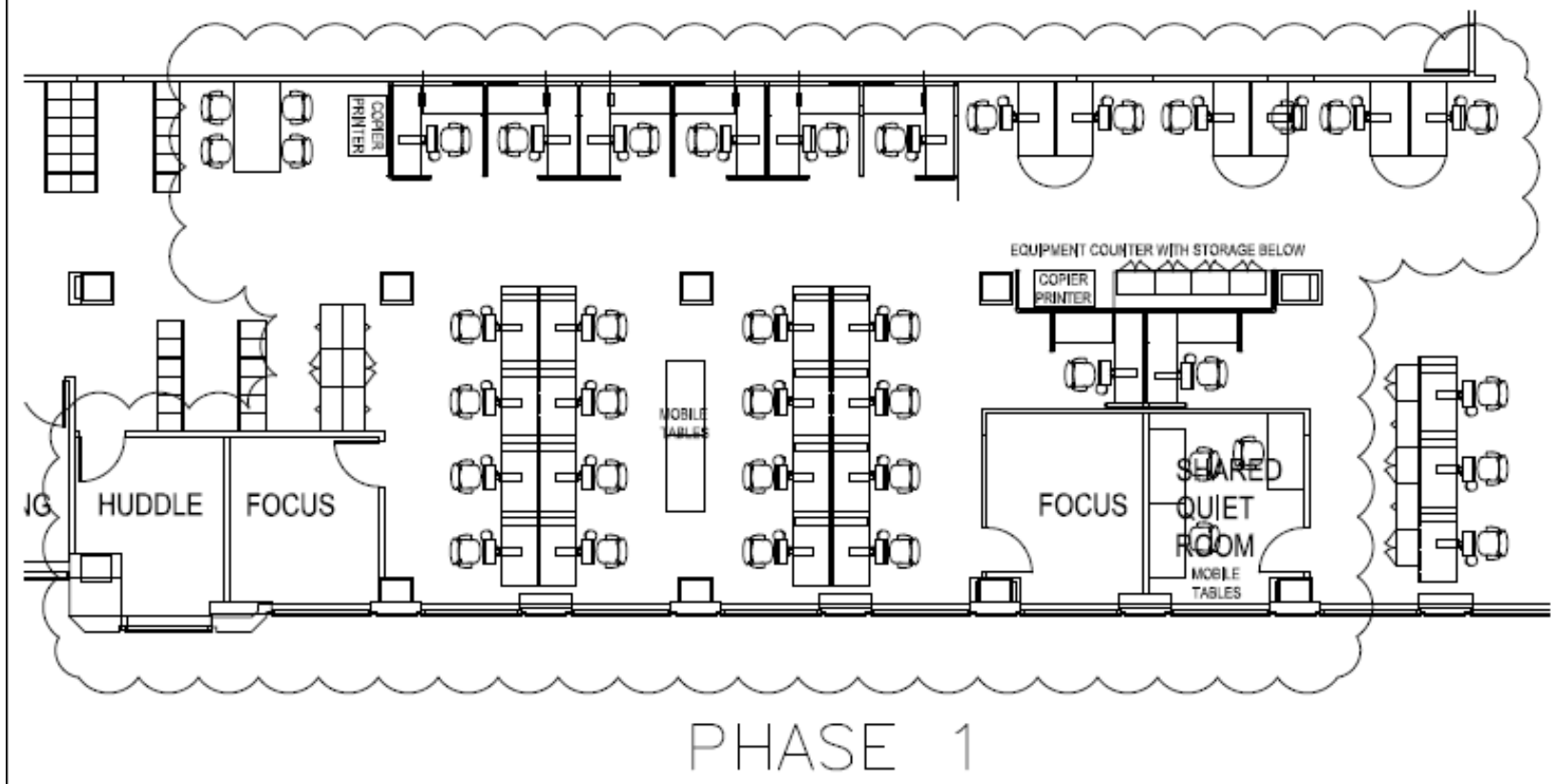
- March 2011 – GSA/Gensler Workplace Recommendations Report
 - Confirmed overall SF requirement
 - Identified Mobile Work Pattern and recommended mix of spaces
- June 2011 – OAO (sub-group) mobility pilot
 - Mobile workspace reconfiguration using temporary furniture
 - “Free Address Zone” – experiment and assess



