

Evaluating the New Workplace: Theory, Tools and Case Studies: Co-creating the New Federal Workplace



Kevin Kelly, RA
Senior Architect,
GSA Total Workplace

San Francisco, CA.

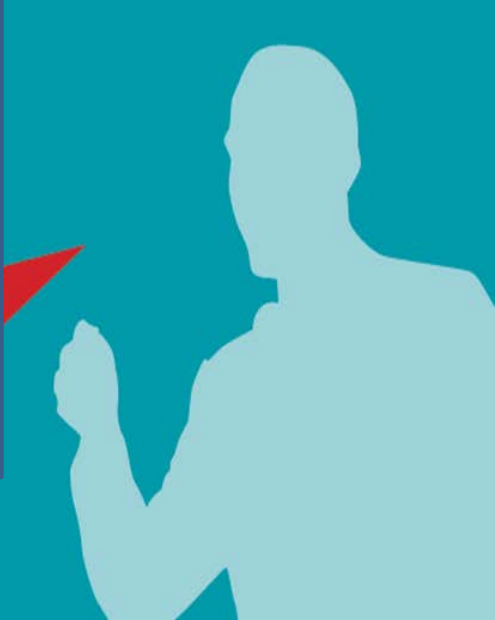
April 20th, 2016

TOPICS:

1. **GSA as Laboratory** to study changing work patterns
2. What is the difference between **the traditional and new workplace?**
3. The change in Federal Real Estate that GSA Total Workplace is making: “**Starting with seeds, ending with Redwoods**”
4. The **DNA of Engagement**: GSA Engagement research methods and tools
5. The **dangers of change without engagement** and on-site research
6. **Doing it right**: Efficiency, effectiveness and experience at **1 World Trade Center**

GSA – the “Federal Landlord”: Laboratory to Engage a Vast Range of Clients

- **Portfolio: 354 Million rentable sq. ft.**
- **8,603 owned and leased assets**
- **Space for over 1,000,000 occupants**

- 
- Presidential memoranda
 - Executive orders
 - OMB (money)
 - Political Pressure
 - Scarce resources
 - Different ways of working
 - Mobility, and...
 - **it's the right thing to do**

> 1999: GSA RESEARCH TO INCREASE FEDERAL WORKPLACE EFFECTIVENESS, ESPECIALLY IN LIGHT OF NEW TECHNOLOGY

> 2010: DIRECTIVES TO REDUCE FEDERAL REAL ESTATE.

- “FREEZE THE FOOTPRINT”
- “SHRINK THE FOOTPRINT”

== SMART SPACE REDUCTION:
EMPHASIZE QUALITY OVER QUANTITY TO SUPPORT WORK

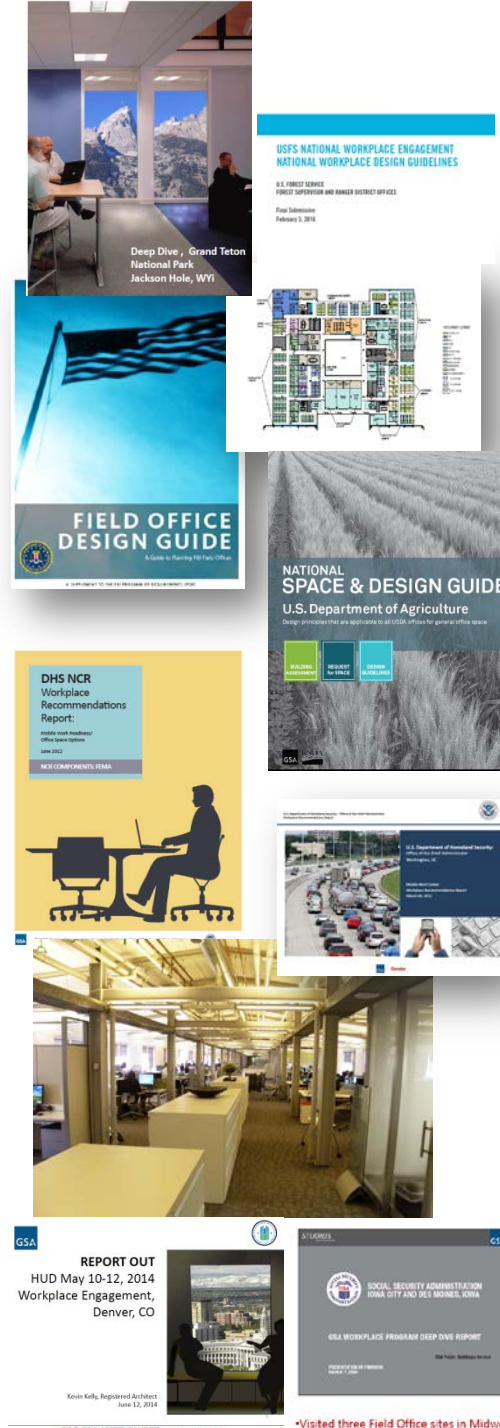
GSA – the “Federal Landlord”: Laboratory to Engage a Vast Range of Clients

- **Portfolio: 354 Million rentable sq. ft.**
- **8,603 owned and leased assets**
- **Space for over 1,000,000 occupants**

PARTNERS

Georgia Tech/ Carnegie Mellon/UC
Berkeley CBE

Gensler/Aecom (DEGW)/Studios/BPS/
NBBJ/Perkins and Will / Business Place
Strategies/HOK/ Interior Architects



CLIENT AGENCIES

USDA
 DHS ,
 USDA
 FBI
 TSA
 US AID
 National Park Service
 DOS –OBO
 US Army,
 National Logistics
 DFAS
 US NNSA
 SSA
 NLRB
 Peace Corps
 DOE
 PBS Regional Offices
 US Coast Guard
 US Courts
 GSA Central Office
 TSA
 DOL
 DOI BSSE
 DOI grand Teton park
 USFS
 EPA
 US CIS
 Census
 State Department

the traditional vs the “New” Workplace



Traditional

Walter Gropius

Designer knows best

Co-creation requires engagement



An iterative discovery process
To get the right fit

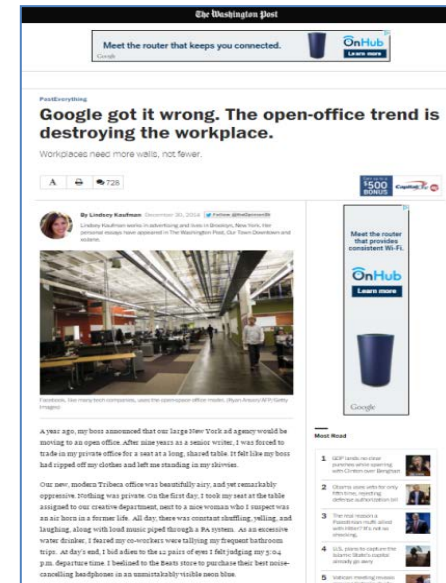
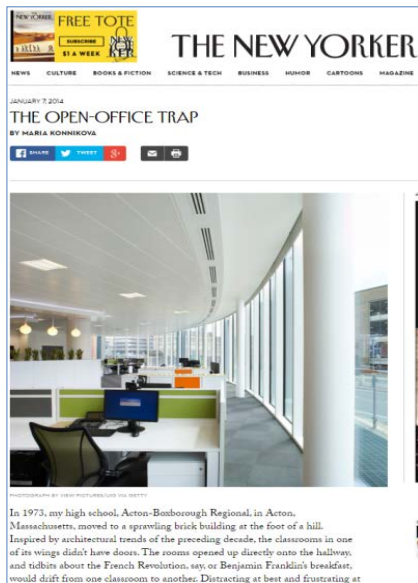


