



Client Enrichment Series

Welcome to today's presentation:

Workplace Engagements

February 17, 2022

The presentation will start at 2 pm Eastern

Note: Phones are automatically muted during the presentation. A formal Q&A document, session slide deck, and a recording of this class will be made available on www.gsa.gov/ces after our session.



GSA's Workplace Engagement Services

A *Client Enrichment Series* session

February 17, 2022



Ryan K. Doerfler
National Workplace Strategist
GSA Center for Workplace Strategy

Evolution of the Workplace

Industrial : Taylorism

Office viewed as a machine. Emphasis on efficiency and a regimented layout.



1960 : Action Office

Increased emphasis on larger, more adaptable space for individuals and greater privacy.



2003 : Coworking

Coworking and 'third places' become more viable places to work. Shift to more open workspaces.



2015 : Agile Working

Technology untethered workers from desks. Mobility, flexibility, and wellbeing rose to prominence.



1950 : Office Landscape

Emerging focus on lighting, acoustics, air circulation, collaboration and flexibility.



1980 : The Cubicle

The rise of the desktop computer and cheap modular walls, led to an explosion of cubicle farms.



2008 : Reductionism

Focus on the bottom line led to blunt reductions in real estate footprint and over-densification.

the Pandemic

Working During



Work had to be conducted at an assigned location.

Work could occur elsewhere, just with a lesser experience.

Work can be accomplished anywhere, with a comparable experience as the office.

Workspace

Space Standards
Features & Performance
Indoor Office Environment

Human Performance

Internal Communication
Organizational Growth
Culture Improvements

Real Estate

Building Attributes
Site Attributes
Location

An Effective Workplace

Business Processes

Staff Work Patterns
Distributed Organizations
Hybrid Collaboration

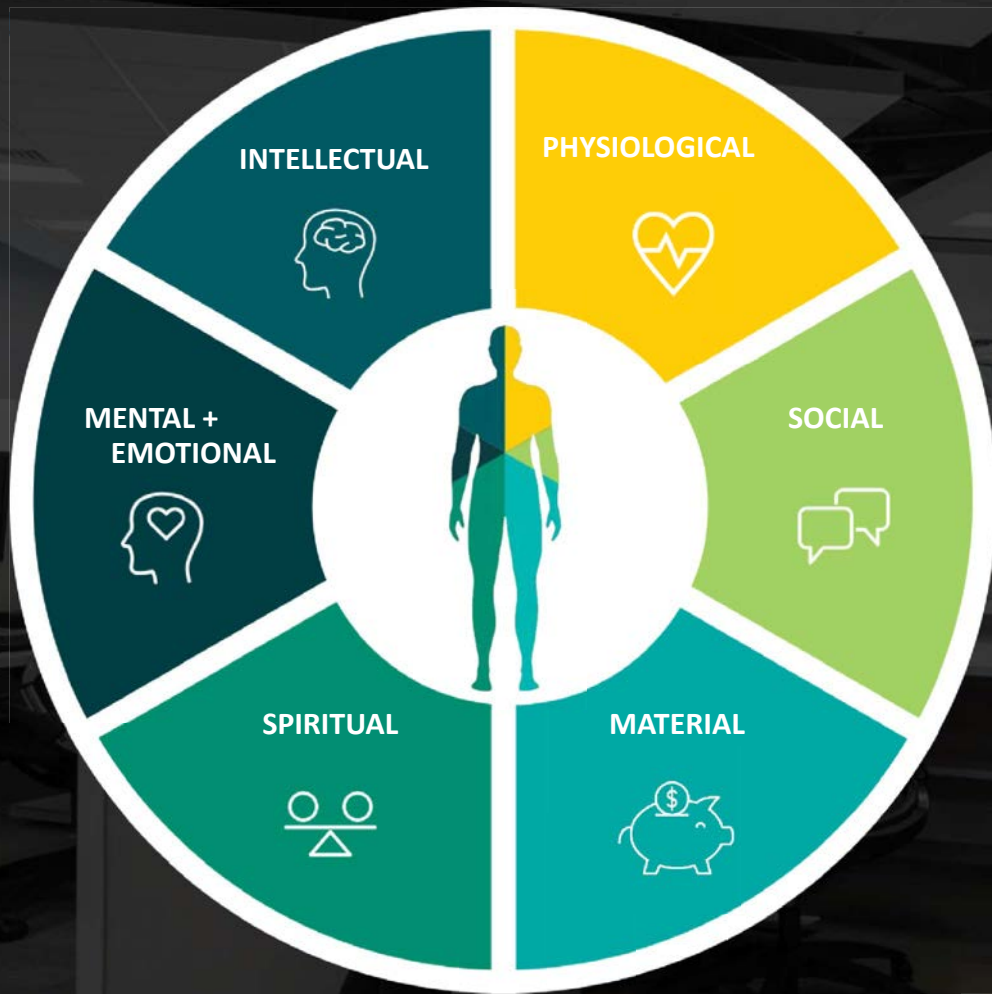
Supplies & Equipment

Furniture
Fixtures & Equipment
Support Services

Technology

IT Infrastructure
IT Services
Telecommunications

The Workplace Impacts on Individual Health & Wellness



Physiological

- Ergonomics
- HVAC
- Lighting



Social

- Team neighborhoods
- Social spaces
- Technological connectivity



Material

- Investment in the workplace
- Demonstration of value placed on staff / workplace pride



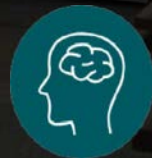
Spiritual

- Sustainable buildings
- Responsible specification
- Branding and display



Mental + Emotional

- Spaces for different work styles
- Serenity rooms
- Amenity spaces



Intellectual

- Spaces that showcase work
- Colocation facilities
- Knowledge sharing



AUDIENCE POLL QUESTION!

Which of these aspects do you feel is most important for your organization to pursue for the post-pandemic workplace?

(Pick only one!)



Physiological

- Ergonomics
- HVAC
- Lighting



Social

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- Knowledge sharing

How can we create a workplace that promotes a **diverse** and **resilient** organization?



We listened to some of our clients



We listened to some of **our clients**

1

Distributed work is trusted work.

Distributed work can yield high-quality results and can be an integral part of a federal real estate strategy.

2

Greater interest in sharing space.

Shared space doesn't have to be limited to the building's joint-use space. It can be workstations, offices, meeting rooms, and even specialized space.

3

Distributed work helps recruit and retain the best talent.

Organizations can recruit the most qualified talent no matter where they live.

4

We still want the office.

The office can focus on collaboration and maintaining a human connection, while also being an option for those that can't work from home.

5

Distributed work is a benefit.

Most employees value the flexibility and ability to control their personal schedule that comes with working at home.

6

Challenges remain to overcome.

Time and space need to be provided for face-to-face interactions. Work-life balance needs to be protected.

We listened to **industry**

AECOM

BHDP

EYP

Gensler

h+k

IA | INTERIOR
ARCHITECTS

SMITHGROUP

We listened to **industry**

1

Telework is here to stay

As people return to the office, there will also be the expectation that more workplace options will be available than ever before. The last two years have demonstrated that remote work works in many instances.

2

People want to be together

Individuals are craving in-person interaction after working from home for so long. Virtual interactions are becoming old hat. People will come to the office to both collaborate on tasks, as well as to reconnect with peers and work friends.

3

Center of Attention: Culture

As organizations adopt hybrid work, work culture will be critical to keep the organization “glued” together. The inherent “me” perspective that comes with remote work needs to be countered with constant cultural boosters of “we”.

4

Care and Feeding Needed

Expectations of the new workplace have grown, and will continue to evolve over time with new technology. Leaders need to continually assess workplace performance and adjust business and workplace strategies to ensure the organization thrives over the long-term.

5

Workplace Experiments are A-OK

Space occupancy periods can limit innovative workplace change. Trying out new ways of working were discouraged out of fear that it would be end up being permanent, whether it worked or not. The pandemic has expanded the workplace definition, now including options that can be quickly adapted to changing circumstances.

6

Competition is intensifying for new talent

Attracting new employees will require flexible work options and an encouragement of a healthy work-life balance. The pandemic has changed the perspective and priorities of many people, especially those that are pondering whether to return or not to the workforce.

7

There are no simple answers

Benchmark data collected isn't as useful as it once was. The pandemic has upended how people work. Organizations have responded in unique ways, many times ad hoc as the situation warrants. When exploring workplace change, leaders need to assess options based on how well it could support their mission. Not only how well it worked for someone else.

Some personal thoughts on the future ...

1

Office space will be centred around collaboration.

Individual workspaces will become less important in the office. Offices become hubs for in-person and hybrid collaboration with other amenities offered. Heads-down work will be primarily accomplished at home, as technology and policies permit.

2

Spaces will be shared within and across agencies.

Opportunities for shared spaces will continue to be explored. Collaboration areas and meeting rooms will be shared ad hoc. Organizations with comparable access and technology security requirements will share special mission spaces.

3

More choices on where (& when) work is done.

Greater options will be provided to employees and to attract new talent. Work will become increasingly asynchronous.

4

Technology will become more important than space.

Technology will make or break the workplace more than space or furniture. Greater investments will be made to leverage technology and train personnel. Because of the pandemic, we've seen how technology can be more responsive to our needs. We've also seen how quickly technology changes and the importance of keeping up.

5

Overall assigned space needs will be much less.

As shared space is increasingly used, space dedicated to specific organizations will begin to shrink overall. Office location footprints will also be smaller and more decentralized, with shared spaces filling any gaps.

6

Workplaces will be judged on their flexibility.

Organizations will evaluate workplace effectiveness based on their ability to support their personnel. Utilization rate will become a less critical measure. Personnel, particularly new talent, will judge organizations based on their ability to offer diverse and rich workplace options.



AUDIENCE POLL QUESTION!

Which of these
do you think will
happen before the
year 2030?

