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

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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

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**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

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PARTNERS
Georgia Tech/ Carnegie Mellon/UC Berkeley  CBE
Gensler/Aecom (DEGW)/Studios/BPS/ NBBJ/Perkins and Will / Business Place Strategies/HOK/ Interior Architects
the traditional vs the “New” Workplace

Designer knows best

Co-creation requires engagement

Quantitative: “One size fits all”

Quality: “One size misfits all”
In 1979, our high school, Annex Building, Regional, in Annex, Metropolitan, moved to a sporting hotel building at the foot of a hill. Designed for architectural trends of the preceding decade, the classrooms were set up in a series of small rooms built into the mountainside. This caused open air circulation in the hallway and intake of the ex-teacher's kitchen area. The room spread out directly onto the hallway, and tables were placed the Farrow, Revolution, so to Benjamin Franklin's hypothesis, would shift from one classroom to another. Depression in test and feedback is

**RESULTS:**

- Minutes lost per day to collaborative “overhead”
  - 11 NEW
  - 34 OLD

- Average days required to get a clinical protocol approved
  - 11 OLD
  - 5 NEW

- Minutes lost per day to distractions
  - OLD 15
  - NEW 7

**Using proximity to speed interaction**

**Giving more choice & control to all**

**Promoting interaction through design**

**Feel that workplace is stimulating**

- 7% OLD
- 50% NEW

**Average minutes per day lost waiting for responses**

- 4.5 OLD
- 7 NEW

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

WHAT IS MY ORGANIZATION’S NEW WORKPLACE “PRESCRIPTION”?

Criminal Investigation, EPA
Old GSA Central Office

SSA

USDA
New GSA Central Office

GROUP “WE” SPACE
Focus booths
Team rooms
Small offices w/glass
Meeting tables
Smaller workstations
Touchdown space
Shared workstations

PRIVATE “ME” SPACE
Large workstations
Functional breakrooms
Large private offices
Large conference room

MOBILE /
TECHNOLOGY
ENABLED

SEDENTARY /
PAPER-BASED

Credit: Emily Golembiewski
The landscape of the **traditional** Federal workplace

- **Private “me” space**
  - 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

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**Herman Miller Research:**
- Private office un occupied 77% of the time
- Workstations are un-occupied 30-60% of the time
The landscape of the **new** workplace:
GSA TOTAL WORKPLACE METHODOLOGY: “PRESCRIPTION”

AFTER AN ACTUAL ENGAGEMENT, FUNCTIONAL SPACE PROPORTIONS CHANGE,
The Yates Building
USFS Headquarters

Lost opportunity in a great building

then

6 x 6 workstations

now

GROUP “WE” SPACE
- Focus booths
- Team rooms
- Small offices w/glass
- Meeting tables
- Smaller workstations
- Touchdown space

PRIVATE “ME” SPACE
- Large workstations
- Functional breakrooms
- Large private offices
- Large conference room

Credit: Emily Golembiewski

54 collaboration spaces
8 private offices 6 x 6 workstations

Terrible acoustics/wayfinding and lighting
We found that high partitions negatively affect all three of these main causes of dissatisfaction.
GSA Workplace Scorecard Spatial Performance Measurement Tool

**EXISTING:**
SPIDER DIAGRAM TRANSLATION OF RESULTS AT RIGHT

Smaller blue shows lack of good fit

**SCHEMATIC DESIGN OF FUTURE IN SAME SPACE:** (Next page)
SPIDER DIAGRAM TRANSLATION OF RESULTS AT RIGHT

Larger blue shows better fit

This is the same as above since space is about 1000 nsf more than is necessary in both schemes.
### Balanced Scorecard Organizational Performance Measurement Tool

<table>
<thead>
<tr>
<th><strong>Cost</strong></th>
<th><strong>Business Process</strong></th>
<th><strong>Customer/Stakeholder</strong></th>
<th><strong>Human Capital</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Comply with Executive Orders to “Shrink the Footprint”, Achieve a Utilization Rate (UR) below 170 sf all-in.</td>
<td>• Lower equipment and infrastructure costs Consider:</td>
<td>• EPA PORTLAND is unique in the degree to which it is responsible for National work: Optimize mobility and ability to work in various locations.</td>
<td>• Consider the upgrades to the technology to optimize employee performance in a multitude of locations (inside and outside the office) as appropriate.</td>
</tr>
<tr>
<td>• 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.</td>
<td>• FIT as a way to introduce better workplace affordably.</td>
<td>• Plan for the work needs of Future generation. More ‘energy and buzz’. Seeing people! and Providing more opportunity for collaboration</td>
<td>• 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</td>
</tr>
</tbody>
</table>