Quantity: “One size fits all”

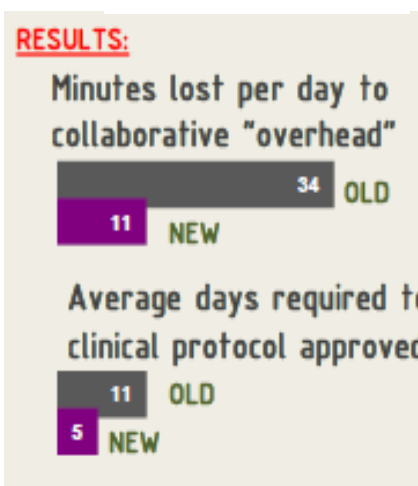


Quality: “One size misfits all”

3



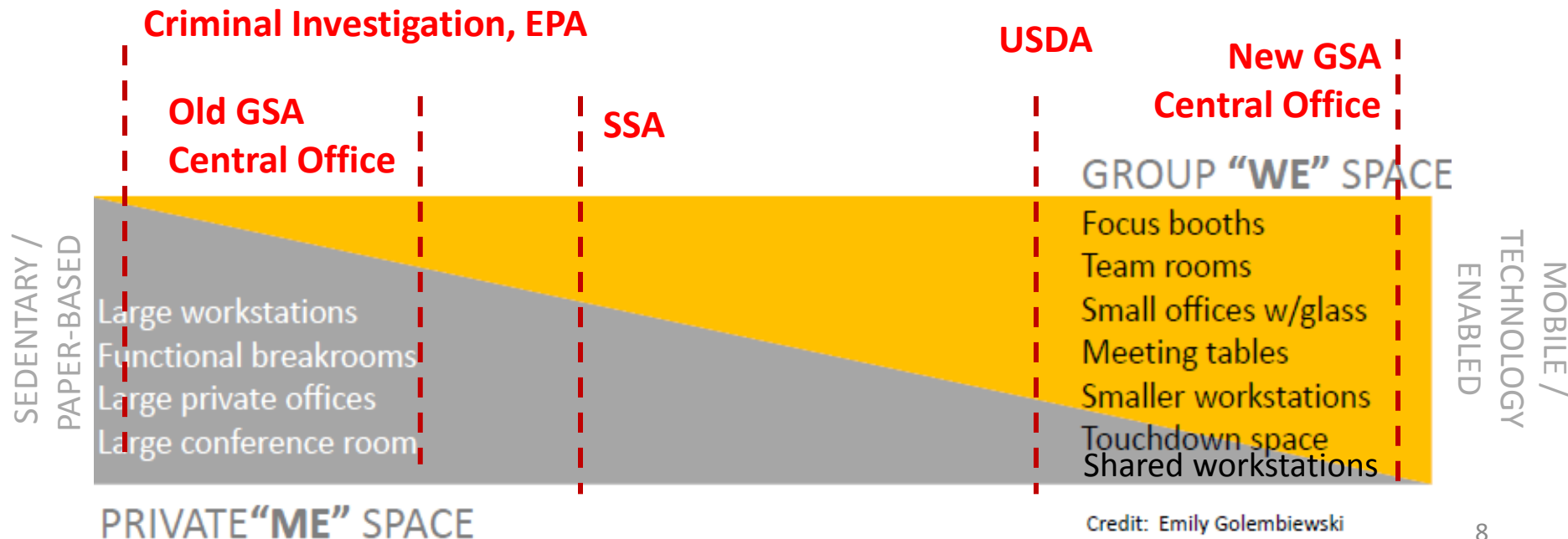
RIGHT!



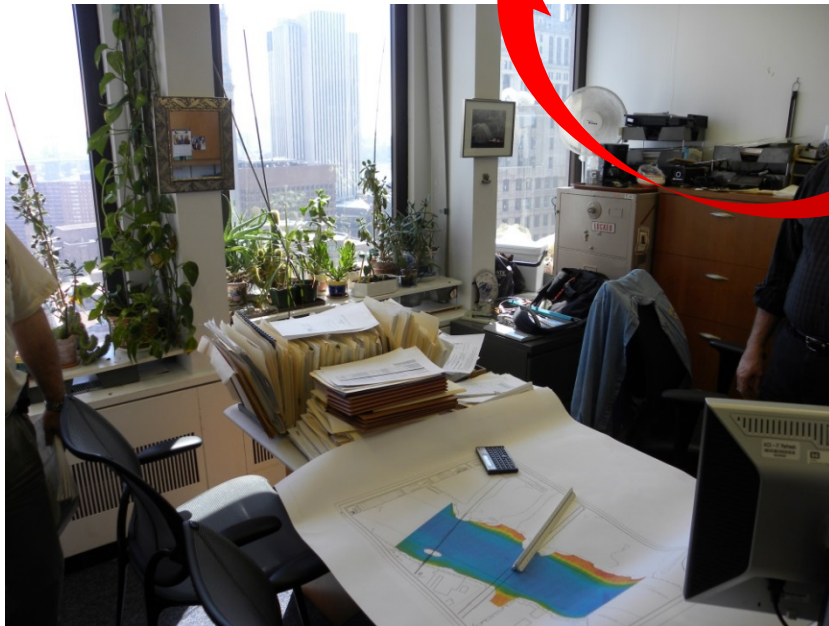
... AND JUST AS WITH PEOPLE, PRESCRIPTIONS CAN
CHANGE OVER TIME- FLEXIBILITY IS KEY



WHAT IS MY ORGANIZATION'S NEW WORKPLACE "PRESCRIPTION" ?



The landscape of the traditional Federal workplace



Herman Miller Research:
Private office un occupied
77% of the time



Herman Miller Research:
workstations are un- occupied
30 -60% of the time

Large workstations
Functional breakrooms
Large private offices
Large conference room

PRIVATE "ME" SPACE

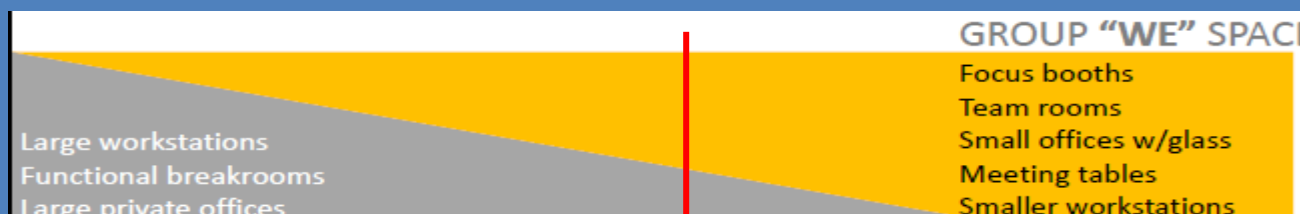
GROUP "WE" SPACE

Focus booths
Team rooms
Small offices w/glass
Meeting tables
Smaller workstations
Touchdown space

Credit: Emily Golembiewski

The landscape of the **new** workplace:

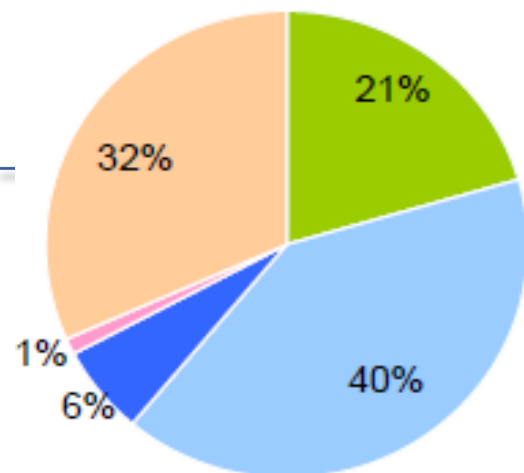




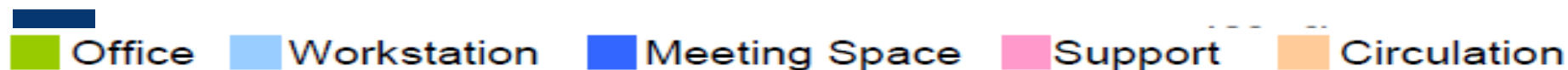
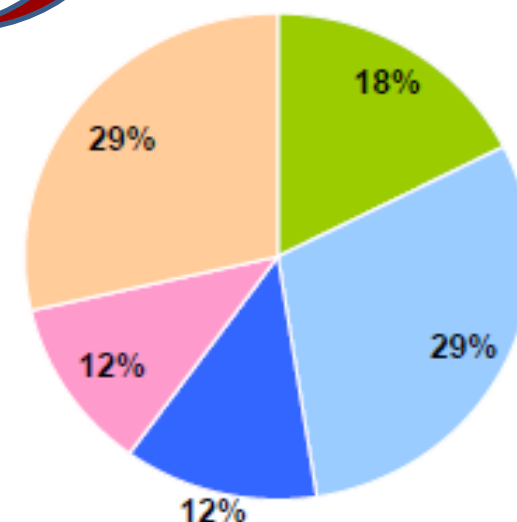
GSA TOTAL WORKPLACE METHODOLOGY: "PRESCRIPTION"

current

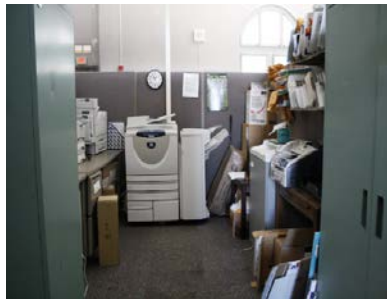
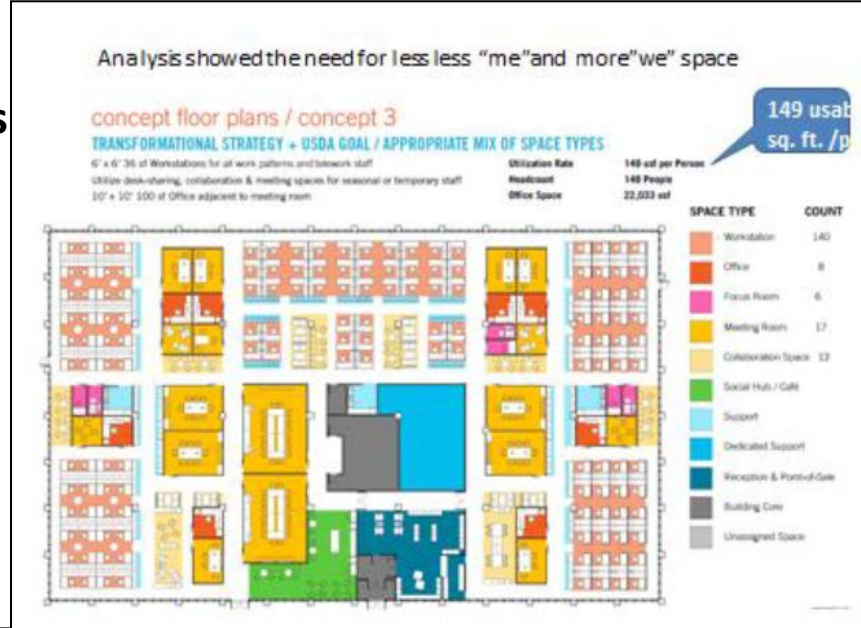
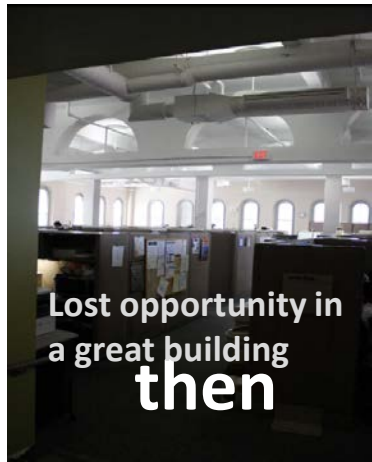
ideal



AFTER AN ACTUAL ENGAGEMENT ,
FUNCTIONAL SPACE PROPORTIONS
CHANGE ,



GSA The Yates Building
USFS Headquarters



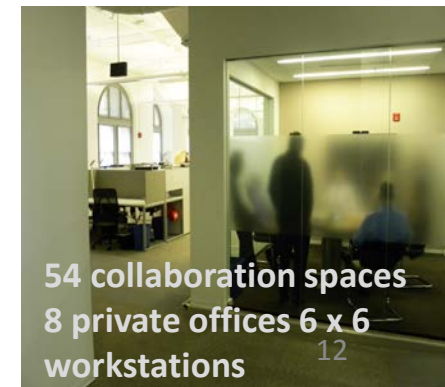
Large workstations
Functional breakrooms
Large private offices
Large conference room

GROUP "WE" SPACE

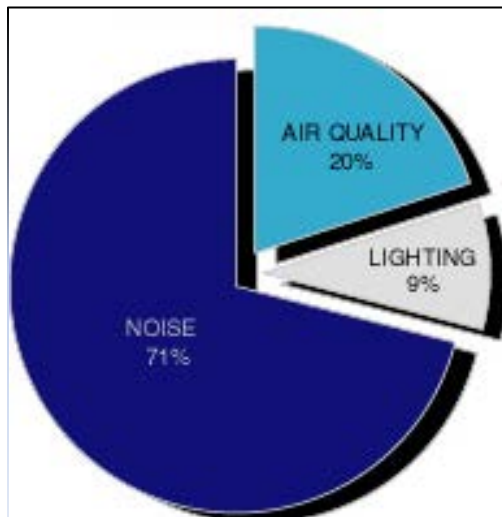
Focus booths
Team rooms
Small offices w/glass
Meeting tables
Smaller workstations
Touchdown space

PRIVATE "ME" SPACE

Credit: Emily Golembiewski

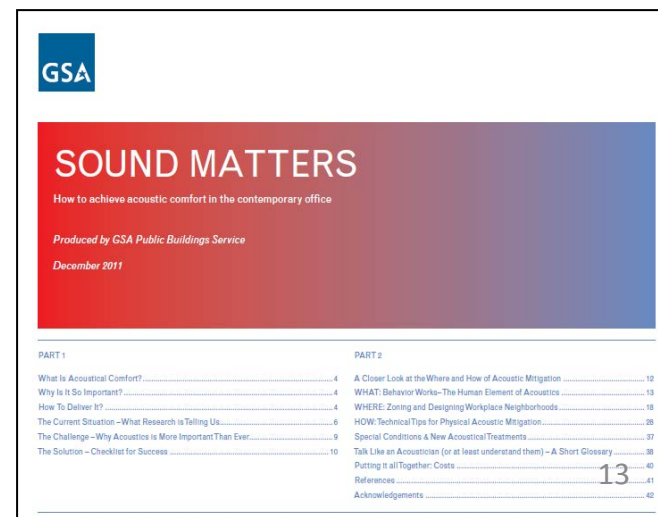
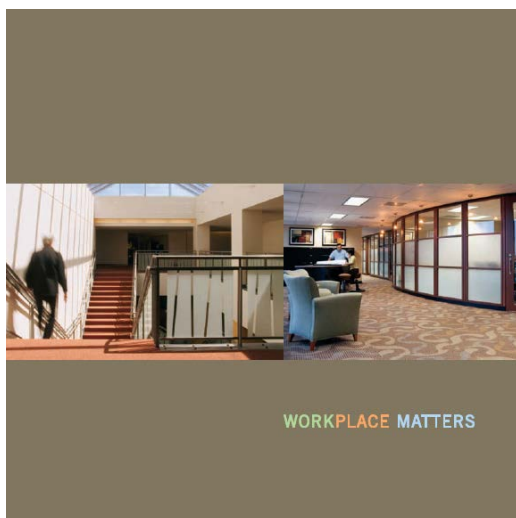