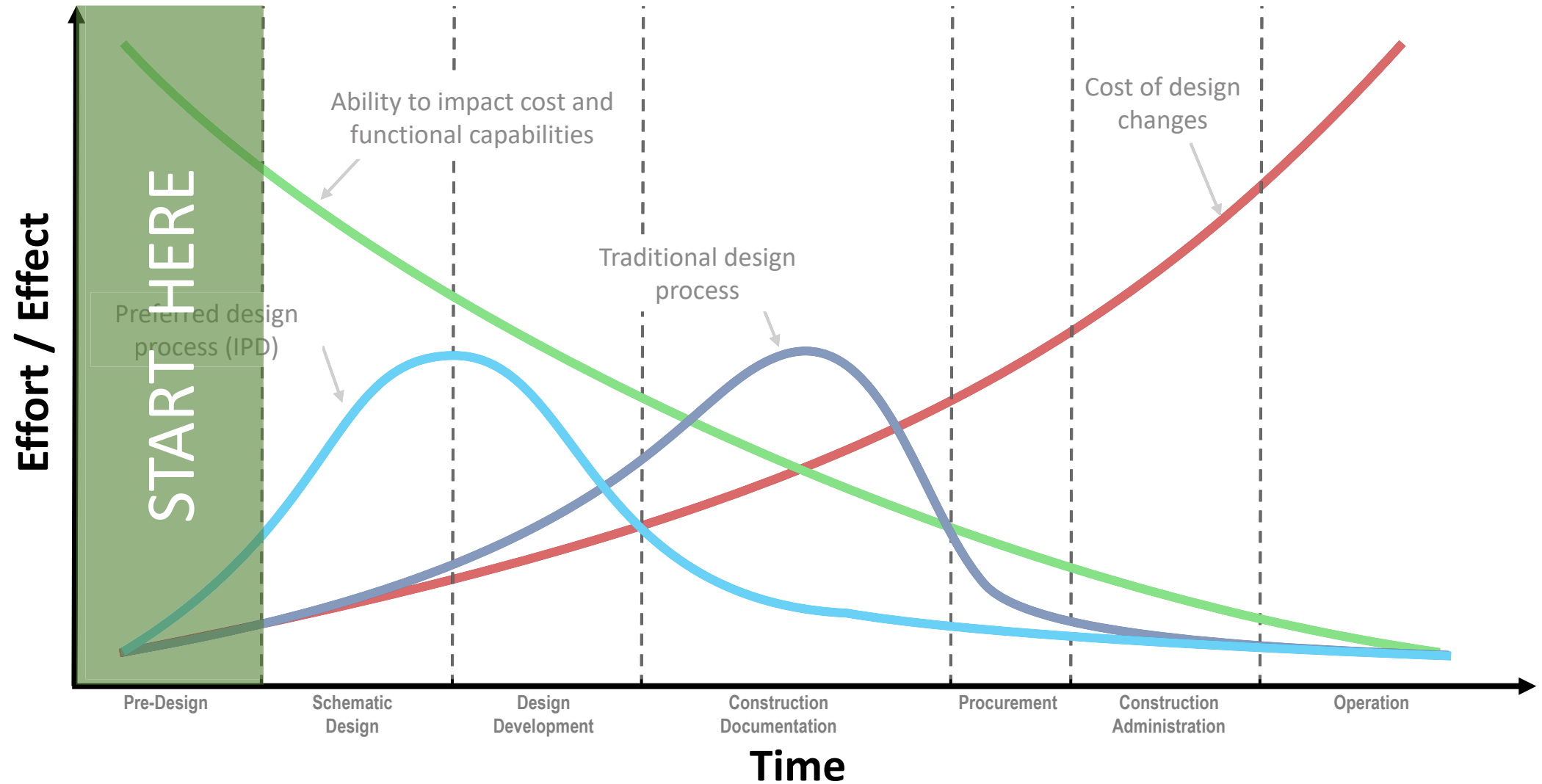
(Pick as many as you want!)

- 1** Office space will be centred around collaboration.
- 2** Spaces will be shared within and across agencies.
- 3** More choices on where (& when) work is done.
- 4** Technology will become more important than space.
- 5** Overall assigned space needs will be much less.
- 6** Workplaces will be judged on their flexibility.

Getting started ...



Start thinking about workplace possibilities early





Explore a Potential Workplace Vision with GSA's WIFM tool

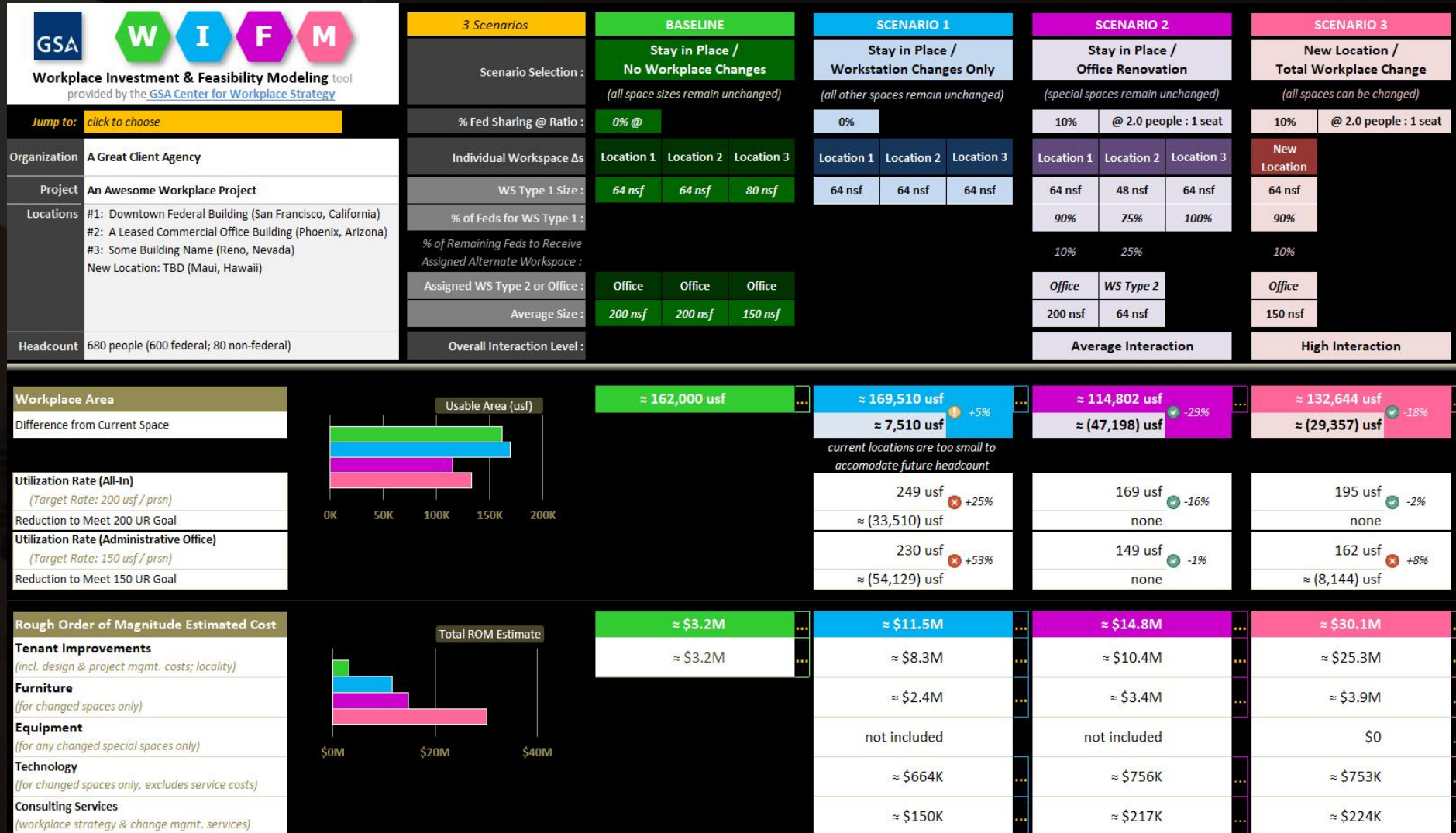
Workplace Investment & Feasibility Modeling (WIFM) tool

Features

- investigate workplace strategies
- consider co-location efficiencies
- roughly estimate cost
- run scenarios side-by-side

Benefits

- jump start requirements efforts
- can be freely shared
- built for agency customization



Scenario scopes covered by WIFM

	Scenario	Location	Workstation	Enclosed Offices	Standard Support	Special Support*
A	Workstations Only	Up to 3 existing locations; independently calculated	Demo and Create New Space	<i>No Change; Refresh Only</i>		
B	Office Renovation	Up to 3 existing locations; independently calculated	Demo and Create New Space			<i>No Change; Refresh Only</i>
C	Total Workplace Change	Consolidate up to 3 locations into a new location	Create New Space in a Warm Lit Shell			

