

Steady and Targeted “Little Bangs”

Best Practices for Consolidating Leased Space – Part 2

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Margaret Beyer AIA, CCM, PMP
Assistant Deputy, Operations Support
Department of Homeland Security
Chief Readiness Support Office



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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



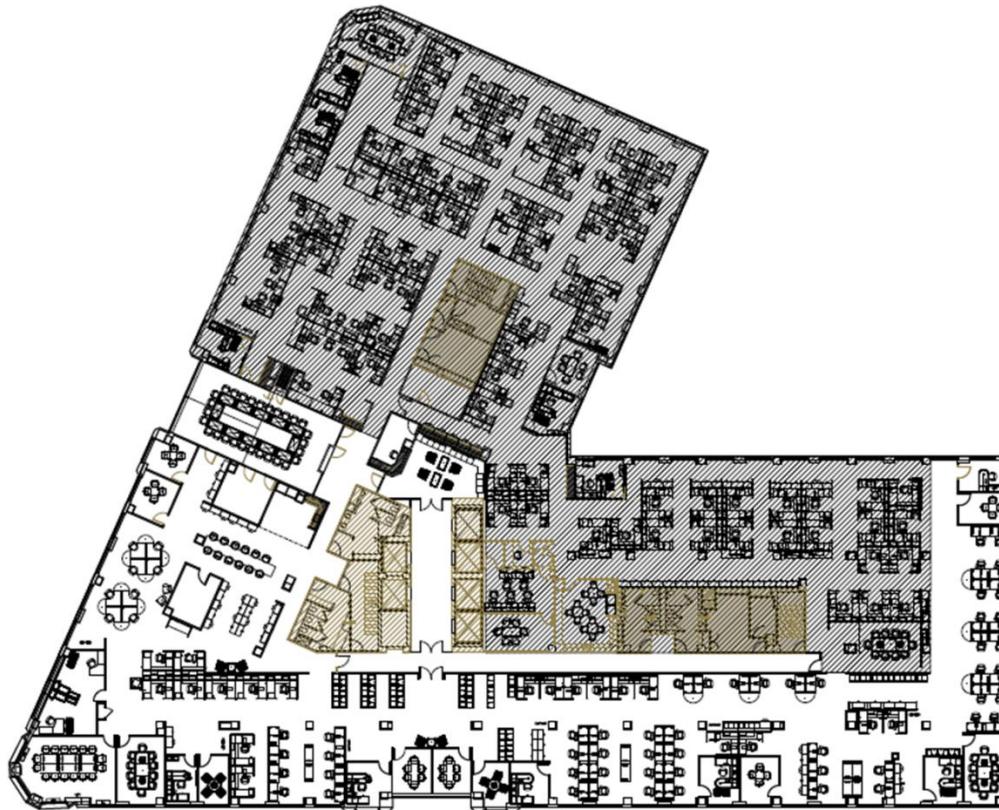
- DHS - Chief Readiness Support Office (CRSO)
 - Formerly MGMT - CAO
 - 35,000 sq. ft./GSA leased space
 - In 2010 – 140 feds, contractors, & detailees
- Original Standards
 - 8' x 8' cubicles
 - 8' x 16' contractor bullpens
 - 150 SF standard offices



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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).