GSA as a Laboratory to Develop “Prescribing” Tools



GSA Sound

Matters: [http://gsa.gov/portal/mediaId/172515/fileName/GSA_Sound Matters \(Dec 2011\) 508](http://gsa.gov/portal/mediaId/172515/fileName/GSA_Sound_Matters_(Dec_2011)_508)



GSA Workplace Scorecard Spatial Performance Measurement Tool

DIMENSIONS OF WORKER SATISFACTION



EXISTING:
SPIDER DIAGRAM TRNASLATION OF RESULTS AT RIGHT

Smaller blue shows lack of good fit

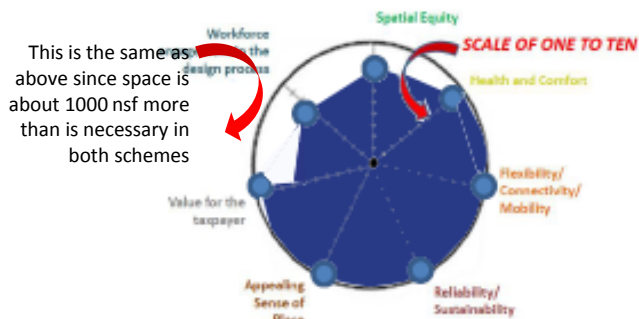
WORKPLACE SCORECARD SUMMARY:

POINTS	SCORE	Elements
8	1	Pre-Design & Planning
17	5	Equitable Workspace
28	7.5	Health & Comfort
27.5	19	Flexibility, Connectivity & Mobility
12.5	0	Reliability & Sustainability
7	4.5	Sense of Place

Total Possible Score	100	37	Earned Score (max 100 points)
	16	6.5	Extra Credits (only use if earned score is below 100 pts)

44 SCORECARD TOTAL

DIMENSIONS OF WORKER SATISFACTION



This is the same as above since space is about 1000 nsf more than is necessary in both schemes

SCHEMATIC DESIGN OF FUTURE IN SAME SPACE: (Next page)

SPIDER DIAGRAM TRNASLATION OF RESULTS AT RIGHT

Larger blue shows better fit

WORKPLACE SCORECARD SUMMARY:

POINTS	SCORE	Elements
8	6	Pre-Design & Planning
17	5	Equitable Workspace
28	24.5	Health & Comfort
27.5	27.5	Flexibility, Connectivity & Mobility
12.5	12	Reliability & Sustainability
7	7	Sense of Place

Total Possible Score	100	82	Earned Score (max 100 points)
	16	11.5	Extra Credits (only use if earned score is below 100 pts)