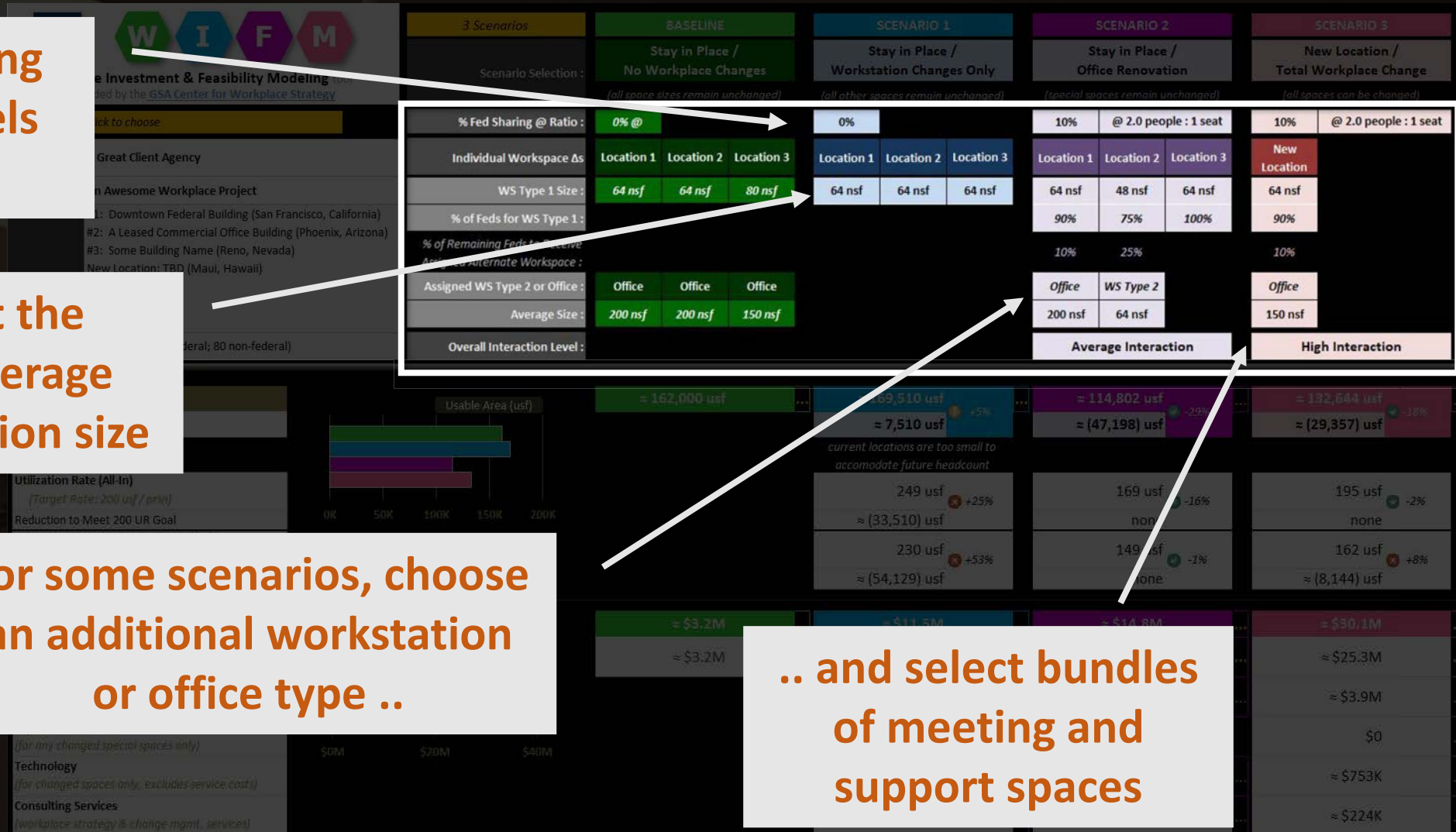
WIFM Features : Adjust Workplace Strategies

Adjust desk sharing participation levels and seat ratios

Select the new average workstation size

For some scenarios, choose an additional workstation or office type ..

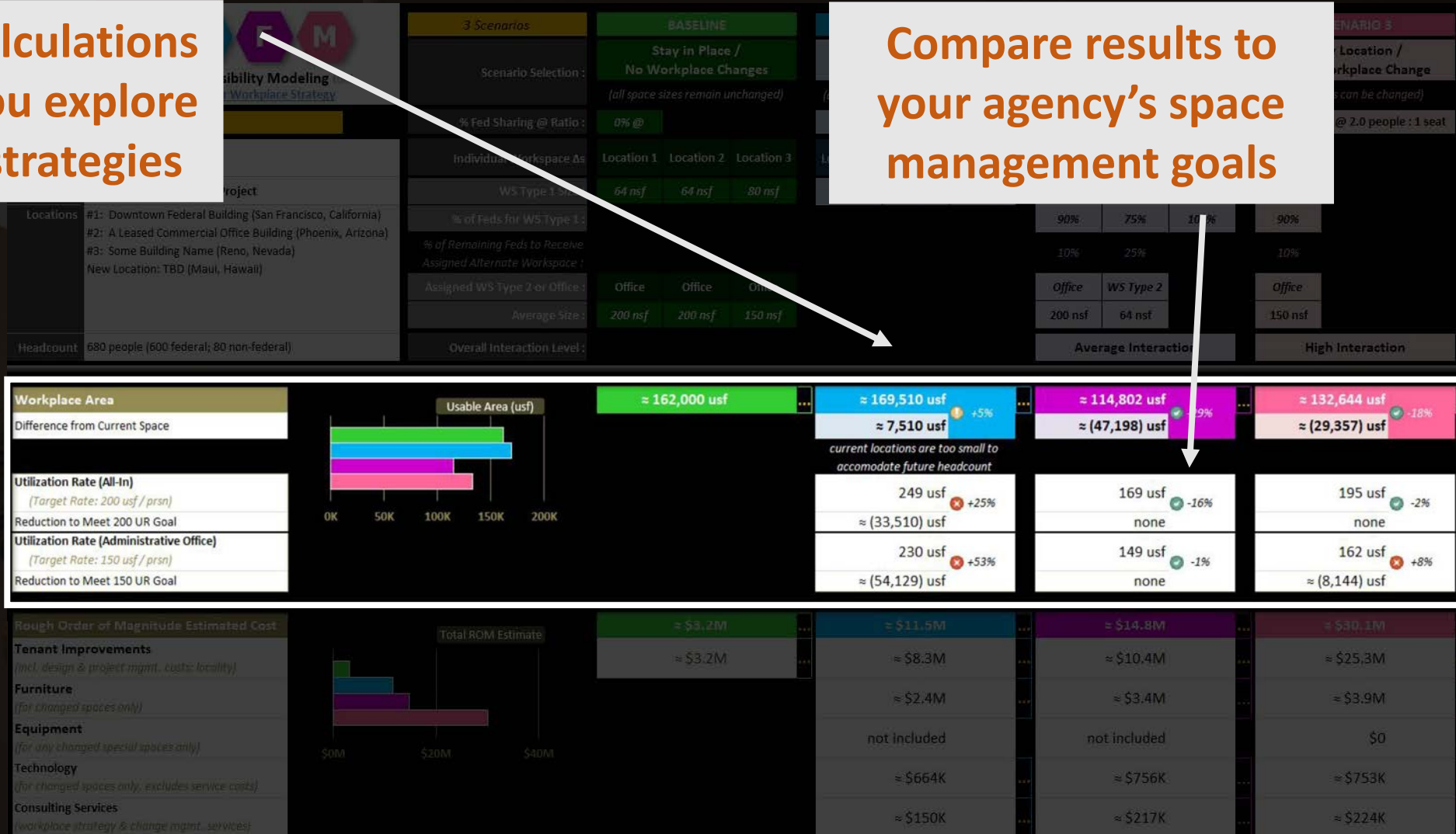
.. and select bundles of meeting and support spaces



WIFM Features : See Resulting Space Calculations

See space calculations change as you explore workplace strategies

Compare results to your agency's space management goals

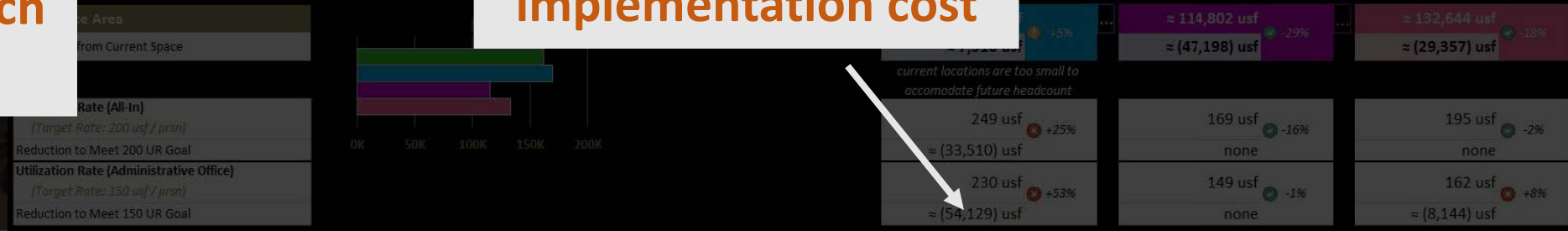


WIFM Features : See Resulting ROM Estimates

GSA WIFM		3 Scenarios			BASELINE	SCENARIO 1	SCENARIO 2	SCENARIO 3
Workplace Investment & Feasibility Modeling		Scenario Selection :			Stay in Place / No Workplace Changes	Stay in Place / Workstation Changes Only	Stay in Place / Office Renovation	New Location / Total Workplace Change
Organization: A Great Client Agency		% Fed Sharing @ Ratio :			0% @	0%	10% @ 2.0 people : 1 seat	10% @ 2.0 people : 1 seat
Project: An Awesome Workplace Project		Individual Workspace Δs			Location 1 Location 2 Location 3	Location 1 Location 2 Location 3	Location 1 Location 2 Location 3	New Location
Locations: #1: Downtown Federal Building (San Francisco, California) #2: A Leased Commercial Office Building (Phoenix, Arizona) #3: Some Building Name (Reno, Nevada) New Location: TBD (Maui, Hawaii)		WS Type 1 Size :			64 nsf 64 nsf 80 nsf	64 nsf 64 nsf 64 nsf	64 nsf 48 nsf 64 nsf	64 nsf
690 people (600 federal; 80 non-federal)		% of Feds for WS Type 1 :					90% 75% 100%	90%
		% of Feds for WS Type 2 :					10% 25%	10%
		Office					Office	Office
		200 nsf 64 nsf					200 nsf 64 nsf	150 nsf
		Average Interaction					Average Interaction	High Interaction

WIFM roughly estimates the implementation cost

Customize how WIFM calculates each ROM estimate



Rough Order of Magnitude Estimated Cost	BASELINE	SCENARIO 1	SCENARIO 2	SCENARIO 3
Tenant Improvements <i>(incl. design & project mgmt. costs; locality)</i>	≈ \$3.2M	≈ \$11.5M	≈ \$14.8M	≈ \$30.1M
Furniture <i>(for changed spaces only)</i>	≈ \$3.2M	≈ \$8.3M	≈ \$10.4M	≈ \$25.3M
Equipment <i>(for any changed special spaces only)</i>		≈ \$2.4M	≈ \$3.4M	≈ \$3.9M
Technology <i>(for changed spaces only, excludes service costs)</i>		not included	not included	\$0
Consulting Services <i>(workplace strategy & change mgmt. services)</i>		≈ \$664K	≈ \$756K	≈ \$753K
		≈ \$150K	≈ \$217K	≈ \$224K