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Phase 1 – Operations Support Pilot

Existing Furniture + GSA Warehouse Furniture



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Phase 1 – Operations Support Pilot

Existing Furniture + GSA Warehouse Furniture



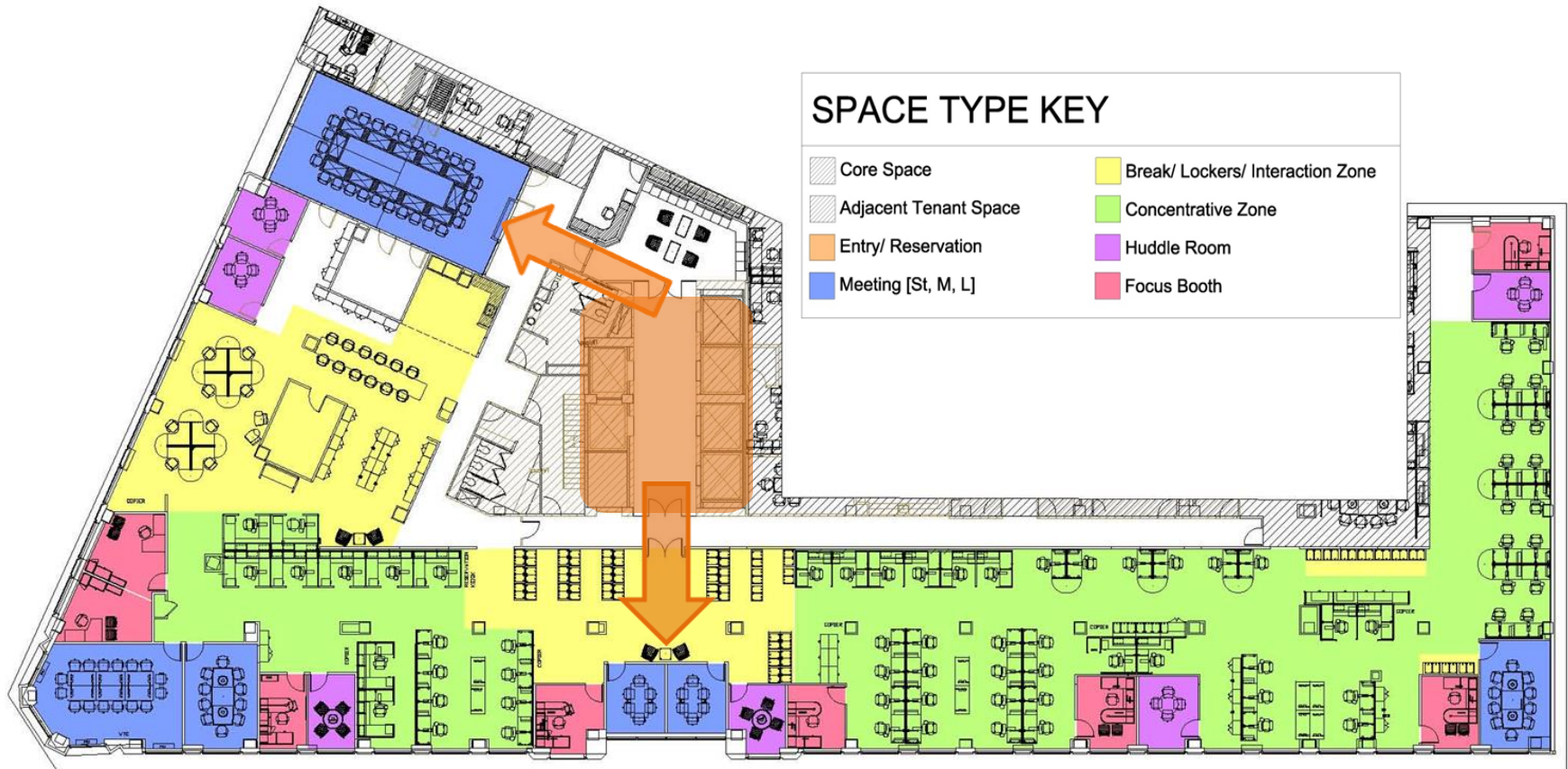
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Phase 1 – Operations Support Pilot