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



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Incremental Steps Forward

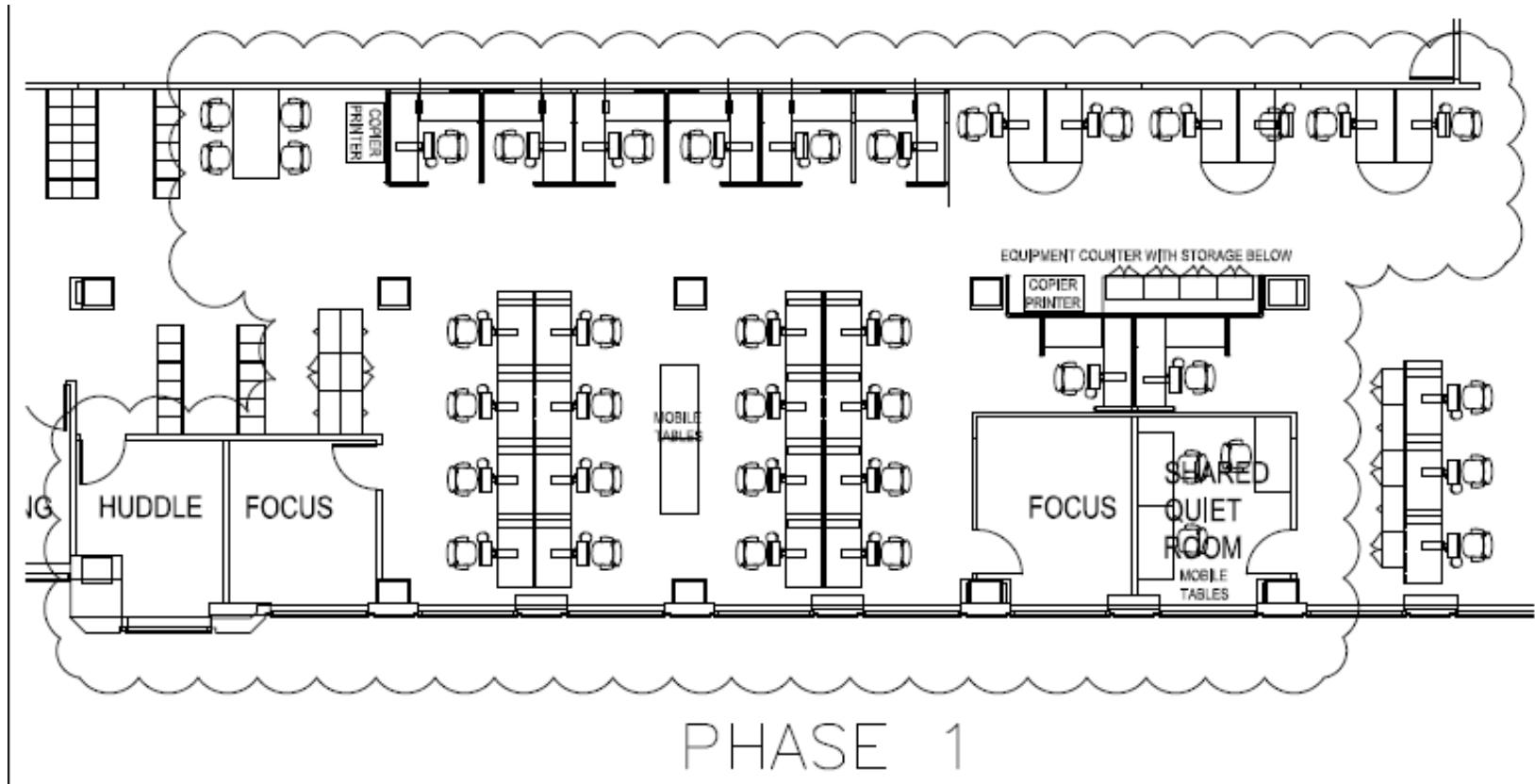
- March 2011 – GSA/Gensler Workplace Recommendations Report
 - Confirmed overall SF requirement
 - Identified Mobile Work Pattern and recommended mix of spaces
- June 2011 – OAO (sub-group) mobility pilot
 - Mobile workspace reconfiguration using temporary furniture
 - “Free Address Zone” – experiment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



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Phase 1 – Operations Support Pilot