Workplace Investment & Feasibility Modeling
provided by the GSA Center for Workplace Strategy

Jump to: [click to choose](#)

Organization: A Great Client Agency

Project: An Awesome Workplace Project

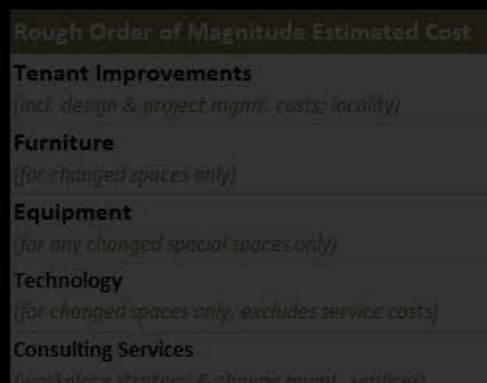
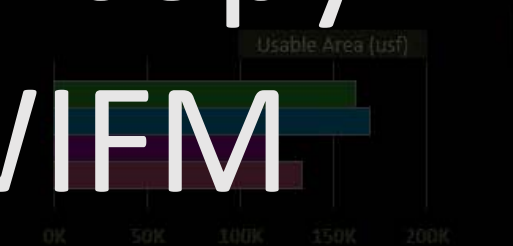
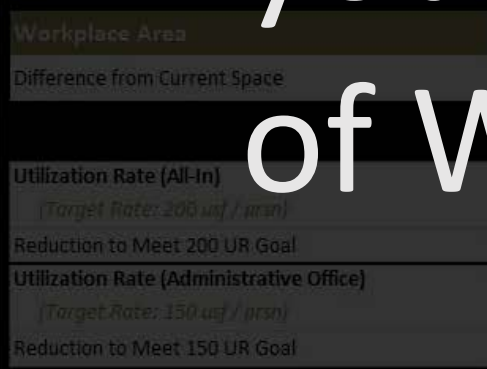
Locations: #1: Downtown Federal Building (San Francisco, California)
#2: A Leased Commercial Office Building (Phoenix, Arizona)
#3: Some Building Name (Ft. Worth, Texas)
New Location: TBD (Miami, Hawaii)

Headcount: 680 people (500 federal, 180 contractor)

3 Scenarios:	BASELINE	SCENARIO 1	SCENARIO 2	SCENARIO 3
Scenario Selection:	Stay in Place / No Workplace Changes <i>(all space sizes remain unchanged)</i>	Stay in Place / Workstation Changes Only <i>(all other spaces remain unchanged)</i>	Stay in Place / Office Renovation <i>(special spaces remain unchanged)</i>	New Location / Total Workplace Change <i>(all spaces can be changed)</i>
% Fed Sharing @ Ratio:	0% @	0%	10% @ 2.0 people : 1 seat	10% @ 2.0 people : 1 seat
Individual Workspace Assn:	Location 1 Location 2 Location 3	Location 1 Location 2 Location 3	Location 1 Location 2 Location 3	New Location
WS Type 1 Size:	64 nsf 64 nsf 80 nsf	64 nsf 64 nsf 64 nsf	64 nsf 48 nsf 64 nsf	64 nsf
% of feds for WS Type 1:				
% of Remaining Feds to Receive Assigned Alternate Workspace:				
Assigned WS Type 2 or Office:				
Average Size:	20			
Interaction Level:				High Interaction

To get
your copy
of WIFM

- email GSA at workplace@gsa.gov to request your free copy
- after a 90 minute tutorial, you'll be all set to use the default version!
- WIFM can also be customized to meet your agency's preferences

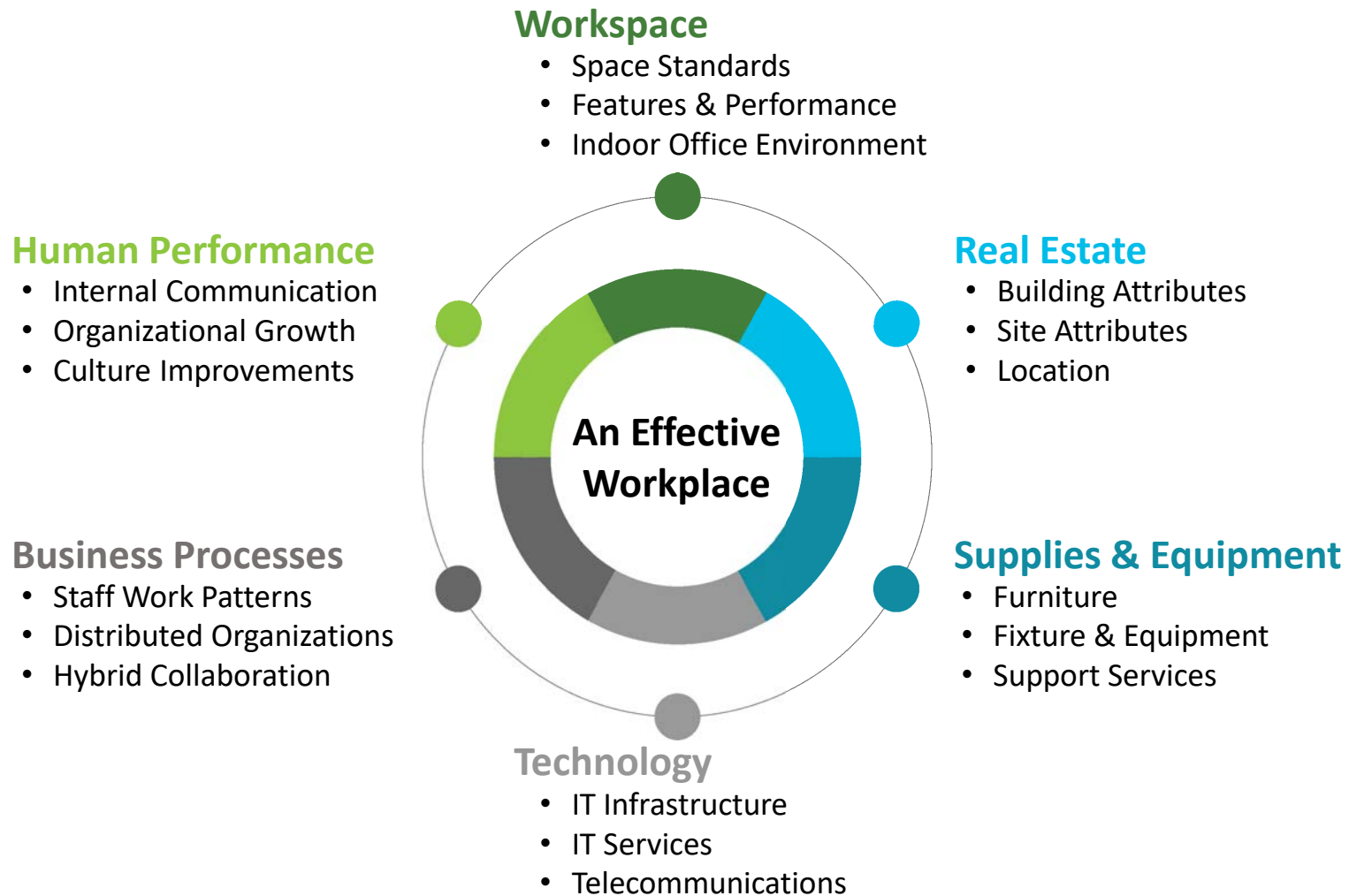


	BASELINE	SCENARIO 1	SCENARIO 2	SCENARIO 3
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Achieve a New Workplace Vision with
GSA's Workplace Engagement Services

Engagements address the gamut of workplace factors



Benefits to your Agency:

- Increase the speed of **knowledge transfer** through increased collaboration
- Enhance your agency's ability to **absorb change**
- Increase **employee engagement** by offering expanded workplace choices
- Strengthen and energize your agency's **workplace culture**



GSA Public Buildings Service

Activity Based Planning

A Workplace Matters Series publication
September 2020



download this PDF publication at [GSA.GOV](https://www.gsa.gov) (direct download link)

GSA's workplace engagements ..



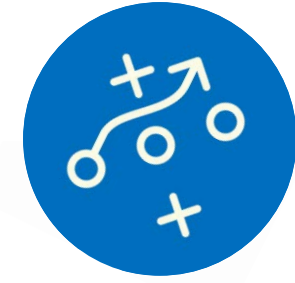
Connect to
**BUSINESS
GOALS**



Connect to
**WORK
PATTERNS**



Connect to
**MULTIPLE
PERSPECTIVES**



Connect to
**MULTIPLE
STRATEGIES**

Aligning the workplace to the goals that matter to you



Connect to
**BUSINESS
GOALS**



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Connect to
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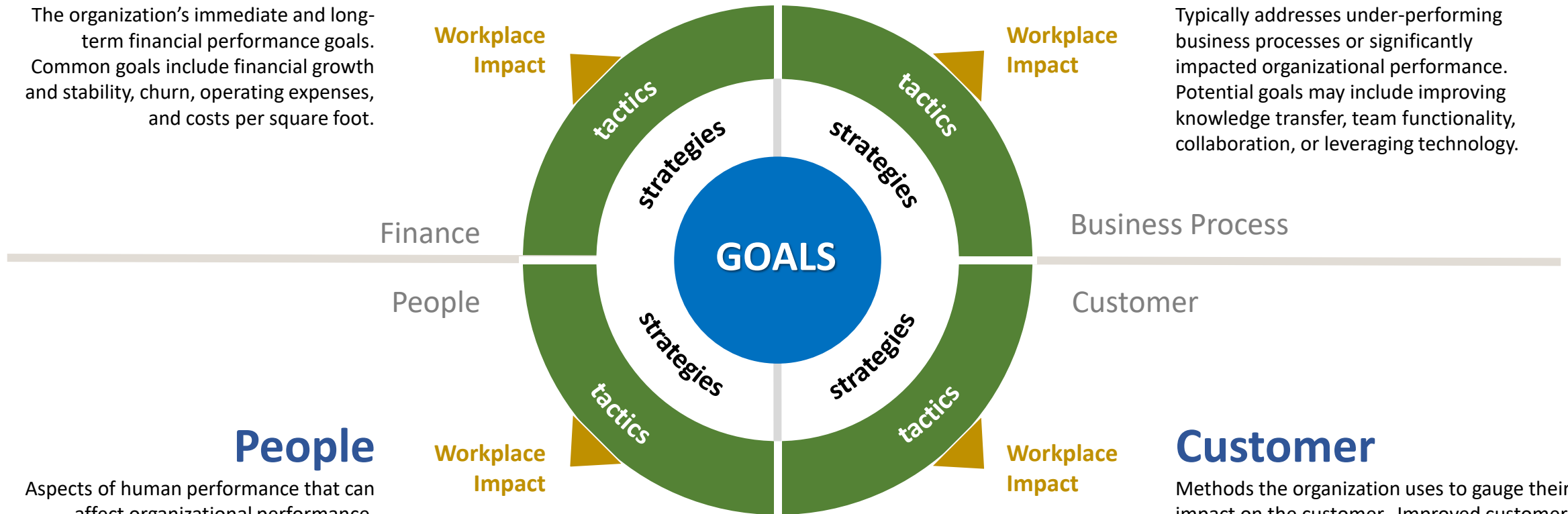
Aligning the workplace to the goals that matter to you

Financial

The organization's immediate and long-term financial performance goals. Common goals include financial growth and stability, churn, operating expenses, and costs per square foot.

