



Topic: Introduction to Requirements Development

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Link to Series Information: [CES Historical Topics](#)

1. Is there a standard multiplication factor number that is used?

Not really and GSA recommends that a standard circulation multiplication factor not be used. The quantity of circulation area needed for a modern office environment varies depending on a number of factors, including:

- **Ratio of Open to Closed Areas** - the quantity of open areas, such as workstations and open meeting areas, as compared to the overall workplace area. Open work environments require greater circulation than enclosed work environments.
- **Large Enclosed Areas** - the quantity of large enclosed areas, such as auditoriums or storage rooms. Large enclosed areas require less circulation than other enclosed areas, such as private offices, and much less circulation than open areas, such as workstations.
- **Floor Plate Efficiency** – inefficient floor plates will require additional circulation than would otherwise be required in an efficient floor plate setting.

The best approach is to utilize a customized circulation multiplier that was determined based on the specific workplace needs. For more information and advice in this area, we recommend consulting GSA's publication called "Circulation: Defining and Planning" which is available upon request at workplace@gsa.gov.

2. Can you give some examples of what "carrots" organizations have offered to staff if in a new workplace configuration, folks will be losing the trappings of a larger, traditional status office space?

The most significant and long-lasting "carrot" an organization can offer is showing how the new workplace can make the staff's work more efficient and productive. The employees may have gotten accustomed to certain inefficient ways of working that they were forced to deal with in the old workplace. Highlighting the improvements is the best way to facilitate wide-spread adoption of the new workplace.

Another more tangible approach is to offer the participating employees a chance to receive technology upgrades before other employees. For example, if a desk-sharing / telework program is being tested and participants are needed, you could offer the participants new government-issued ipads / smart phones to use during work. The remaining employees who aren't participating would still use their existing technology. The rationale behind this "carrot" is that new technology is needed so the participating employees can still work effectively away from the office.

Ultimately, the best "carrots" are those that have been customized for the organization, taking into account the employee's perceptions about the new workplace and the existing culture. When dramatic workplace changes are anticipated, GSA's recommendation is to secure the assistance of a qualified workplace strategy or change management consulting firm.

3. It doesn't appear that the existence of Unions is considered at all which isn't reality when the employees have the opportunity to join a union?

GSA recognizes that employee unions must be considered in every workplace engagement. This is especially the case when union agreements exist that specifically deal with office space topics, such as individual workspace sizes or telework arrangements. In the "Introduction to Requirements Development" webinar, the topic of unions was included under the overall umbrella term of "stakeholders". This term was used to cover both unions and other groups or individuals, beyond the immediate organization's leaders and employees that have an interest in the outcome of the new workplace.