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?
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)**
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
DHS CRSO Leased Space
Flexible Workspace – MGMT/CRSO
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
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”
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).
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
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
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
Phase 1 – Operations Support Pilot
Existing Furniture + GSA Warehouse Furniture
Phase 1 – Operations Support Pilot

Existing Furniture + GSA Warehouse Furniture
Phase 1 – Operations Support Pilot

YOU HAVE NOW CROSSED OVER INTO...
THE FREE ADDRESS ZONE

Welcome to Our New Exciting Space!!!
Let’s Be Respectful & Mindful of Others

Eat! Drink! and Be Merry... But be Respectful too!

Talk Softly

Limit interruptions

Please no speaker phones

Let’s keep our work space clean & tidy!

Telework please :) Show your business & personal items each day.
CRSO Mobile Workspace Layout

SPACE TYPE KEY

- Core Space
- Adjacent Tenant Space
- Entry/Reservation
- Meeting [St, M, L]
- Break/Lockers/Interaction Zone
- Concentrative Zone
- Huddle Room
- Focus Booth
CRSO Mobile Workspace Phasing
CRSO Mobile Workspace Phasing

- **OAO Area Furniture Install**
  - December 2011

- **Phase 1 ALM/HMD/FO Area**
  - January 2011

- **Phase 2 RM/ALM/FO Area**
  - February 2012

- **Phase 3 OSEP/RM Area**
  - March 2012
Mobile Workspace
Mobile Workspace
Mobile Workspace
Mobile Workspace
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
Financial

- Act now – pay later
- Unexpected savings
Technical

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

- HR/Training
  - For Managers
  - For Staff
Internal Policies

- Performance-based goal setting
- Accountability
- Telework policies
- Protocols for shared spaces
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
What are we doing now?

**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!!**
Contact

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