Business Process

Typically addresses under-performing business processes or significantly impacted organizational performance. Potential goals may include improving knowledge transfer, team functionality, collaboration, or leveraging technology.



People

Aspects of human performance that can affect organizational performance. This can include employee satisfaction, health and wellness, community and culture, and attraction and retention.

Customer

Methods the organization uses to gauge their impact on the customer. Improved customer experience or satisfaction, enhanced brand equity, and quality of public outreach are all potential goals in this area.

Aligning the workplace to the goals that matter to you

People Goals

Aspects of human performance that can affect organizational performance. This can include employee satisfaction, health and wellness, community and culture, and attraction and retention.

EXAMPLE BUSINESS GOALS	Enable a spirited community	Support flexibility working	Attract & retain talent
EXAMPLE WORKPLACE STRATEGIES	Zone spaces to create neighborhoods	Provide a variety of collaboration and personal workspaces	Maximize staff health & wellness
EXAMPLE WORKPLACE TACTICS	Provide resources & meeting areas to increase team cohesiveness	Increase casual collaboration spaces & plan hoteling workspaces	Increase amenities & environmental controls, and provide site and scheduling flexibility



Aligning the workplace to the goals that matter to you

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AUDIENCE POLL QUESTION!

Put on your workplace strategist hat!

What are some other workplace strategies that could attract and retain talent?

(Share your ideas in the chat)

Aligning the workplace to how staff could work



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Categorizing how work could be accomplished..

		Where work is accomplished		
		Desk-Bound (mainly at the desk)	Internally-Mobile (mainly in the office)	Externally-Mobile (significantly outside the office)
Activities at the Office Desk	Interacting with Others			
	Concentrative Heads-Down Work			

.. to select the ideal mix of workplace elements



Outside the office a lot;
When in the office interacting with others.

In Neighborhood



Non-Dedicated Desk



Team Rooms



Lockers



Tech-Enhanced Conf. Rooms



Wellness/
Mother's Room



Client Facing Conf. Rooms



Innovation Hub



Work From Home



Coworking

Outside the Building



Huddle Rooms



Breakout Space



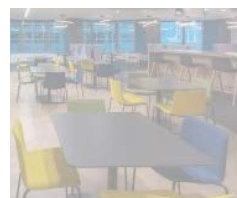
Focus Rooms



Pantry



Quiet Room



Café



Large Meeting Spaces

Engaging all levels of the organization



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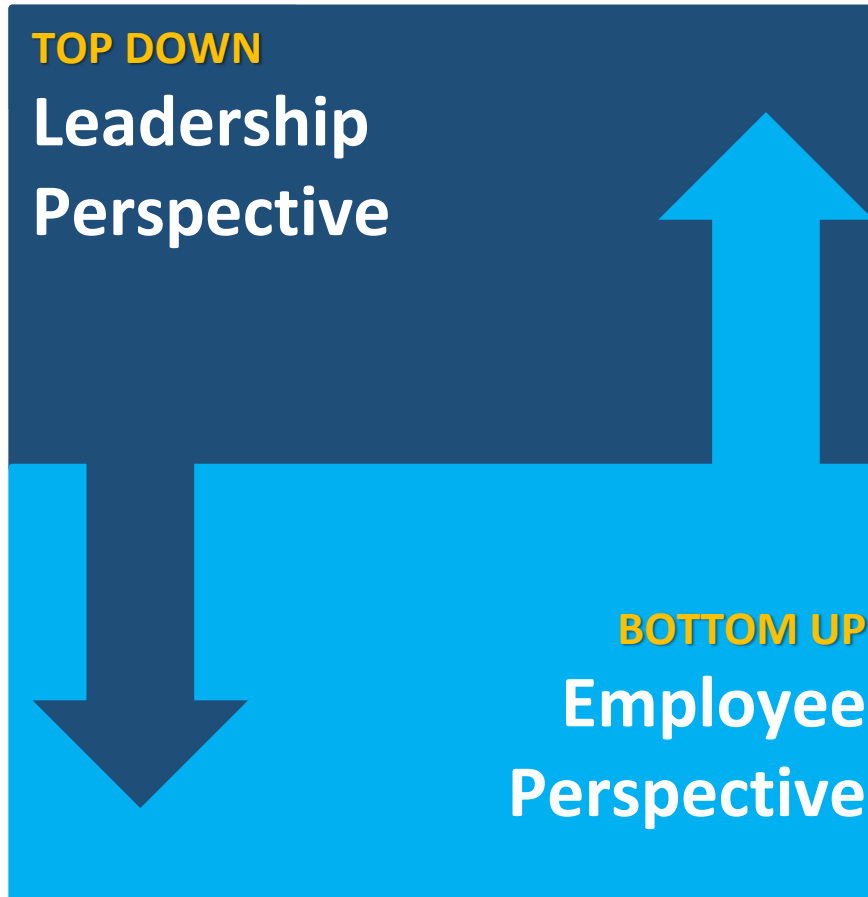
Connect to
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Engaging all levels of the organization

where does the organization need to be in the future?

what is most critical in their new workplace?

what should the culture be within the organization?



what do employees think?

what do we actually observe them doing?

how do groups actually work?

Engaging all levels of the organization

Leader Perspective



Visioning Session

- develops direction of workplace change
- establish vision of the end-state
- build alignment & consensus on a common direction



1: 1 Leader Interviews

- assess future business direction
- identify gaps that inhibit change
- map modes of work, processes, and organizational relationships

Employee Perspective



Pre-Occupancy Survey

- identifies performance of current space
- captures mobility and work practices
- indicates telework and desk sharing preferences



Employee Focus Groups

- validate and explore survey results
- inform change management strategies
- identifies opportunities/obstacles
- engage stakeholders

Independent Perspective



Current Space Analysis

- walk through by expert to qualitatively assess current space effectiveness
- quantitative assessment using the *Workplace Scorecard Tool*



Time/Space Utilization

- measures occupancy and utilization levels of a specific type of space
- validates other research data about the performance of the space



Access Data Evaluation

- analyze log-in / access data for a resource, such as VPN and building entry
- compare trend data against other diagnostic research

Reaching out to all employees for ideas

Employee Perspective

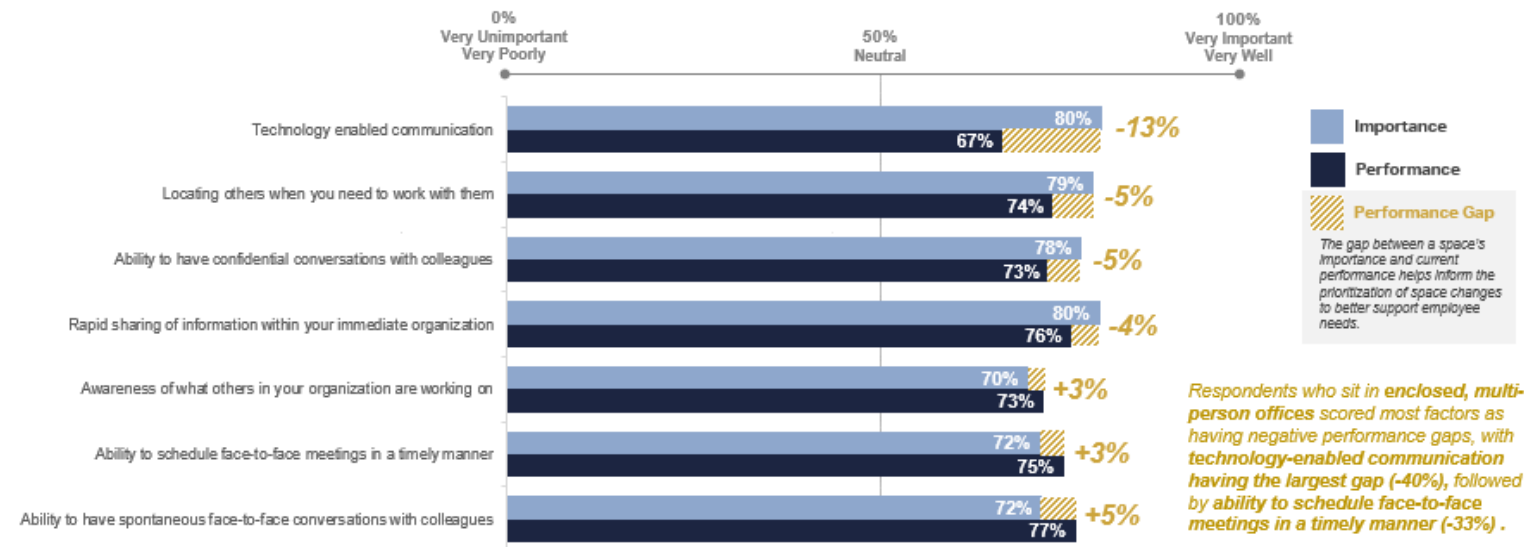


Pre-Occupancy Survey

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COMMUNICATION & COLLABORATION

How important are the following factors regarding communication and collaboration, and how did they perform?