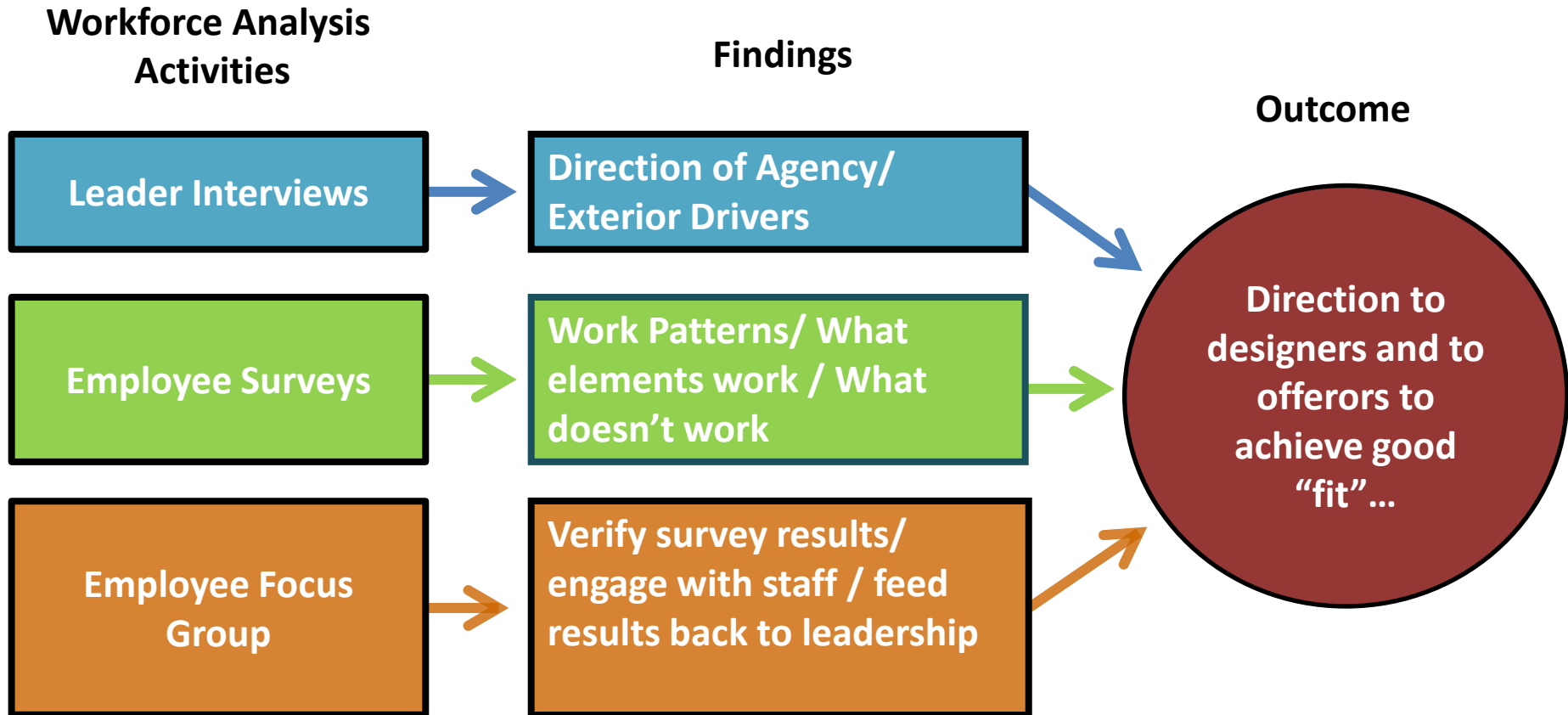
94 SCORECARD TOTAL

Balanced Scorecard Organizational Performance Measurement Tool

	Cost	Business Process	Customer/ Stakeholder	Human Capital
• Efficiency • <i>cost, resources</i>	<ul style="list-style-type: none"> Comply with Executive Orders to "Shrink the Footprint", Achieve a Utilization Rate (UR) below 170 usf all-in. Analyze the cost-effectiveness of using the GSA FIT Program to amortize the upgrade of furniture and technology. Decide using life-cycle and personnel costs. Stay within TI cost to the extent possible. 	<ul style="list-style-type: none"> Lower equipment and infrastructure costs Consider : FIT as a way to introduce better workplace affordably. Flexible furniture to realign easily as work/personnel change. the advantages of Wi-Fi and other technology for greater mobile flexibility Use more electronic filing. 	<ul style="list-style-type: none"> EPA PORTLAND is unique in the degree to which it is responsible for National work: Optimize mobility and ability to work in various locations. 	<ul style="list-style-type: none"> Consider the upgrades to the technology to optimize employee performance in a multitude of locations (inside and outside the office as appropriate. Instill a culture that values performance over presence and provides the technology to foster mobility when appropriate . Plan for a 1:1.5 ratio of desks to employee at a minimum
• Effectiveness • <i>People,</i> • <i>Productivity</i>	<ul style="list-style-type: none"> Measure utilization of new offices. Use conference rms. adjacent to smaller leadership offices in a way that creates the desired ceremonial impression while allowing these rooms to be used when a leader is absent. Spend what is needed to provide acoustic comfort, lighting etc. to ensure worker effectiveness 	<ul style="list-style-type: none"> Give employees what they NEED to "Get the job done" Get rid of impediments to effectiveness by using the Report's Keep, Toss and Create Tool as design guidance 	<ul style="list-style-type: none"> More collaboration and communication with access to more collaboration venues including technology-enabled conference rooms 	<ul style="list-style-type: none"> Plan for the work needs of Future generation. More 'energy and buzz'. <i>Seeing people! and</i> Providing more opportunity for collaboration more mobile/ agile furniture and technology Accommodation of visitors – including EPA employees from other Regions in new space
• Employee Experience • <i>Identity,</i> • <i>Human factors</i>	<ul style="list-style-type: none"> General appearance of space as a cost-effective but still attractive solution. Rely on clever/inexpensive design elements to deliver branding and bang for buck Optimize the use of natural light and use artificial light to concentrate on lighting vertical rather than horizontal surfaces (wall washing, etc.) to diminish glare and save energy. Light from monitors and task light will provide a comfortable light level in most instances. 	<ul style="list-style-type: none"> Design quality enhances the ability to find people and places to meet. Use file storage as a design feature asset to define space and different work patterns 	<ul style="list-style-type: none"> Design has less focus on hierarchy and more on community Emphasizing shared space over large private prestige spaces Aesthetically express current workplace design thinking Use GSA Workplace Solutions Library, the Whole Building Design Guide 	<ul style="list-style-type: none"> Express the importance of what EPA EPAs in the design and branding of space . Acknowledge that more modern design emphasizes quality over quantity (acoustics/lighting/ HVAC/ technology o Attract high quality talent employees. Resolve, parking/transport issues. Make space for interns



GSA Process for Deploying Tools to Inform Design (POE May Follow)



From Seed to Redwood: THE VALUE OF PILOTS

BEFORE PILOT

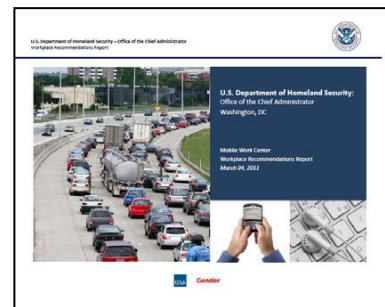
- **\$2,000,000 yr. rent .**
- **Very low utilization**

Research: Found organization's work pattern a miss-match in space provided

Gray space was “given back” and backfilled. Plan much more pleasant and functional

AFTER PILOT

- **\$990,000 yr. rent *savings***
- **2+ year payback**



SEED TO REDWOOD: THE VALUE OF A *SUCCESSFUL* PILOT

PILOT MODEL

National Capital Region(NCR): 24,000 surveys sent to employees of 10 components in DHS !

REGIONAL MODEL

TAYLORED TO 10 AGENCIES WHICH ALL WORK DIFFERENTLY

HALF-FLOOR GIVEBACK



- **\$990,000 yr.**
rent savings
- **2+ year payback**

INTRODUCTION

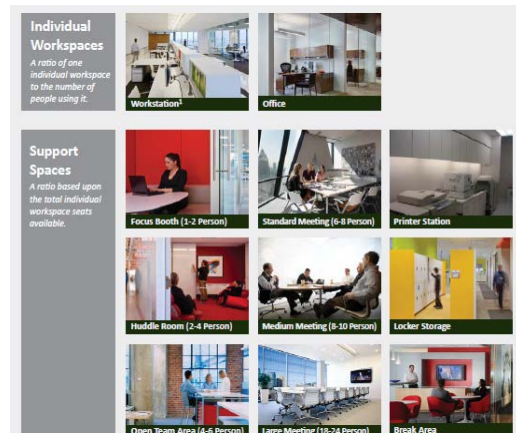
Imagine if...

we reduced our current Planning USF/pp for DHS NCR:

from **219** USF/pp  to **154** USF/pp

Assuming no growth in people, DHS NCR would be able to save

2.1
Million SF



- **\$75,000,000 yr.**
rent savings in NCR



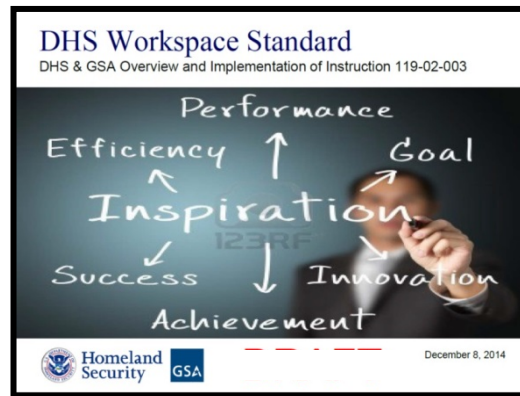
Pilot

24,000 surveys to 10 DHS Agencies

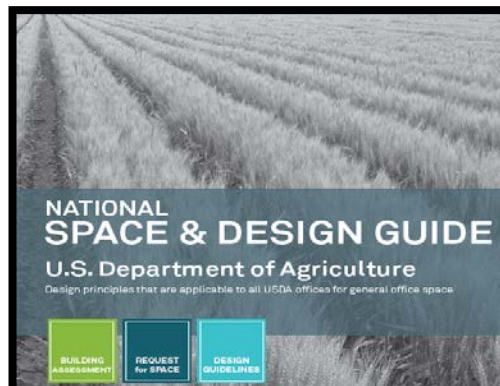
Regional
Model

After study, adopted as the basis for the DHS
National space policy in November of 2014

National
Standard



From Pilot, to Regional
Guidelines to **National
Guidelines -25%**
Space reduction minimum



From sub- agency pilot,
to **National Guidelines to
1700 offices of the USDA**
Nation-wide **-25- 50%**
space reduction