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<th><strong>Efficiency</strong></th>
<th><strong>Effectiveness</strong></th>
<th><strong>Employee Experience</strong></th>
<th><strong>Identity,</strong> <strong>Human factors</strong></th>
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<td>• Efficiency</td>
<td>• Effectiveness</td>
<td>• Employee Experience</td>
<td>• Identity, Human factors</td>
</tr>
<tr>
<td>• Cost, resources</td>
<td>• People, Productivity</td>
<td>• Experience space as a cost-effective but still attractive solution.</td>
<td>• Identity, Human factors</td>
</tr>
<tr>
<td>• 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.</td>
<td>• General appearance of space as a cost-effective but still attractive solution.</td>
<td>• General appearance of space as a cost-effective but still attractive solution.</td>
<td>• Identity, Human factors</td>
</tr>
<tr>
<td>• Spend what is needed to provide acoustic comfort, lighting etc. to ensure worker effectiveness</td>
<td>• Rely on clever/inexpensive design elements to deliver branding and bang for buck</td>
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<td>• Identity, Human factors</td>
</tr>
<tr>
<td>• Give employees what they NEED to “Get the job done”</td>
<td>• 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.</td>
<td>• Design has less focus on hierarchy and more on community</td>
<td>• Express the importance of what EPA EPAs in the design and branding of space.</td>
</tr>
<tr>
<td>• Get rid of impediments to effectiveness by using the Report’s Keep, Toss and Create Tool as design guidance</td>
<td>• Use file storage as a design feature asset to define space and different work patterns</td>
<td>• Emphasizing shared space over large private prestige spaces</td>
<td>• Acknowledge that more modern design emphasizes quality over quantity (acoustics/lighting/HVAC/technology)</td>
</tr>
</tbody>
</table>

**Notes:**
- **Efficiency** focuses on cost, resources.
- **Effectiveness** emphasizes people, productivity.
- **Employee Experience** highlights identity, human factors.
- **Human Capital** stresses the importance of creating a culture that values performance over presence.
GSA Process for Deploying Tools to Inform Design (POE May Follow)

**Workforce Analysis Activities**
- Leader Interviews
- Employee Surveys
- Employee Focus Group

**Findings**
- Direction of Agency/Exterior Drivers
- Work Patterns/What elements work/What doesn’t work
- Verify survey results/engage with staff/feed results back to leadership

**Outcome**
- Direction to designers and to offerors to achieve good “fit”...
From Seed to Redwood: THE VALUE OF PILOTS

BEFORE PILOT

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

AFTER PILOT

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

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

BEFORE PILOT

270 usf/pp

AFTER PILOT

106 usf/pp
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

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

**Imagine if...**
we reduced our current Planning USF/pp for DHS NCR:

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
</tr>
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<tbody>
<tr>
<td>219 USF/pp</td>
<td>154 USF/pp</td>
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Assuming no growth in people, DHS NCR would be able to save 2.1 Million SF

- $75,000,000 yr. rent savings in NCR
From sub-agency pilot, to National 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:

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

WHAT LOOK AND FEEL WILL:

WHAT WILL MAKE THE ORGANIZATION MORE:
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 externally-mobile, concentrative

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
**Access to Large Windows**, private space, n

- 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

**WHAT DO YOU LIKE IN YOUR CURRENT LOCATION?**

**Toss**

- 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
- sitting 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

**WHAT DO YOU HATE IN YOUR CURRENT LOCATION?**

**Create**

- 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
THE TOOL IS USED TO SHOW HOW THE SCHEMATIC DESIGN RESPONDS POINT BY POINT TO WHAT THE CLIENT HADANTED WHAT A CONCEPT!
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
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

View corridors to exterior
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
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?

“Living well is the best revenge”- Oscar Wilde

kevin.kelly@gsa.gov
Tale of Two Cities: WHY I WISH WE DID MORE SURVEYS!

BEFORE

Des Moines, IA. SSA Field Office
USED GSA Total Workplace Methodology

AFTER

Joplin, MO. SSA Field office
DID NOT USE Total Workplce Methodology

WHY BOTHER?

WOW!