Real data from a real client agency

Working from home compared to working in the Pre-COVID

Activity	% Overall Harder	% About the Same	% Overall Easier
Taking conference calls/virtual meetings	6%	17%	77%
Maintaining work/life balance	25%	9%	66%
Avoiding distractions	14%	25%	61%
Time to complete individual work	11%	32%	57%
Being creative or coming up with new ideas	10%	47%	43%
Staying connected with co-workers	55%	20%	25%
Collaborating with others	39%	27%	33%
Staying up to date with what others are working on	51%	28%	21%

Explore themes virtually and in-person

Leader Perspective



Visioning Session

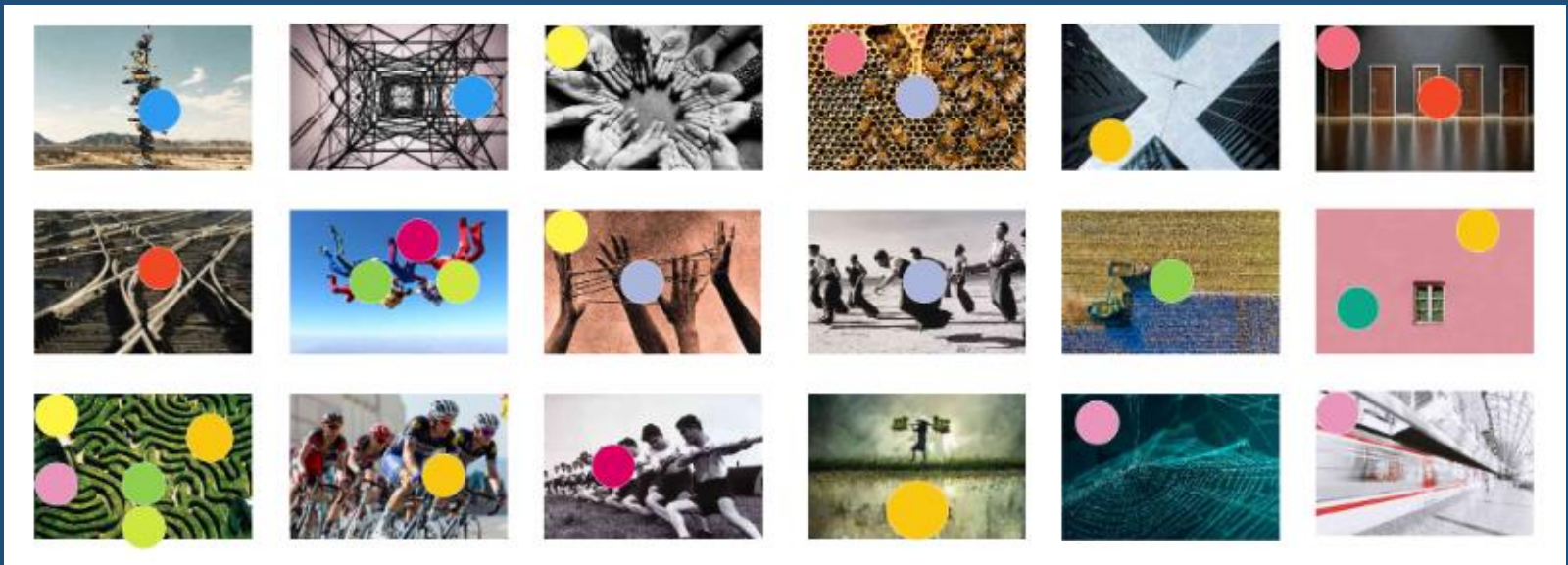
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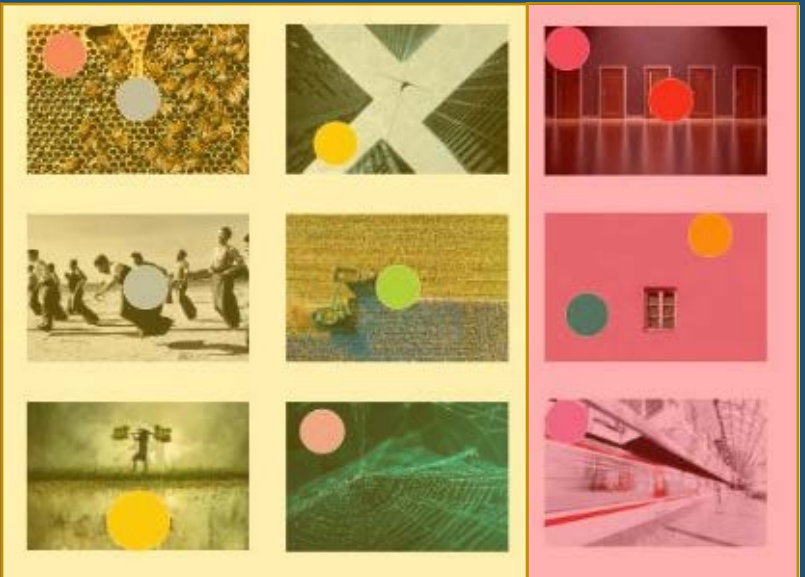
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SEARCHING FOR THE END GOAL



WORK ETHIC & AGILITY



TRUST & TEAMWORK

LACK OF TRANSPARENCY & INCLUSION

Explore themes virtually and in-person

Leader Perspective



Visioning Session

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Employee Perspective



Employee Focus Groups

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CURRENT



SEARCHING FOR THE END GOAL

*"People don't always get
which way we are going"*



TRUST AND TEAMWORK

*"We do a good job of
working together and
relying on one another"*



WORK ETHIC AND AGILITY

*"If you walk around the
office, we are a bunch of
busy bees running around."*



LACK OF TRANSPARENCY AND INCLUSION

*"Get us out of the closed-
door mindset."*

Research is customized to the engagement goals

Leader Perspective



Visioning Session

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- establish vision of the end-state
- build alignment & consensus on a common direction



1: 1 Leader Interviews

- assess future business direction
- identify gaps that inhibit change
- map modes of work, processes, and organizational relationships

Employee Perspective



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Access Data Evaluation

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- compare trend data against other diagnostic research

Considering traditional and emerging strategies



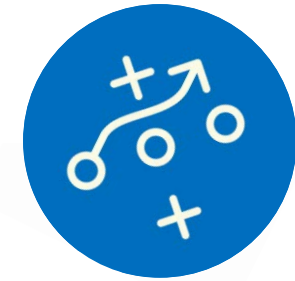
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An Effective Workplace

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Staff Work Patterns
Distributed Organizations
Hybrid Collaboration

Supplies & Equipment

Furniture
Fixtures & Equipment
Support Services

Technology

IT Infrastructure
IT Services
Telecommunications

Investigating all methods and locations of work



Workspace

- design principles
- workplace neighborhood concepts
- space program calcs
- lighting & acoustics
- desk sharing strategies



Real Estate

- colocation requirements
- desired amenities
- portfolio adjustments for increased mobile work, such as increased working from home & coworking



Furniture/Equipment

- furniture configurations that accommodate a variety of work styles
- furniture and equipment features
- ergonomics



Technology

- personal technology
- telework improvements
- collaboration tools
- identify infrastructure improvements to promote mobile work



Business Processes

- distributed organization strategies
- workplace protocols
- work style analysis for future operation improvements



Human Performance

- methods for improving organization culture
- enhanced collaboration and communication
- change management and communications

Some sample recommendations..



Workspace

- design principles
- workplace neighborhood concepts
- space program calcs
- lighting & acoustics
- desk sharing strategies

KIT OF PARTS INDIVIDUAL WORKSPACES



Workstation
Collaborative
36 SF

Orienting the workstation into a "bullpen" configuration is recommended for collaborative groups as it allows users to swivel in their chairs for impromptu conversations. This configuration is recommended to be located within the collaboration areas.

Features

- Ergonomic chair
- Adjustable height desk
- Lockable storage unit (optional)
- Low-height privacy panels between workstations
- Adjacent collaborative table
- Dual monitors, Wi-Fi accessibility and data connection



Workstation
Focus
36 SF

These workstations provide a feeling of personal space and privacy. The privacy panel enables users to better focus and reduces visual distraction. This configuration is recommended to be located within the quiet/focus space.

Features

- Ergonomic chair
- Adjustable height desk
- Lockable storage unit (optional)
- Low work surface
- Dual data



Touchdown
Short-Term / Visitor
36 SF

Touchdown spaces are temporary workspaces available to visitors and employees for short-term use. This configuration is recommended in the customer space or located closer to entry point for visitor access.

Features

- Ergonomic chair
- Adjustable height desk (optional)
- Low-height privacy panels between



KIT OF PARTS TEAM SPACES (MEETING/COLLABORATION)

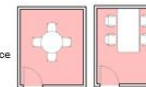


Huddle Room
4 Person
120 SF

A space for meetings of up to 4 people, allowing employees to meet quickly, with the ability to conduct tele-conferences or review projects and data on-screen. Located near team workstations for quick use.

Features

- Table and chairs
- Writable surface and pin up space
- Phone
- Digital screen
- Power, data and AV support
- Lighting controls (optional)
- Acoustic privacy
- Visual privacy (optional)
- Rooms are reservable (optional)

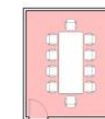


Medium Meeting Room
8-10 People
240 SF

A space for meetings of up to 10 people, allowing employees a more formal setting to conduct tele-conferences or review projects and data on-screen. Rooms are to be located within the collaboration zone.

Features

- Flexible table and chairs
- Writable surface and pin up space
- Phone / Polycom / VTC Technology
- Digital screens
- Power, data and AV support
- Lighting controls
- Acoustic privacy
- Visual privacy (optional)
- Rooms are reservable

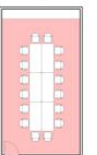


Large Meeting Room
15 People
450 SF

A space for meetings up to 16 people, for meetings or trainings. Furniture can have flexibility for different configurations based on the team's activities. These spaces could be located/designed to have access to daylight and views.