DNA OF WORKPLACE ENGAGEMENT



**WHAT WILL MAKE THE
ORGANIZATION MORE:**

**WHAT WILL MAKE THE
ORGANIZATION MORE:**

**WHAT LOOK AND FEEL
WILL: :**

EFFICIENT:

making the most of space

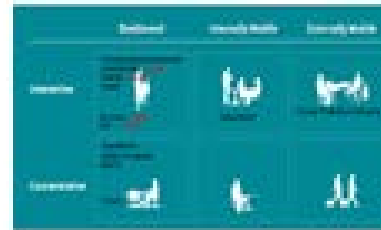
EFFECTIVE

*making the most of people
through space
(performance/ productivity)*

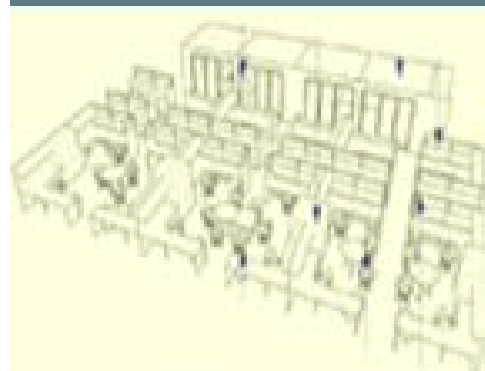
**ENHANCE
WORKER
EXPERIENCE**

*getting the most from the
brand/ communicating a
message*

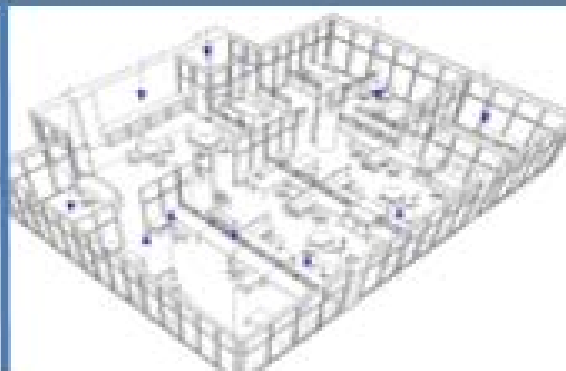
EFFICIENT:
making the most of space



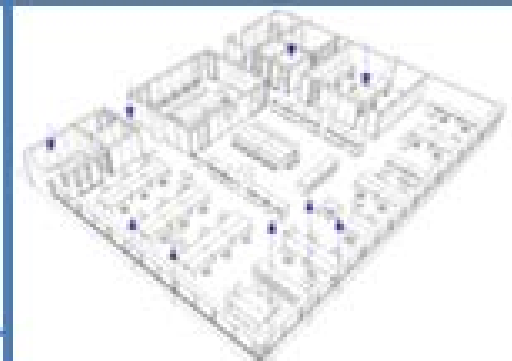
Translation of work
pattern to layout
template



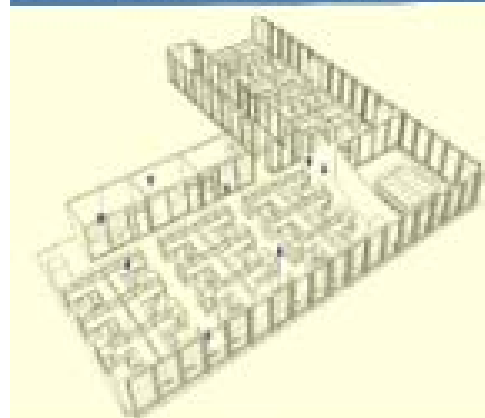
Team neighborhood for desk-bound, interactive



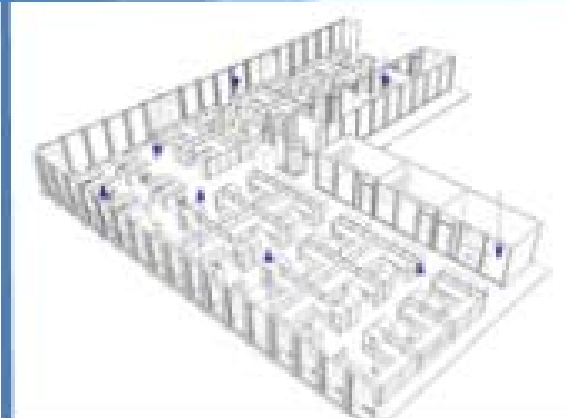
Team neighborhood for internally-mobile, interactive



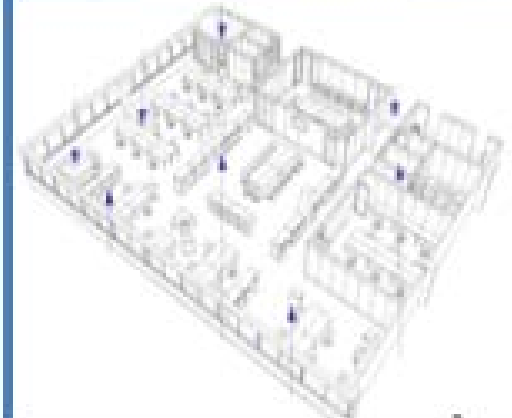
Team neighborhood for internally-mobile, interactive



Team neighborhood for desk-bound, concentrative



Team neighborhood for internally-mobile, concentrative



Team neighborhood for externally-mobile, concentrative

GSA Workplace Solutions Library Intro page – copy the link below into your browser:

http://www.gsa.gov/HTML/WSL/Pages/Introduction_Main.html

EFFECTIVE

making the most of people through space (performance/ productivity)

KEEP



WHAT DO YOU LIKE
IN YOUR CURRENT
LOCATION?

Access to Large Windows,

private space, individual workspace, open cubicles large, divisible conference room, conference rooms, vtc., team room, equipment, cube space, cubical size, communal meeting space, natural light, not feeling crowded personal files in proximity to my space, room for plants,

artwork, high cubicle walls, kitchen, access to public transit, access to restaurants, additional monitors, social aspect of office, book shelves, earthquake safety precautions, modern building, ease of access, walkability, bike room/locker, space for filing boxes, copy/mailroom, waiting function of reception room adjacent to conference room, bike room,

TOSS



WHAT DO YOU HATE
IN YOUR CURRENT
LOCATION?

Some files and filing system, high partitions, **immovable, inflexible, outdated, Harsh lighting furniture/cubicles**, bad overhead lighting,

acoustics/noise, heavy laptops, drab carpeting, walls, outdated supplies, records and unused stuff, under-shelf lights, tethered phone equipment, clutter, sit-

only computer stations, single computer screen, Lack of agency branding bland color, windowless/airless team room, no shared expectations for use and maintenance of shared space and resources. break room.. cold air blowing on staff.

CREATE



WHAT DO YOU WISH
YOU HAD IN YOUR
CURRENT LOCATION?

More meeting/collaborative space, better records filing system, personal storage space Better task

Lighting at desk "floating" computer monitor, more small work rooms., controllable soft music (?) water feature for sound control, sound proof meeting rooms, better acoustics, more space for private discussions, cordless phones, **better storage near desk**, Better supply cabinet, color, more art, Another disk scanner, Inviting breakrm. better technology, protocols on use of space, offices with walls, Stand up desk, treadmill station, sofa, comfortable seating, quiet space, softer lighting, storage area, innovative desk design, dry erase board in office, dishwasher in break room, additional work space for isolated concentrated workers, technology-empowered meeting room, ear buds with phone pieces, better HVAC, soundproof meeting space, 2 focus rooms, better sized breakroom, Furniture on rollers to increase flexibility, sound attenuation at conference room Blue tooth and ear-buds for laptops More access to light/windows places for quiet phone call