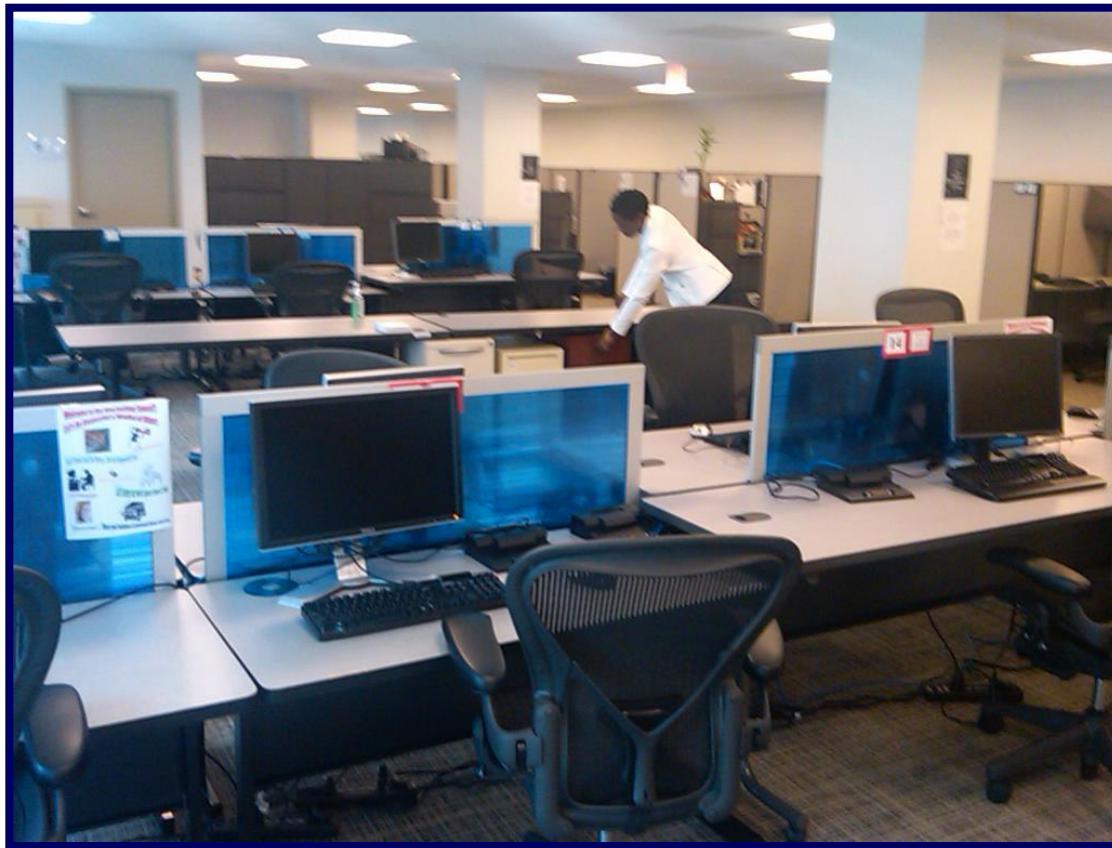
Existing Furniture + GSA Warehouse Furniture



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Phase 1 – Operations Support Pilot