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CRSO Mobile Workspace Layout



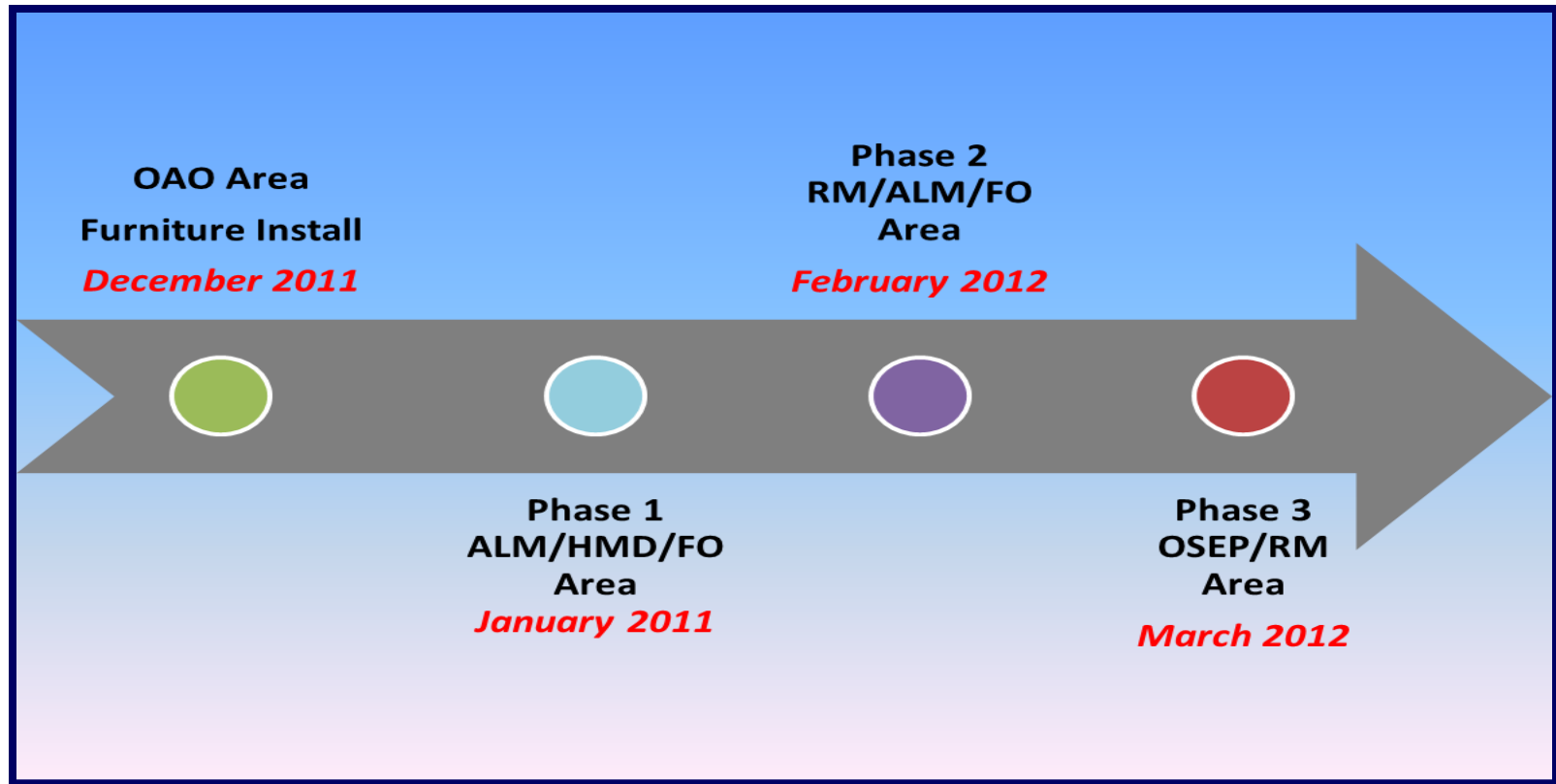
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CRSO Mobile Workspace Phasing