More vtc in collaboration spaces

KEEP  WHAT DO YOU WANT TO KEEP IN YOUR CURRENT LOCATION?	Access to Large Windows , private space, individual workspaces, open cubicles, large, divisible conference room, conference rooms, etc., team room, equipment, cube space, cubical size, communal meeting space, natural light, not feeling crowded, personal files in proximity to my space, room for plants, artwork, high cubicle walls, kitchen, access to public transit, access to restrooms, additional monitors, social aspect of office, book shelves, earthquake safety provisions, modern building, ease of access, variability, like environment, space for filing boxes, room for plants, function of reception room adjacent to conference room, bike room.
TOSS  WHAT DO YOU WANT TO Toss IN YOUR CURRENT LOCATION?	Some files and filing system, high partitions, immovable, inflexible, outdated, Harsh lighting furniture/cubicles , bad overhead lighting, acoustics/noise, shared space, drop ceiling, walls, outdated supplies, cubical walls, high cubicle walls, cubical size, communal meeting space, natural light, not feeling crowded, personal files in proximity to my space, room for plants, artwork, high cubicle walls, kitchen, access to public transit, access to restrooms, additional monitors, social aspect of office, book shelves, earthquake safety provisions, modern building, ease of access, variability, like environment, space for filing boxes, room for plants, function of reception room adjacent to conference room, bike room.
CREATE  WHAT DO YOU WANT TO CREATE IN YOUR CURRENT LOCATION?	More meeting/collaborative space, better recording filing system, personal storage space, better task lighting at desk, "floating" computer monitor, more small work rooms, controllable soft music (1) water feature for sound control, sound proof meeting room, better acoustics, more space for private discussions, wireless phones, better storage near desk, better supply cabinet, color, more art, another desk scanner, better breakfast, better technology, protocols on use of space, offices with walls, stand up desk, treadmill station, safe, comfortable seating, quiet space, softer lighting, storage area, innovative desk design, dry erase board in office, dishwasher in break room, additional work space for assisted concentrated visitors, technology-enhanced meeting room, air ducts with phone jacks, better noise, soundproof meeting space, 2 book rooms, better quiet breakroom, furniture on rollers to increase flexibility, sound attenuation at conference room, blue tooth and ear buds for laptops, more access to light windows places for quiet phone call.

THE TOOL IS USED TO SHOW HOW THE SCHEMATIC DESIGN RESPONDS POINT BY POINT TO WHAT THE CLIENT HAD WANTED **WHAT A CONCEPT !**

Better access to windows/Better Chairs/Better kitchen/ Better positions of vents /Bike Parking Break room /Cleanliness of space /Color/ Docking Stations/ Doors/Concentration Areas Electronic Storage /Ergonomic Chairs/Fitness opportunities/Flow /Interior offices*/Light from outside/ More conference rooms (variety)/ More Dual monitors /More laptops /More opportunity for mobility/More Texture/Phone rooms/ Shared Light/ Shorter File Cabinets Shower/ Sit-Stand /Small meeting spaces .Space just for copy-printers /Technology in Conference Rooms /Temperature Control/ Training Space /Variety of lighting solutions/ White Noise Wireless/VOIP

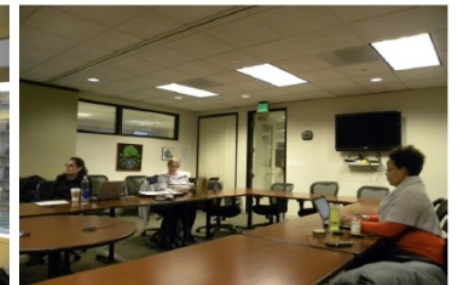
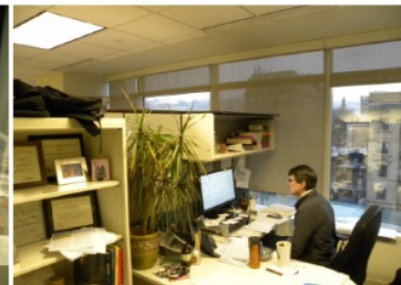


**Of the 35 images shown to staff in focus groups,
here are the TOP 3 “WINNERS” of look and feel that
the staff chose ...**



“

What you got....



A PROJECT THAT GETS THE DNA RIGHT

Efficiency, effectiveness and enhanced experience come together



GSA Workspace, 1 WTC, NYC

One World Trade Center: Promises Made

After the 911 attacks, **President Bush, and later President Obama, publicly committed** the Federal government to return the to the World Trade Center site.

One World Trade Center: Promises Kept:

- Reduce combined agencies' footprint **by 162,680 usf**
- Improve the combined agencies' utilization by 130 usf per person
- **50% space reduction** of Federal Agencies
- **GSA reduces** its own space by **54% at 1WTC**



GSA Workplace: Entry

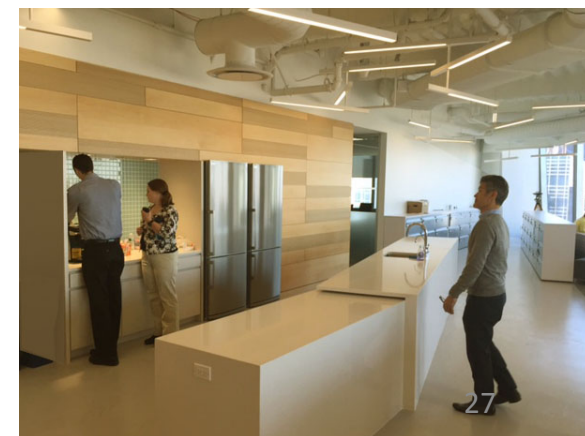
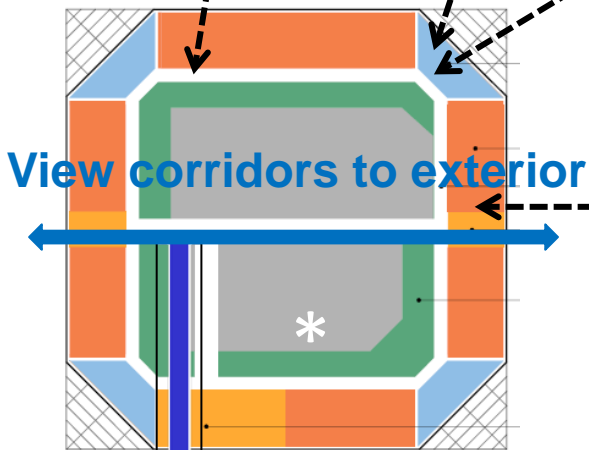
A lesson in (crowding) perception

"there is nothing good nor ill but thinking makes it so"

-Shakespeare



8 DIAGRAMMATIC LAYOUT

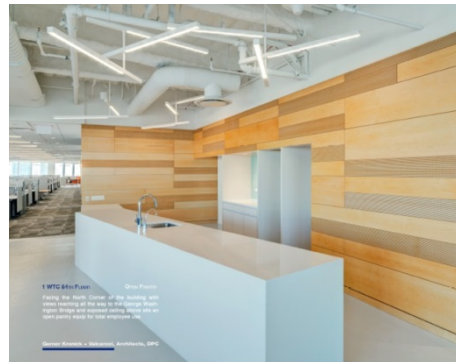
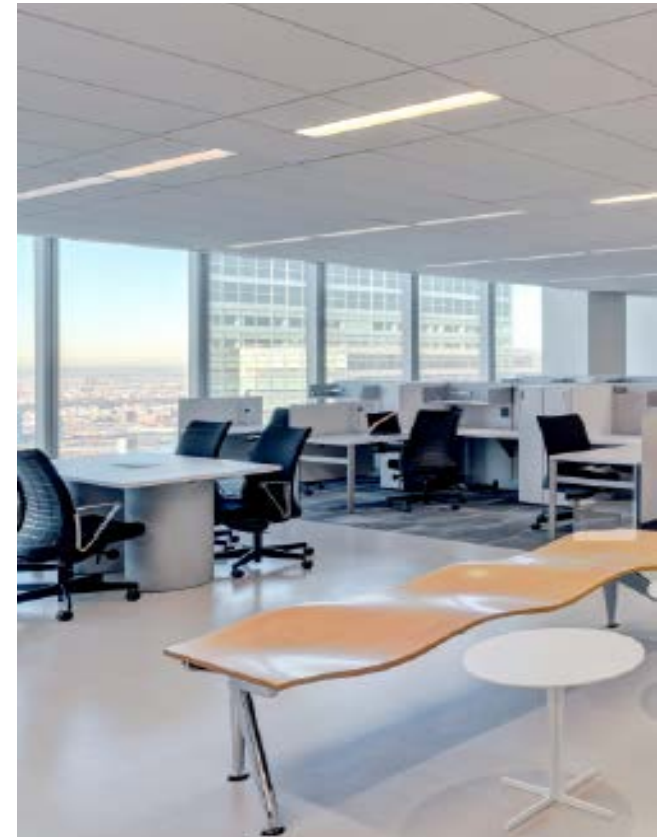