Existing Furniture + GSA Warehouse Furniture



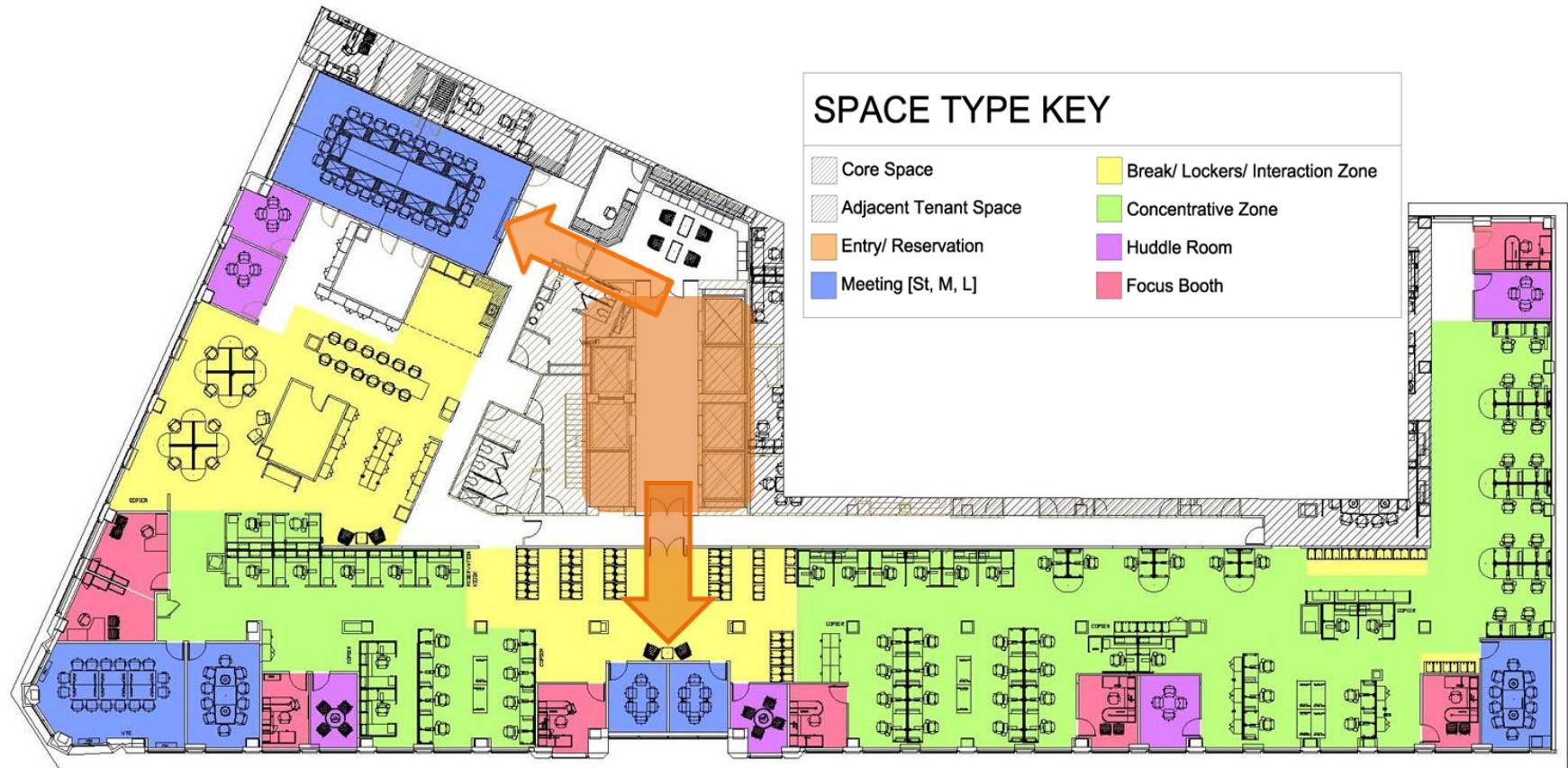
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Phase 1 – Operations Support Pilot



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CRSO Mobile Workspace Layout



