WORKPLACE STRATEGY IMPLEMENTATION 101

PRESENTED BY:

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VOA

ABOUT US

LIZ PETERSON, **AIA, IIDA, LEED AP**

- Architect with 30+ years of experience

- Focuses on strategic workplace design for global corporate clients

- Clients include: IBM, Choice Hotels, NASA, Northrop Grumman, Sprint, and CSC among others

MICHELE VERNON, **IIDA, NCIDQ, LEED AP**

- Interior Designer with 14 years of experience

- Focuses on developing and implementing workplace strategies for corporate and government clients

- Clients include: Inter-American Development Bank, ICF International, and CareFirst BlueCross BlueShield among others

REPRESENTATIVE WORKPLACE STRATEGY CLIENTS

Google

IBM

Choice Hotels International

Inter-American Development Bank

Booz Allen Hamilton

Volkswagen Group of America

Bank of America

Fannie Mae

BlueCross BlueShield

Adventist Healthcare

Booz & Company

Siemens A.G.

Cummins

Gallup Organization

CSC

HMS Host

Sprint

Northrop Grumman

CACI

ICF International
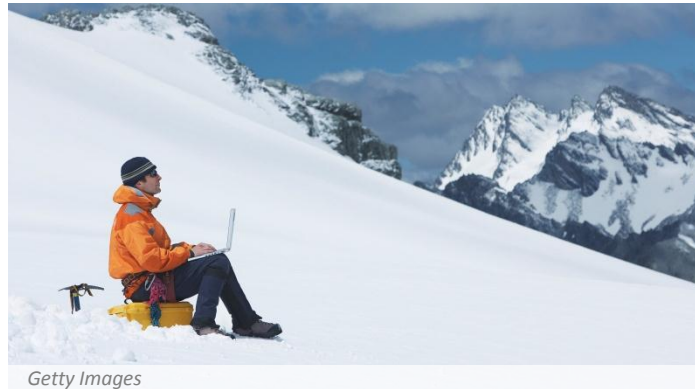
WORKPLACE CULTURE SHIFT

Visualphotos.com

Approximately 50% of a typical office environment is utilized at any given time

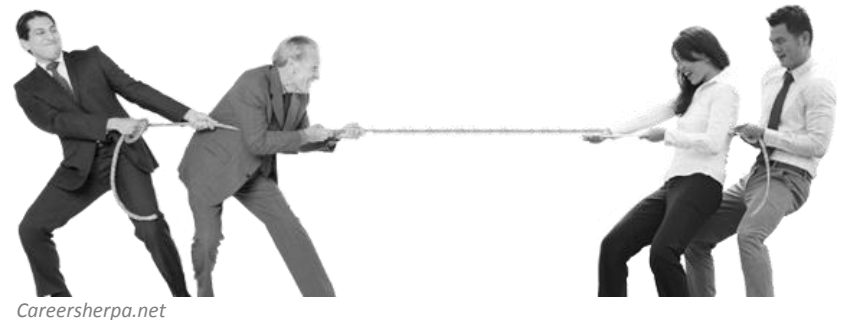**The standard workforce strives for an improved work/life balance and flexibility**

Getty Images

Executives strive for a reduced real estate footprint, increased retention, and productivity

Getty Images

Getty Images

It is not about WHERE you work, but HOW you work

The workforce is now comprised of several generations – this must be addressed

Careersherpa.net

NEW IDEOLOGY:

SPACE IS A SERVICE,
NOT A NECESSITY

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GOAL SETTING

1 EVALUATE REAL ESTATE PORTFOLIO

2 IDENTIFY LONG-TERM AND SHORT-TERM GOALS

3 ESTABLISH BUDGET AND TIME FRAME

4 DETERMINE WHO WILL BE AFFECTED

5 GAIN LEADERSHIP BUY-IN AND SUPPORT

6 DEVELOP MISSION STATEMENT

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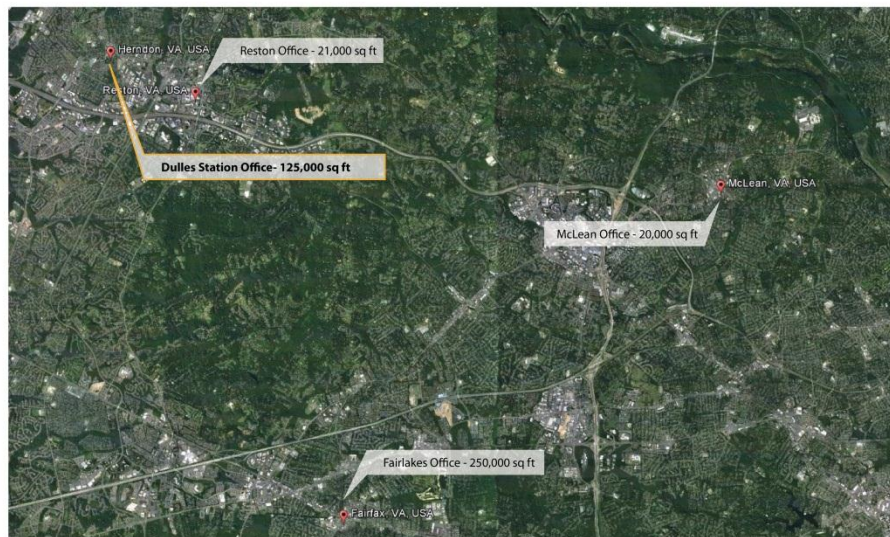
6 DEVELOP MISSION STATEMENT

goal

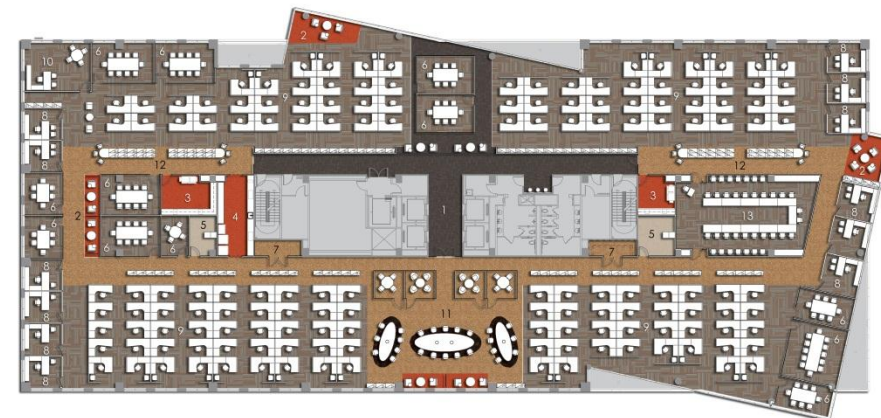## reduce regional real estate footprint and associated costs

> Strategy

Implement e-Workplace On-Demand mobility program for entire facility, consolidating (3) facilities into (1)

> Demonstrate

Typical floor plan

1	Elevator Lobby	7	Closet	13 Executive Briefing Center
2	Teaming	8	Executive Workstations	
3	File/Copy	9	Typical Workstations	
4	Pantry	10	Executive Office	
5	LAN Room	11	Mobility Area	
6	Conference	12	Filing/Teaming	

> Outcome

1. Reduced real estate footprint by 60%, from 300,000 SF to 125,000 SF, saving Client approximately $5 million annually

2. Improved workplace efficiency by 62%, reducing the SF/per person ratio to 183 SF/ person; 70 SF/person with hoteling
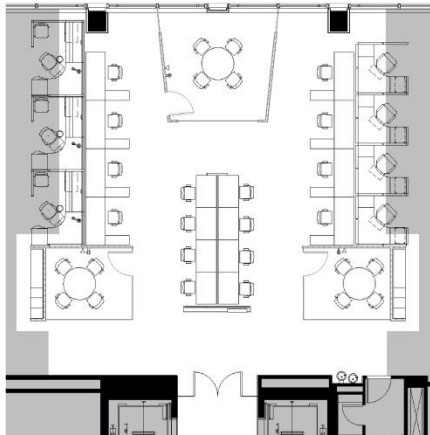
goal

improve space ultilization in an effort to reduce real estate costs

> ## Strategy

Introduce flexible workspaces throughout the facility to accommodate transient staff needs