Features

- Flexible tables and chairs
- Writable surface and pin up space
- Phone / Polycom / VTC Technology
- Digital screens
- Power, data and AV support
- Lighting controls
- Acoustic privacy
- Visual privacy (optional)
- Rooms are reservable



Some sample recommendations..



Workspace

- design principles
- **workplace neighborhood concepts**
- space program calcs
- lighting & acoustics
- desk sharing strategies

APPENDIX TEAM ADJACENCIES

Using concept 'test fit' (Option A) to showcase how team locations can start to overlay onto the space type categories to create identifiable team neighborhoods. Identification of team locations, adjacencies and any other specific requirements will be developed in the detailed programming and schematic design phase.



Some sample recommendations..



Workspace

- o design principles
- o workplace neighborhood concepts
- o **space program calcs**
- o lighting & acoustics
- o desk sharing strategies

A Great Client Agency (AGCA) : Open Workstation Allocation

An Awesome Workplace - Seattle, WA

Position Title	Headcount & Desk Sharing						Typical Work Locations				Primary Workstation Activities	Work Pattern	Workstation Size
	Total Headcount	Position Type	Quantity to Share a Desk	Desk Sharing Ratio	Shared Desks Only Subtotal	Shared & Unshared Desks Total	At Workstation	Elsewhere in the Workplace	Outside the Workplace	Total			
Subtotals	300 ppl		220 ppl		97 desks	177 desks							
Position 1	100 ppl	Federal	100 ppl	2.0 ppl : 1 desk	50 desks	50 desks	75%	10%	15%	100%	Concentrative	DBC	64 nsf
Position 2	100 ppl	Contractor	20 ppl	1.5 ppl : 1 desk	13 desks	93 desks	55%	25%	20%	100%	Interactive	IMI	48 nsf
Position 3	100 ppl	Other	100 ppl	3.0 ppl : 1 desk	33 desks	33 desks	25%	20%	55%	100%	Interactive	EMI	48 nsf

Email GSA at workplace@gsa.gov
to receive a copy of this space calculation tool!

Some sample recommendations..



Business Processes

- o distributed organization strategies
- o workplace protocols
- o **work style analysis for future operation improvements**

FINDINGS & INSIGHTS

WORK PATTERN DEVELOPMENT

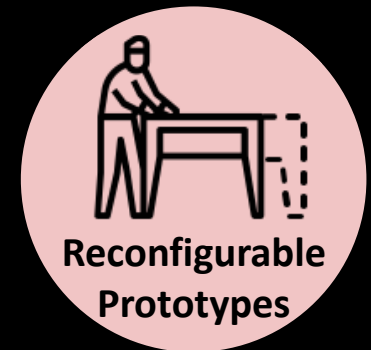
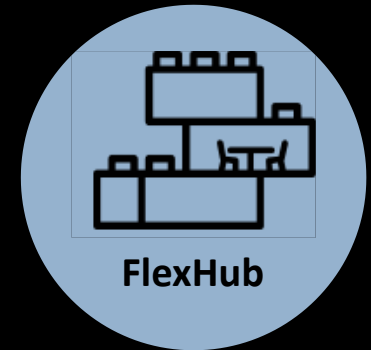
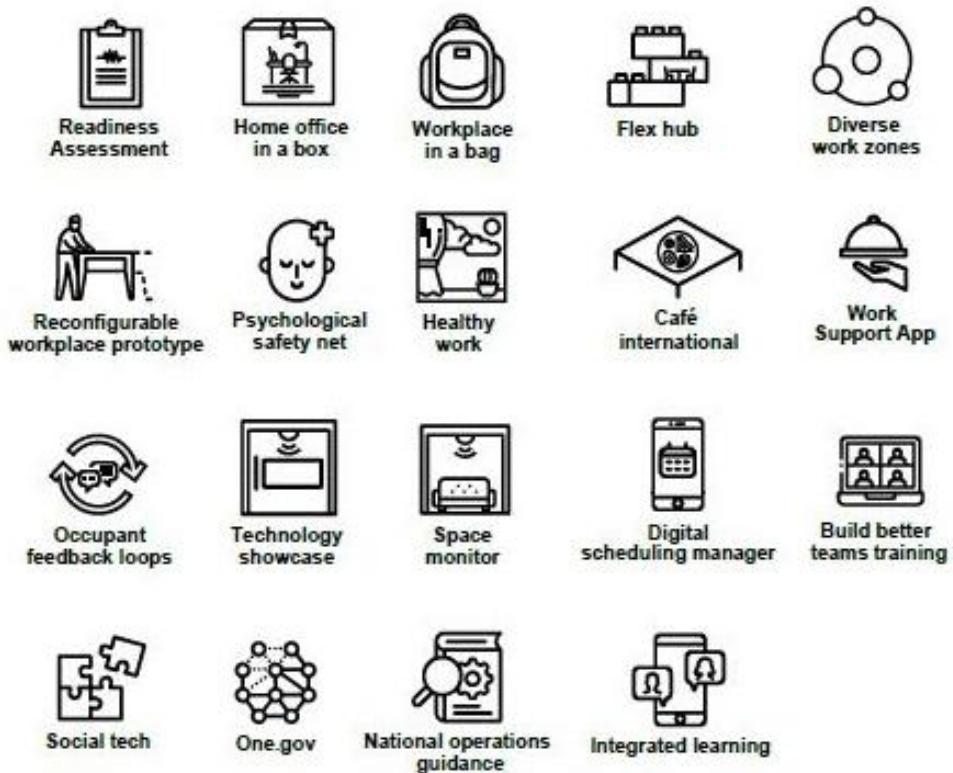
To assess work patterns, an analysis of **where work takes place** and **types of work activities** was completed using employee survey data. Each sub-org group who participated in the employee survey was organized into workstyles: Deskbound Interactive or Concentrative, Internally Mobile Concentrative or Interactive, and Externally Mobile Concentrative or Interactive, based on pre-COVID activities at the office. Workstyle Development classifies each sub-organization's combination of collaborative and concentrative patterns and mobility. These influence decisions on desk sharing ratio, space requirements, and standards, which all play a role in the program customization for a successful activity-based workplace.

WORK LOCATIONS <i>At The Office Pre-COVID</i>	DESKBOUND		INTERNALLY MOBILE		EXTERNALLY MOBILE					
	Interactive		Concentrative	Interactive	Concentrative				Interactive	
	ORG 1	ORG 2	ORG 3	ORG 4	ORG 5	ORG 6	ORG 7	ORG 8	ORG 9	ORG 10
Time Spent at Desk in Official Workplace	85%	80%	64%	63%	55%	59%	40%	51%	70%	61%
Time Spent Away from Desk in Official Workplace	5%	10%	19%	14%	15%	9%	25%	17%	0%	13%
Time Spent Working from Home	5%	10%	7%	19%	24%	26%	33%	25%	30%	23%
Time Spent at Other Locations Away from Official Workplace	5%	0%	11%	4%	6%	6%	3%	6%	0%	3%
WORK ACTIVITIES <i>At The Office Pre-COVID</i>	DESKBOUND		INTERNALLY MOBILE		EXTERNALLY MOBILE					
Time Spent Conducting Focused Work	20%	10%	25%	30%	33%	33%	43%	40%	5%	18%
Time Spent Conducting Routine Work	10%	10%	25%	17%	18%	17%	13%	31%	25%	18%
Time Spent Collaborating On The Phone	20%	40%	11%	18%	10%	20%	8%	12%	15%	19%
Time Spent Collaborating On Video Conference Calls	20%	10%	4%	3%	15%	4%	3%	2%	28%	7%
Time Spent in Face-to-Face Interactions	20%	30%	28%	26%	20%	22%	10%	11%	23%	26%
Time Spent Conducting Other Activities	10%	0%	8%	6%	5%	4%	25%	4%	5%	11%

*Percentages indicate time spent conducting each activity during a typical work week. Data was collected from employee survey responses.

New offerings from Workplace 2030

Workplace 2030 Potential Suite of Services



New offerings for 2022



Agencies are willing to share space

Space as a Service (Coworking)

GSA FlexHub @ 1800 F Street
Federal Coworking Pilot : **Summer 2022**

Flexible Coworking Services
IDIQ Contract

Private Sector Coworking : **Available Now**



We are still learning and innovating

Workplace Innovation Lab (WIL)