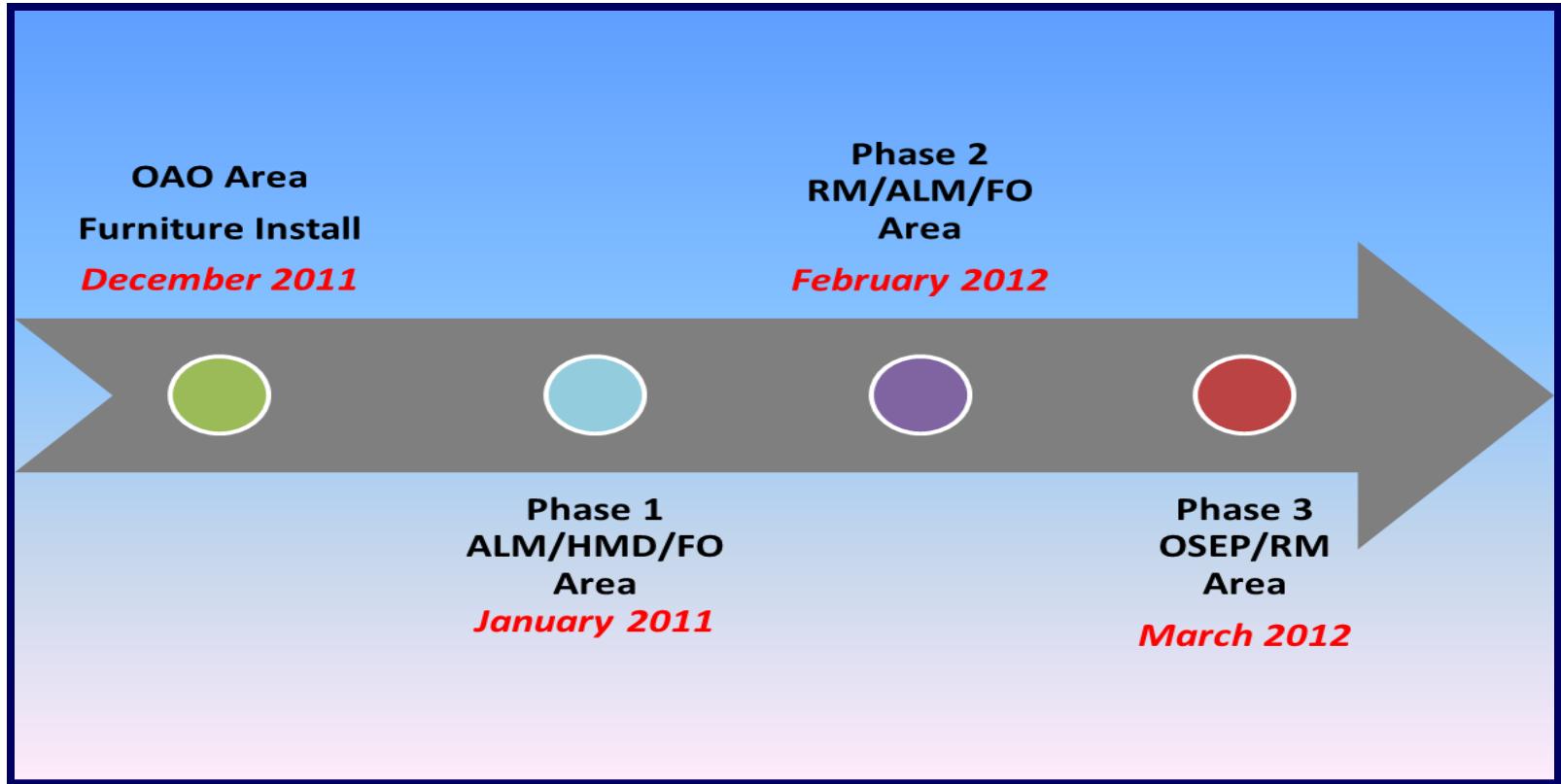
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CRSO Mobile Workspace Phasing



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CRSO Mobile Workspace Phasing