> ## Demonstrate

> ## Demonstrate

Floor 12	Administrative	Executive Staff	Office Support	Core	Office Support	Legal	Underwriting	Executive Staff
Floor 11	HR Training	Human Resources	Office Support	Core	Office Support	CNS Training		
Floor 10	Sales & Marketing		Office Support	Core	Office Support	Sales & Marketing		
Floor 9	Medical Management		Office Support	Core	Office Support	Medical Management		
Floor 8	Information Technology		Office Support	Core	Office Support	Information Technology		
Floor 7	Information Technology		Office Support	Core	Office Support	Information Technology		
Floor 6	Claims		Office Support	Core	Office Support	Claims		
Floor 5	Operations Training	IT Tech	Member & Prov. Services	Office Support	Core	Office Support	Member & Provider Services	
Floor 4	VACANT – RETURNED TO LANDLORD				Core	VACANT – RETURNED TO LANDLORD		
Floor 3	VACANT – RETURNED TO LANDLORD				Core	VACANT – RETURNED TO LANDLORD		
Floor 2	Corporate Services		Office Support	Core	Office Support	Corporate Services	Cafeteria	
Floor 1	Servery / Cafeteria			Core	Fitness Center	Mail Room	Treasury	
P1	Parking			Core	Parking			
P2	Parking			Core	Parking			
P3	Parking			Core	Parking			

> ## Outcome

1. Reduced space from 12 floors to 10, reducing square footage by 17%.

2. Improved workplace efficiency by an average of 30%, reducing the average square foot per person ratio from 180-200 SF/person to 110-149 SF/person.

3. Created a variety of spaces to attract transient workers who no longer have permanently assigned space.

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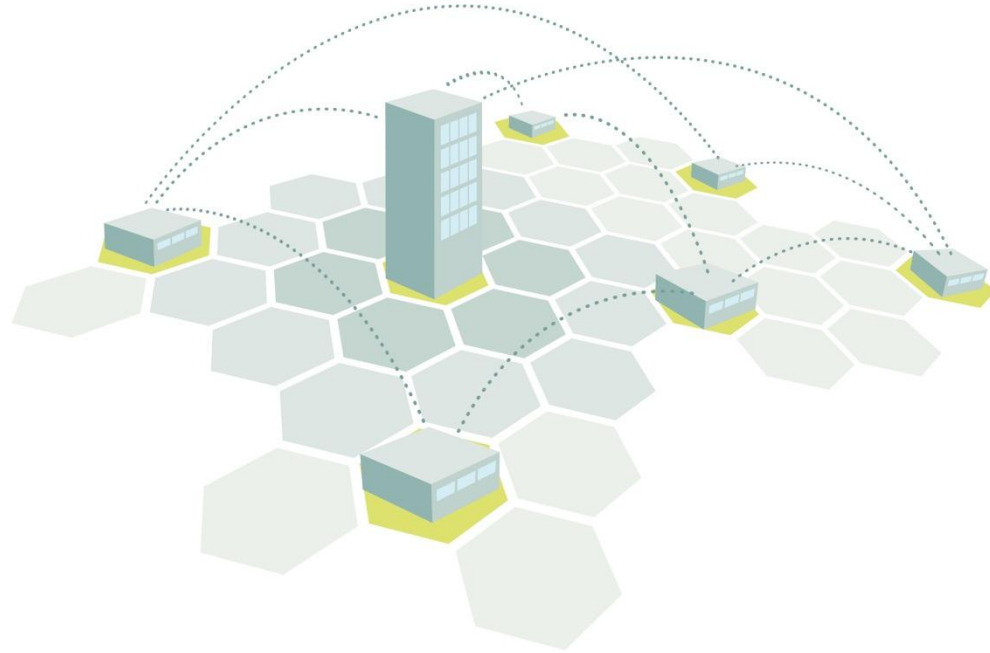**5** GAIN LEADERSHIP BUY-IN AND SUPPORT

6 DEVELOP MISSION STATEMENT

② IDENTIFY LONG-TERM AND SHORT-TERM GOALS

- Pilot project vs. an ultimate firm-wide extent

- Determine flexibility requirements

- Extent of reuse vs. new

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goal

maximize flexibility to accommodate anticipated growth

> Strategy

Create universal plan and workplace standards that allow a scalable environment, accommodating growth without significant investment