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CRSO Mobile Workspace Phasing



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Mobile Workspace



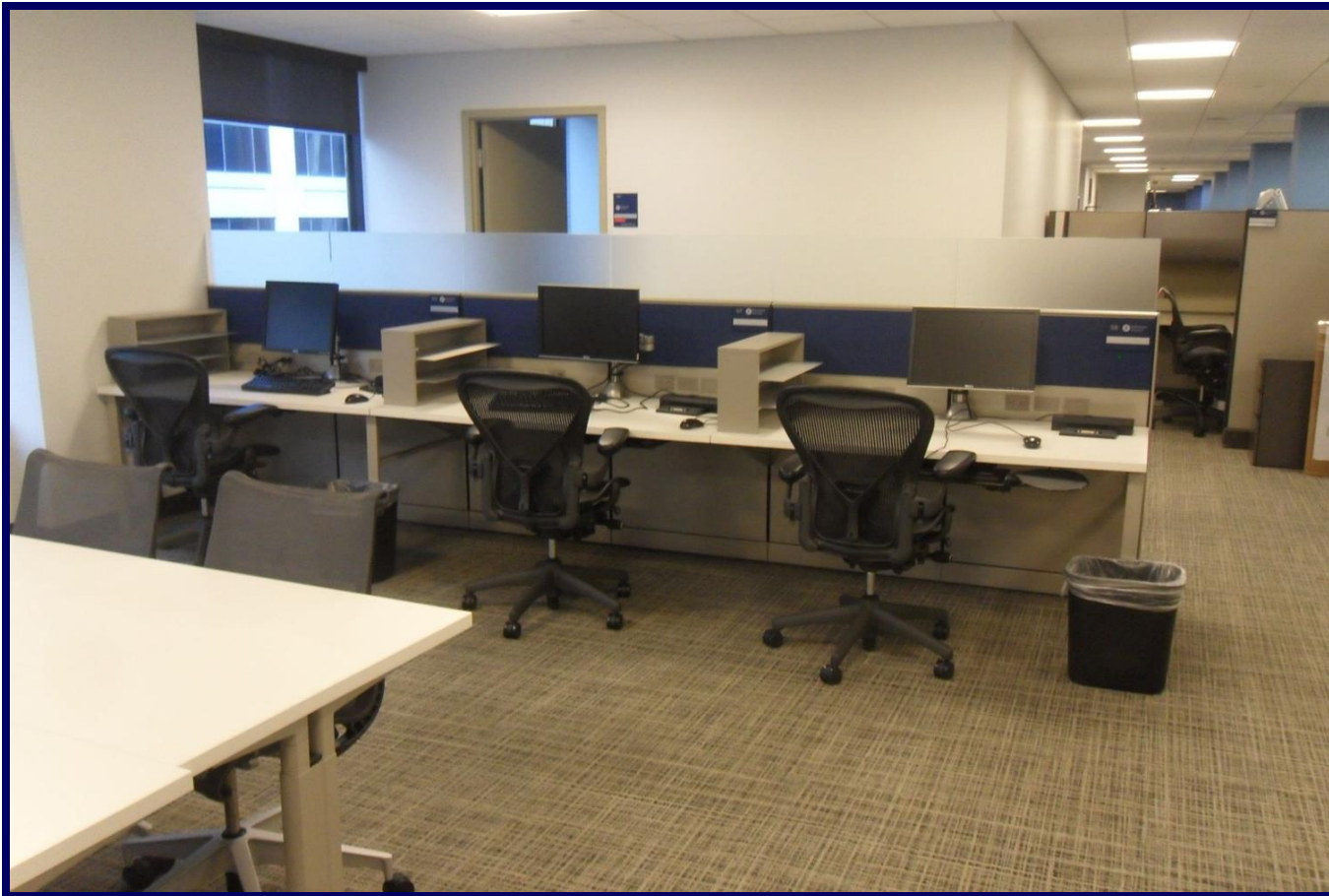
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Mobile Workspace



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Mobile Workspace



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Mobile Workspace



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How did we get here?