WIL @ 1800 F Street
Innovation Space : **Summer 2022**

Testing Initiative
Furniture, Technology, & Work Styles



Support for Teleworkers

Home Office in a Box

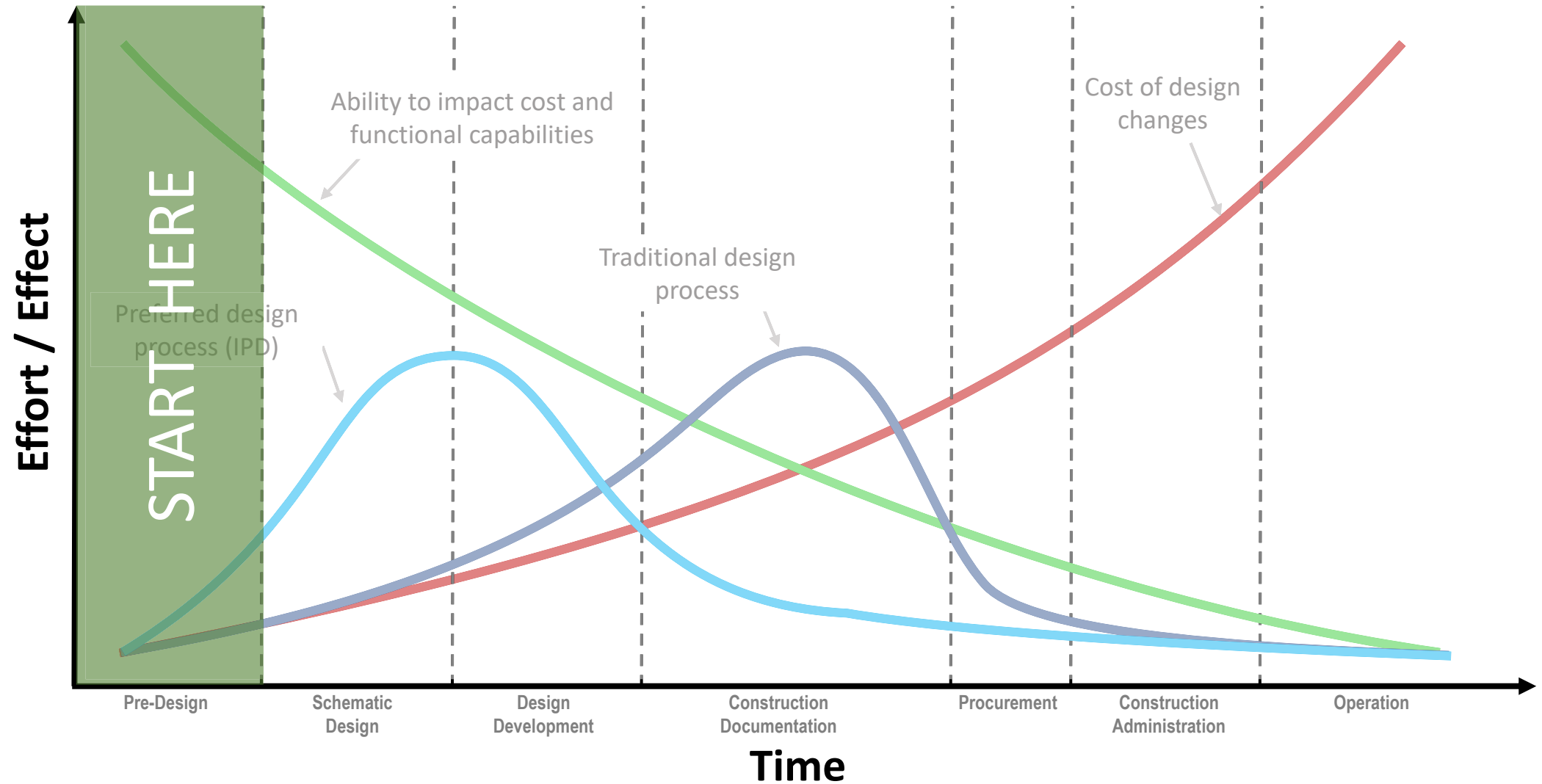
Acquisition Solution
Supporting Federal Telework: **End of FY22**

Streamlined Acquisition
Home Office Furniture
Technology & Equipment



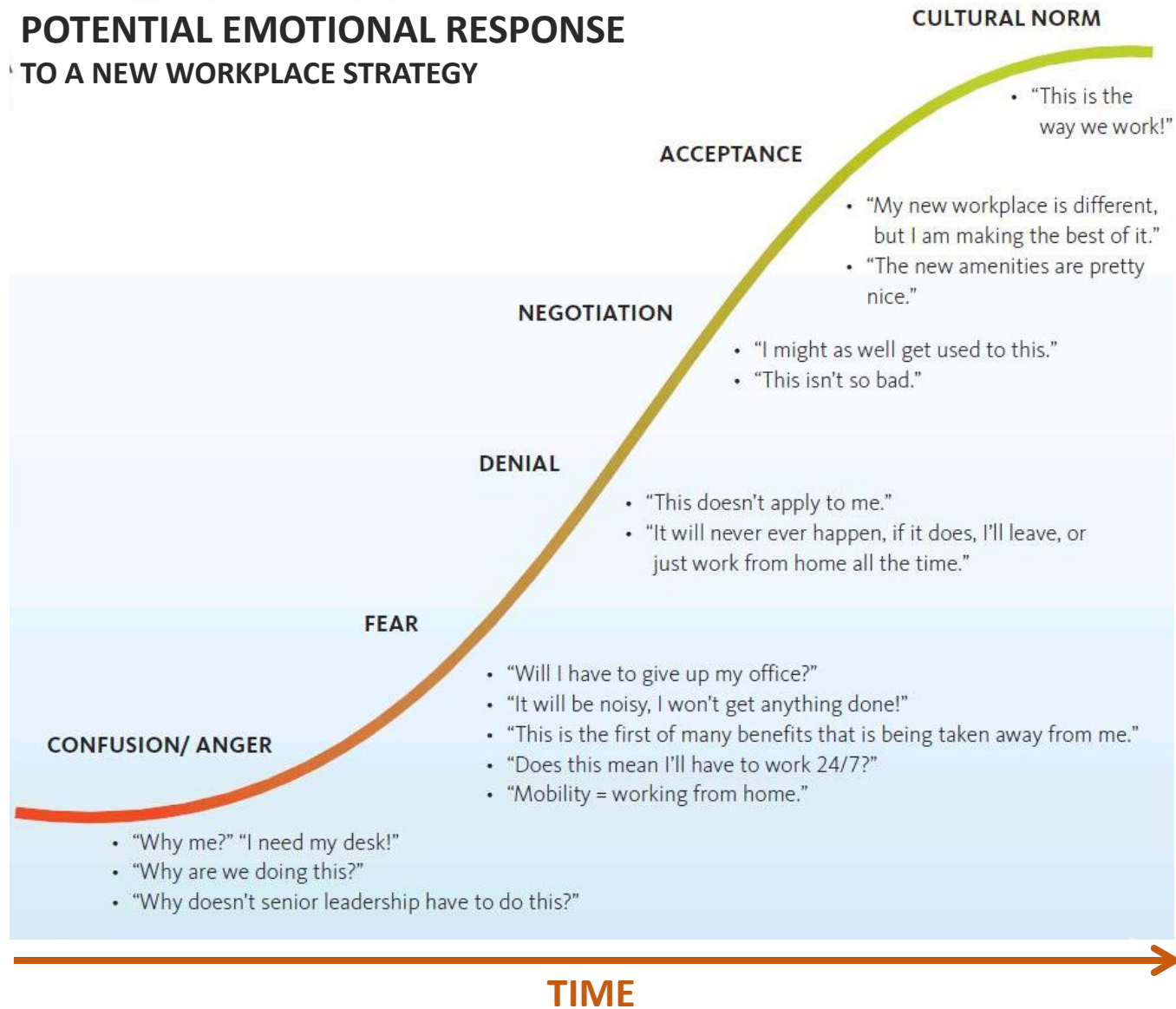
Guiding Your Agency with GSA's Change Management Services

Start change management early to help minimize risk..



.. and fear.

POTENTIAL EMOTIONAL RESPONSE TO A NEW WORKPLACE STRATEGY



Some change management strategies we consider

Strategies	Some Details
Trying Out the Change Before Implementation	<ul style="list-style-type: none">• pilot projects that allow employees to test spaces & furniture• surveys & focus groups that solicit employee input on the new workplace• can be done by leaders first to demonstrate new way of working
Incentives & Disincentives	<ul style="list-style-type: none">• latest mobile technology or tools• flexible work hours• access to windows / natural light
Education	<ul style="list-style-type: none">• tours of other workplaces• mock-ups / displays of the new workplace• training on technology, space usage



GSA's Workplace Experts are ready to help

Regional Workplace Executive Network

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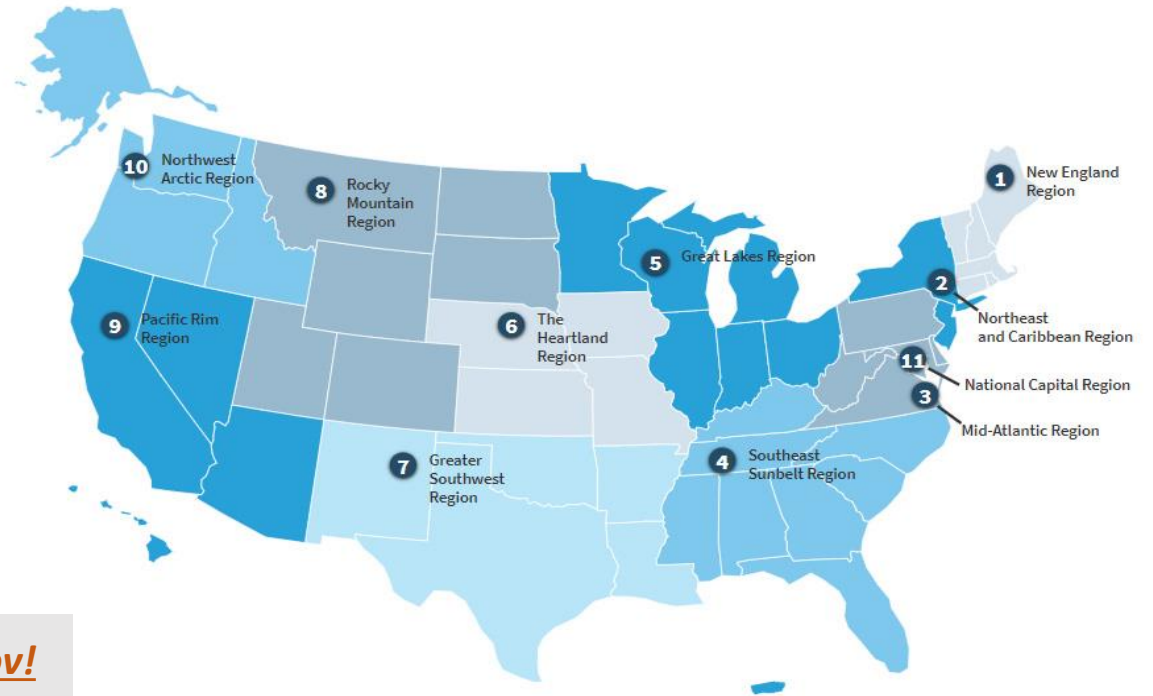
Peter Gray

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Wendy Conty

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For national assistance, you can also reach out to workplace@gsa.gov!



Client Enrichment Series

Join us for the next Client Enrichment Series sessions!

Online Leasing Tools: Changing the Way We Do Business

Tuesday, March 8th, 2022 2pm-3:30pm eastern

[Register Now!](#)

Policy and Process Changes for Occupancy Agreements

Tuesday, April 5th, 2022 1pm-3pm eastern

[Register Now!](#)



GSA's COVID-19 Resources for Customers

See our ***[Safer Federal Workplace page](#)***

Watch CES sessions on  **YouTube**

[Bookmark and binge watch all your favorite CES sessions!](#)

www.gsa.gov/ces

clientenrichmentseries@gsa.gov