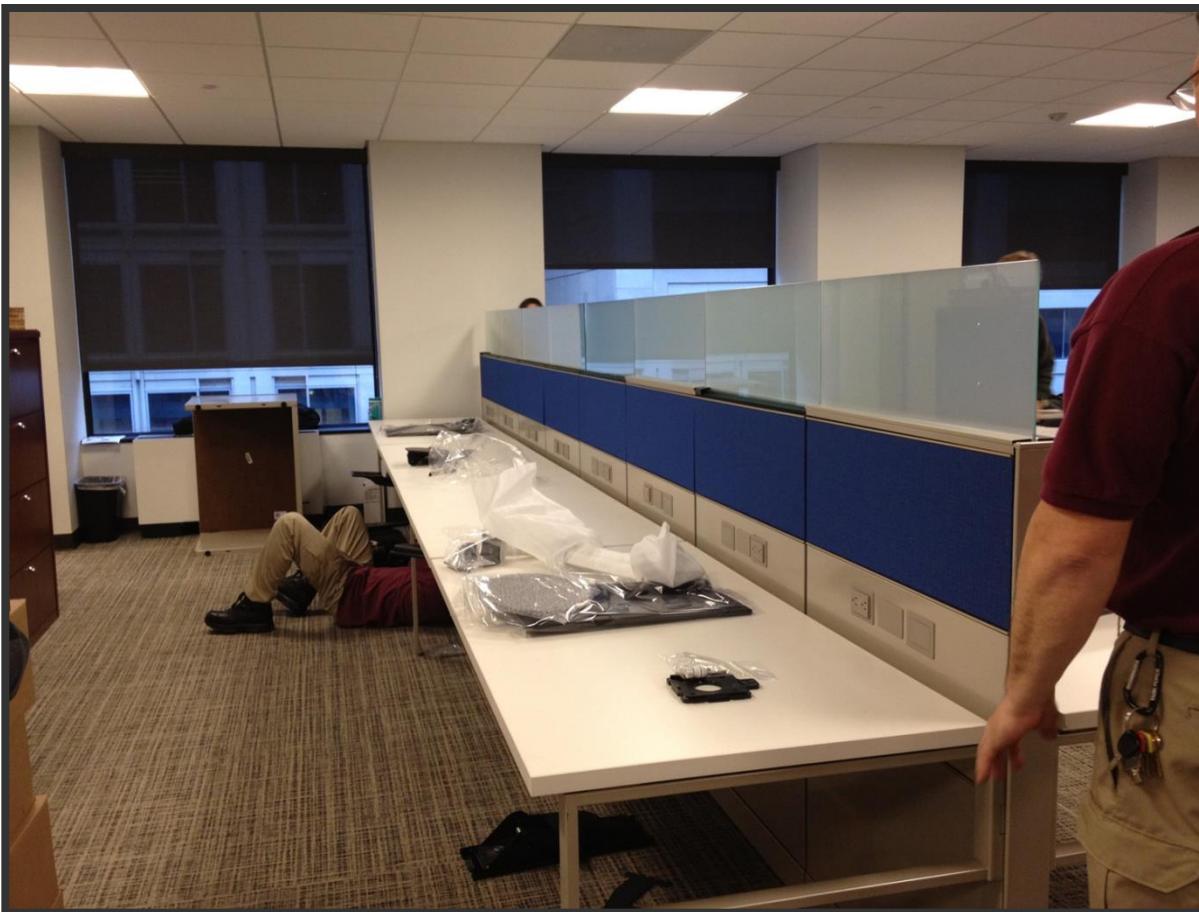
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Mobile Workspace



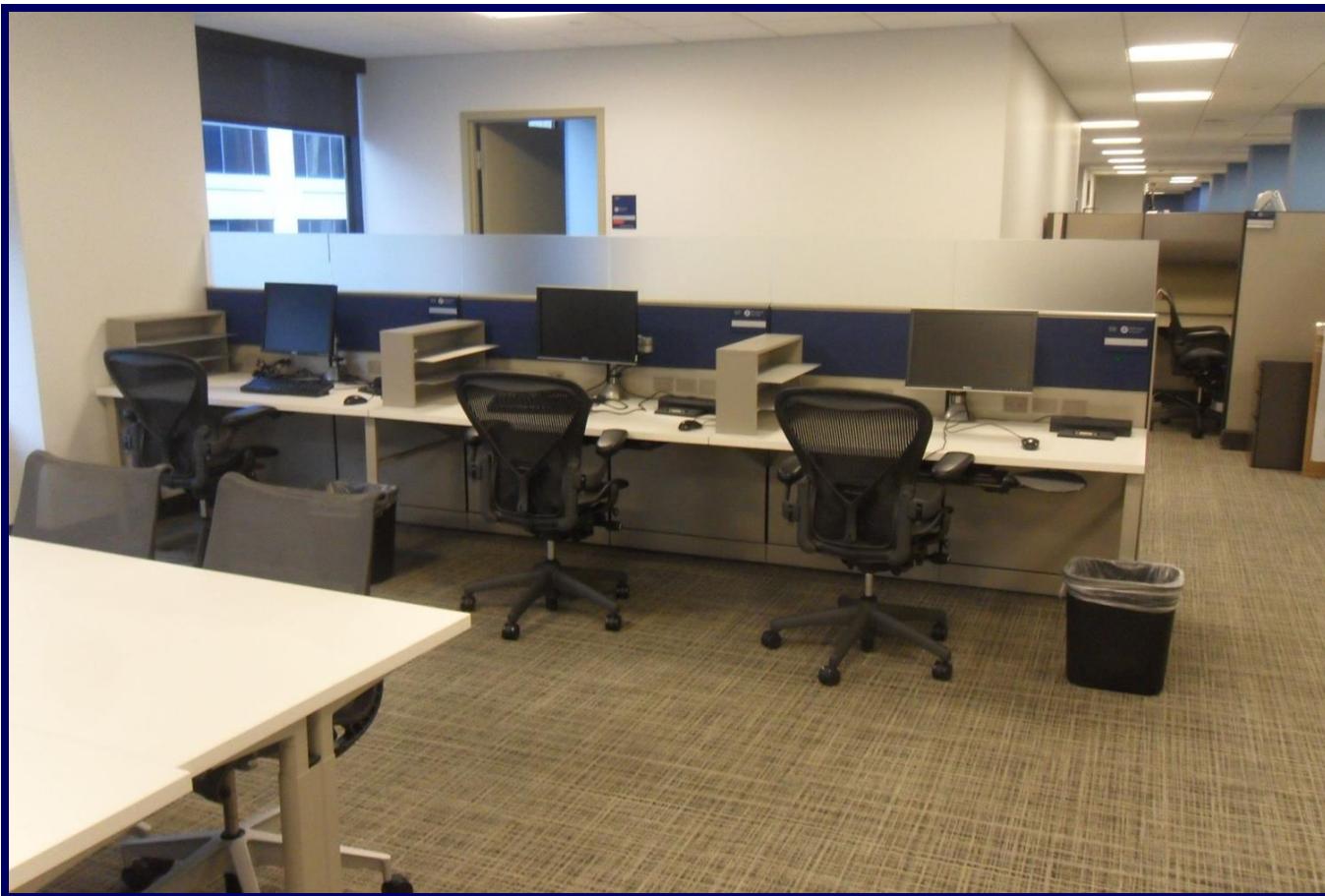
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Mobile Workspace