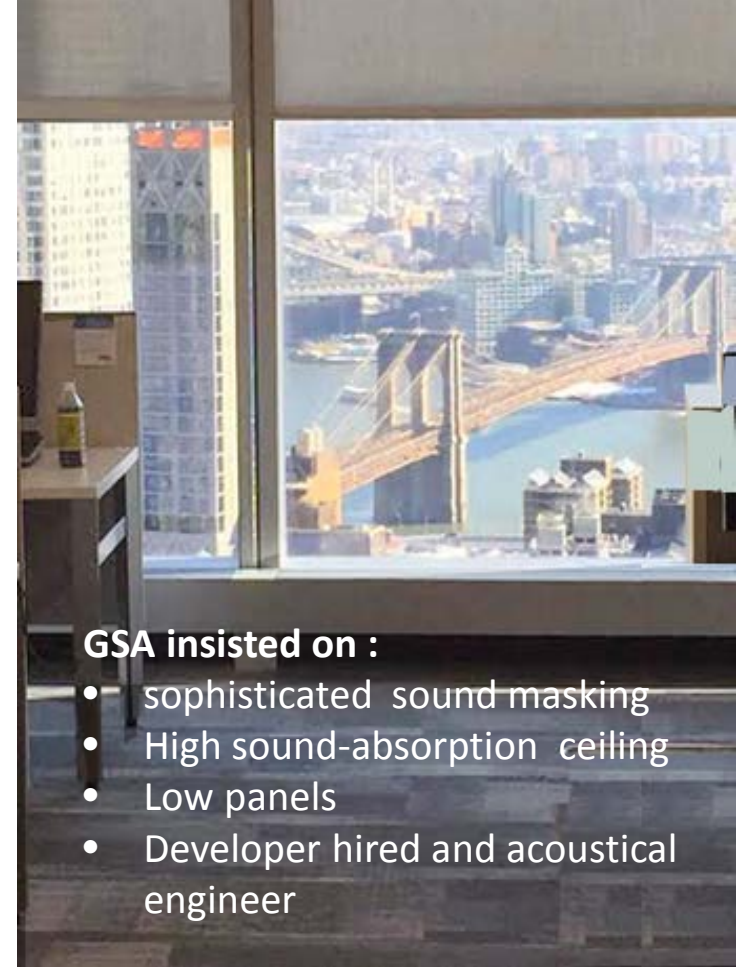
YES, 1 World Trade GSA...is BEAUTIFUL



Zoning: Circulation and congregating outside the conference rooms kept away from concentrating workers: Much quieter !



Beautiful... and SMART



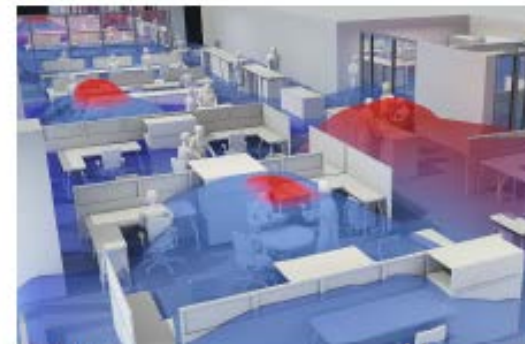
GSA insisted on :

- sophisticated sound masking
- High sound-absorption ceiling
- Low panels
- Developer hired and acoustical engineer

■ Loud ■ Quiet



BEFORE



AFTER

Next Steps...

1. More “Matters” :
HVAC, Security, change management, lighting etc.
2. Wellness- physical and psychological
3. Virtual reality and other visualization tools
4. MORE SURVEYS?

kevin.kelly@gsa.gov

“Living well is the best revenge” - Oscar Wilde





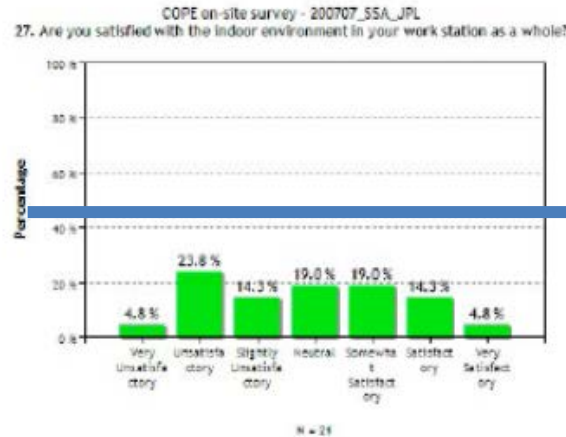
Tale of Two Cities: WHY I WISH WE DID MORE SURVEYS!

Joplin, MO. SSA Field Office

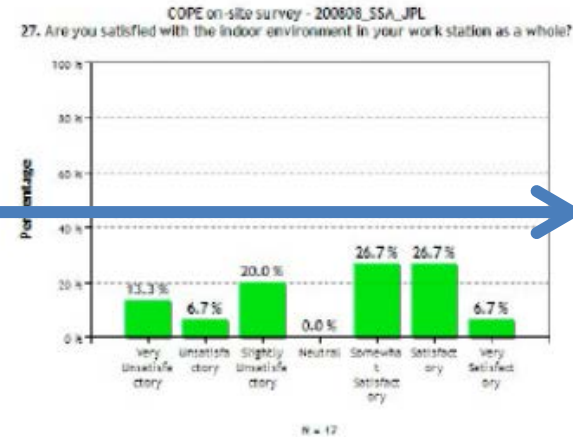
DID NOT USE Total Workplace Methodology

Methodology

BEFORE



AFTER



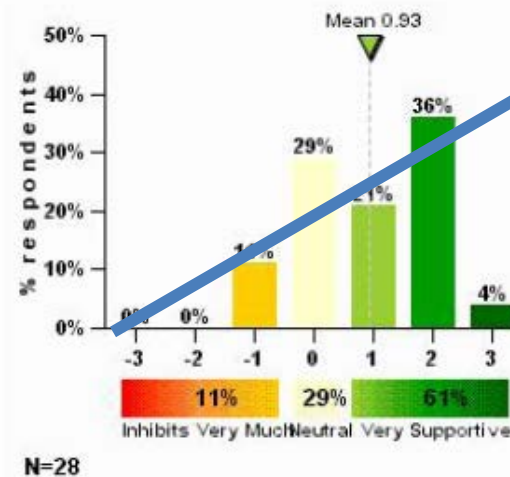
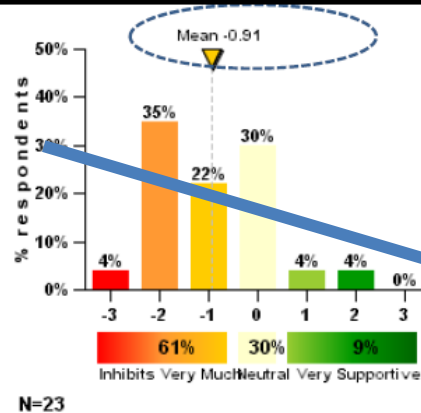
WHY BOTHER?

Satisfaction with indoor environmental condition as a whole

Des Moines, IA. SSA Field Office

USED GSA Total Workplace Methodology

Methodology



WOW!