> Demonstrate

Reconfigurable Workstation

8 x10 (80 sf)
16 stations

8 x 8 (64 sf)
20 stations
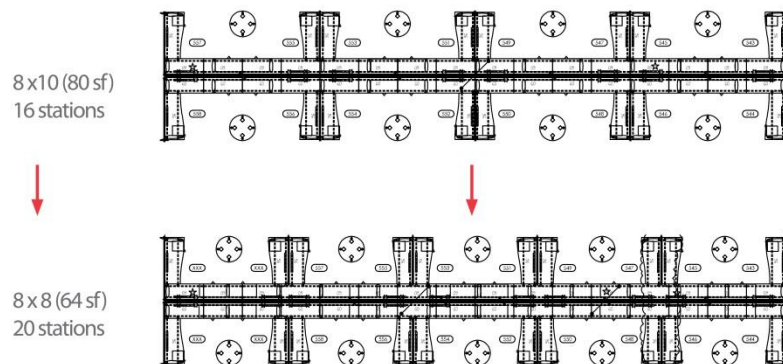
> Demonstrate

Typical Floor Plan from 8 x 10 stations to 8 x 8 stations
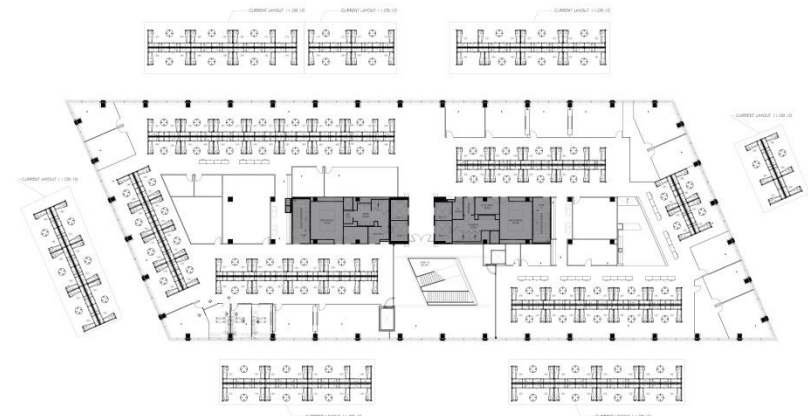
CURRENT LAYOUT
8 x 10 = 84 Stations

NEW LAYOUT
8 x 8 = 100 Stations

> Outcome

Design accommodates 30% growth increasing total building capacity from 400 to 600 staff, without need for structural changes

goal

reduce reconfiguration costs company-wide

> Strategy

Develop and implement workplace standards and configure using a universal plan that adapts to different buildings.

> Demonstrate
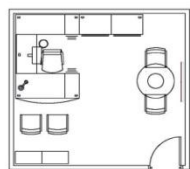
15' x 15' = 225 sq.ft	12' x 12' = 144 sq.ft	12' x 9' = 108 sq.ft	6' x 9' = 54 sq.ft	6' x 9' = 54 sq.ft
A-VP Titled Vice President	**B** Titled Director (Not Project Director)	**C** Titled Manager (Not Project Manager) **C-1** Project Director Manager's Office in Wood	**D-1** Curved At exterior window or complete department	**D-2** Straight Supervisor, Exempt CF Associate or Project Manager

6' x 6' = 36 sq.ft	6' x 9' = 54 sq.ft	6' x 9' = 54 sq.ft	6' x 5' = 30 sq.ft	6' x 4' = 24 sq.ft
E Non-Exempt Temps, consultants, non-exempt CF Associates	**F-1** Admin. Asst.	**F-2** Admin. Asst.	**G** Call Center/CS Also Brokers & Claims, Environmnent	**H** Telework Drop in

> Demonstrate
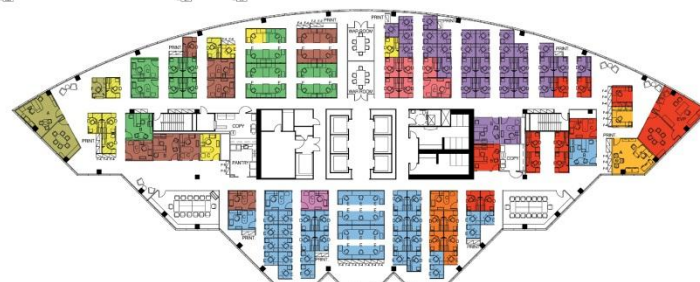
> Outcome

1. Universal plan allows easy reconfigurations for a dynamic company. Changes involve moving people, not furniture.

2. In one calendar year, approximately 2,000 employees were moved with minimal construction, due to business restructuring.