Overcoming Obstacles

- Cultural
- Financial
- Technical
- Internal Policies
- Training

Cultural

- Leadership buy-in
- Mission = COOP
- Phase-in
- Office Etiquette
- Hoteling and shared space
- Change is on-going



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Financial

- Act now – pay later
- Unexpected savings



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Technical

- IT
 - Provide adequate baseline functionality
 - Secure wireless
 - Meeting Tools

- HR/Training
 - For Managers
 - For Staff



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Internal Policies

- Performance-based goal setting
- Accountability
- Telework policies
- Protocols for shared spaces



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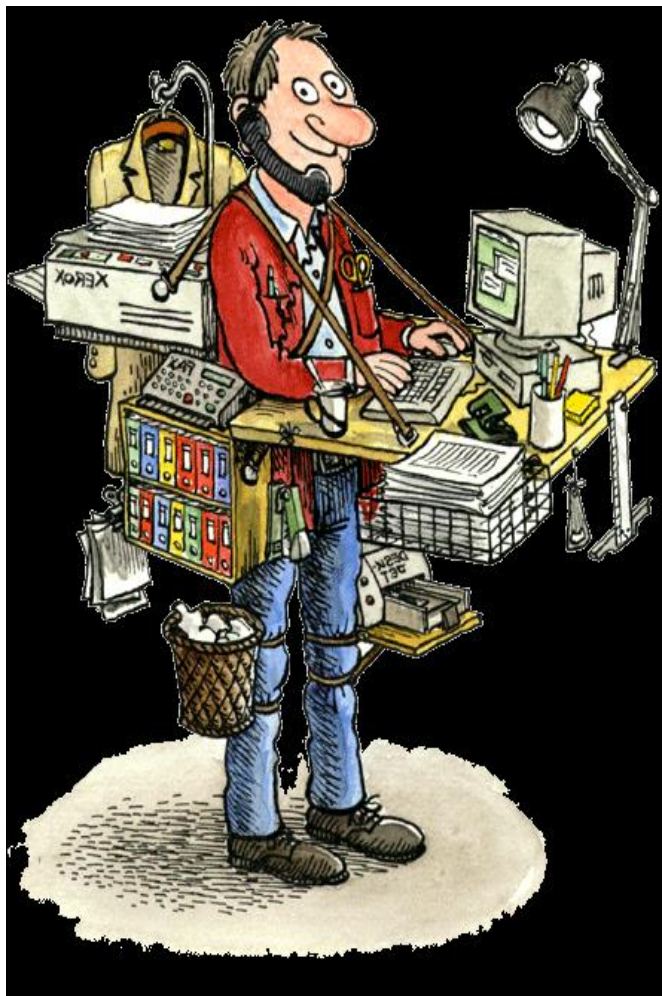
Lessons Learned

- Select a strong program champion
- Make “mobility” someone’s only job
- Enable the appropriate technology
- Conduct a readiness evaluation
- Establish a communications protocol
- Manage expectations for end-users
- Measure accountability and manage performance
- Modify leadership behaviors to maintain team cohesion
- Minimize risk by embracing mobile work
- Define an end-state and a process for measuring success



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What are we doing now?



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Workplace Transformation!!

A deliberate effort to:

- Advance the implementation of mission-centric mobile work practices within the Management Directorate.
- Provide coordinated strategy guidance for all Lines of Business within Management and to all DHS Components through internal consulting and networking.
- Promote HQ alignment, consolidation, and improved collaboration using mobile work.

Achieve Affordable Readiness!!

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