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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



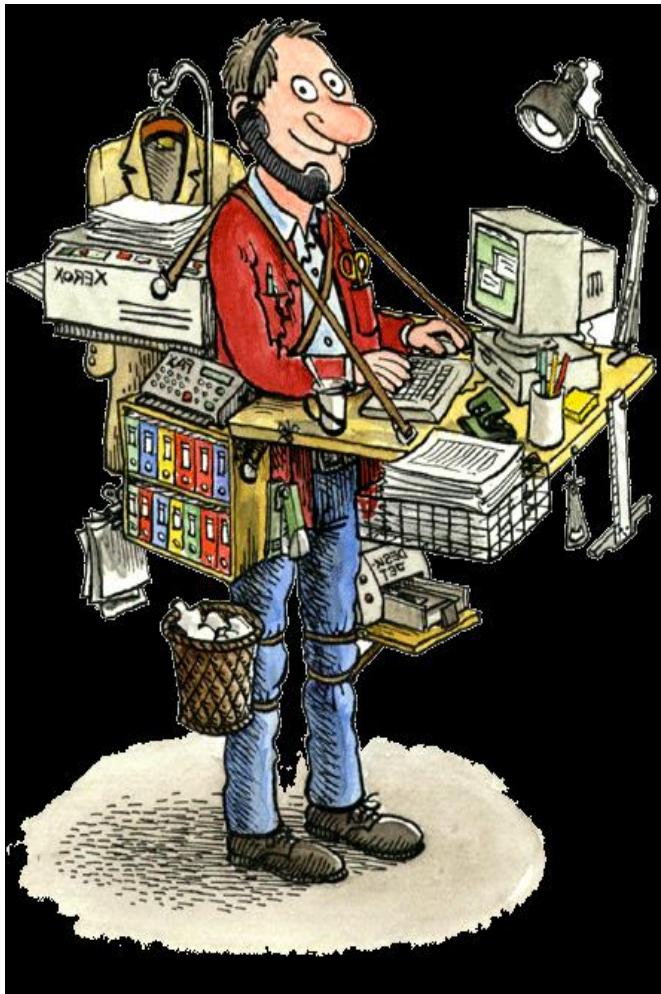
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Lessons Learned

- 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



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!!

Contact

Margaret Beyer AIA, CCM, PMP
Assistant Deputy, Operations Support
Department of Homeland Security
Chief Readiness Support Office

margaret.beyer@hq.dhs.gov



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