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6 DEVELOP MISSION STATEMENT

goal

reduce reconfiguration costs after move-in and improve flexibility of work environment

> ## Strategy

Reduce the number and type of work space standards and configure within a universal plan

> ## Demonstrate
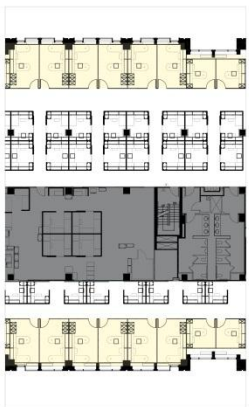
Outboard Office Configuration
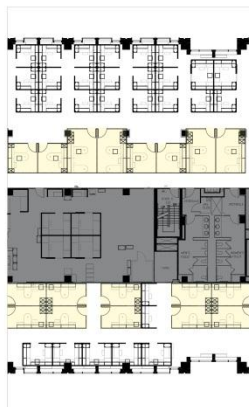
Inboard Office Configuration

> ## Outcome

Universal plan allows easy and low cost change after move-in; changes are achieved by moving people, not furniture

Furniture Plan by Department

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4 DETERMINE WHO WILL BE AFFECTED

- What groups will be affected? Are they already mobile?

- Need to understand and manage culture shift and properly plan

- Accommodate generational differences in workplace to maximize recruitment and retention

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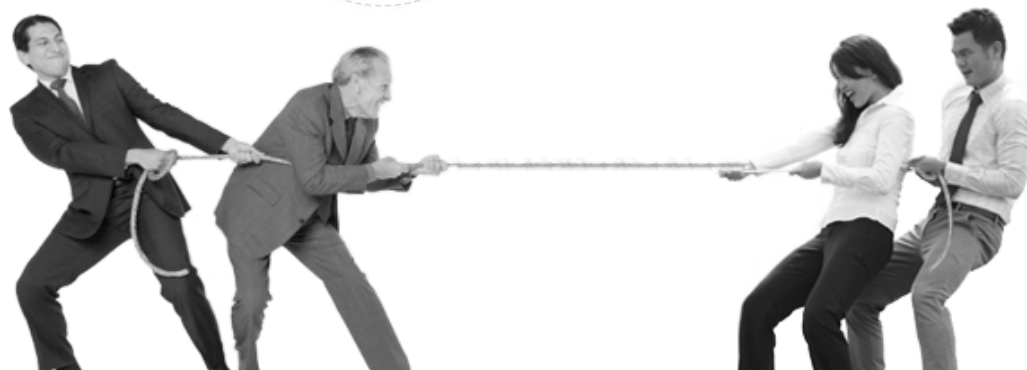
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ESTIMATED PERCENTAGE IN 2020 WORKFORCE

- Traditionalists
- Baby Boomers
- Generation X
- Generation Y
- Generation Z
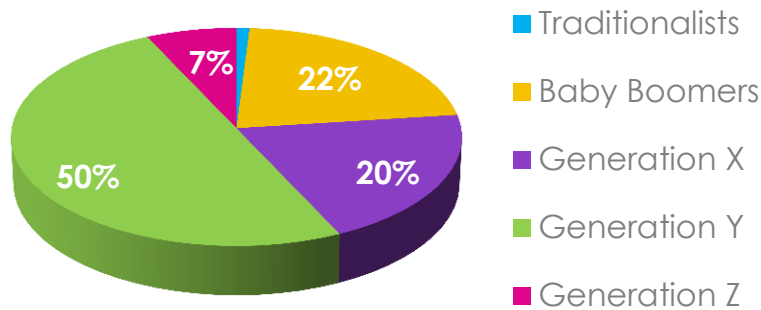
GENERATION	BORN DURING	STEREOTYPICALLY KNOWN FOR
Traditionalists	1925 – 1945	Loyalty, respect for authority, discipline, adherence to rules
Baby Boomers	1946 – 1964	Optimism, innovation, achievement, individualism
Generation X	1965 – 1980	Autonomy, productivity, recognition, adaptability
Generation Y	1981 – 2000	Self-Expression, comfort with change, resilience, global awareness, connected
Generation Z	2000 & after	Technologically savvy, fast-paced, socially connected, creative, collaborative

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6 DEVELOP MISSION STATEMENT

5 GAIN LEADERSHIP BUY-IN AND SUPPORT

- Who does this need to be sold to?

- Develop compelling business case

  » Monetary (for Executives)

  » Personal ROI (for Staff)

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GOAL SETTING

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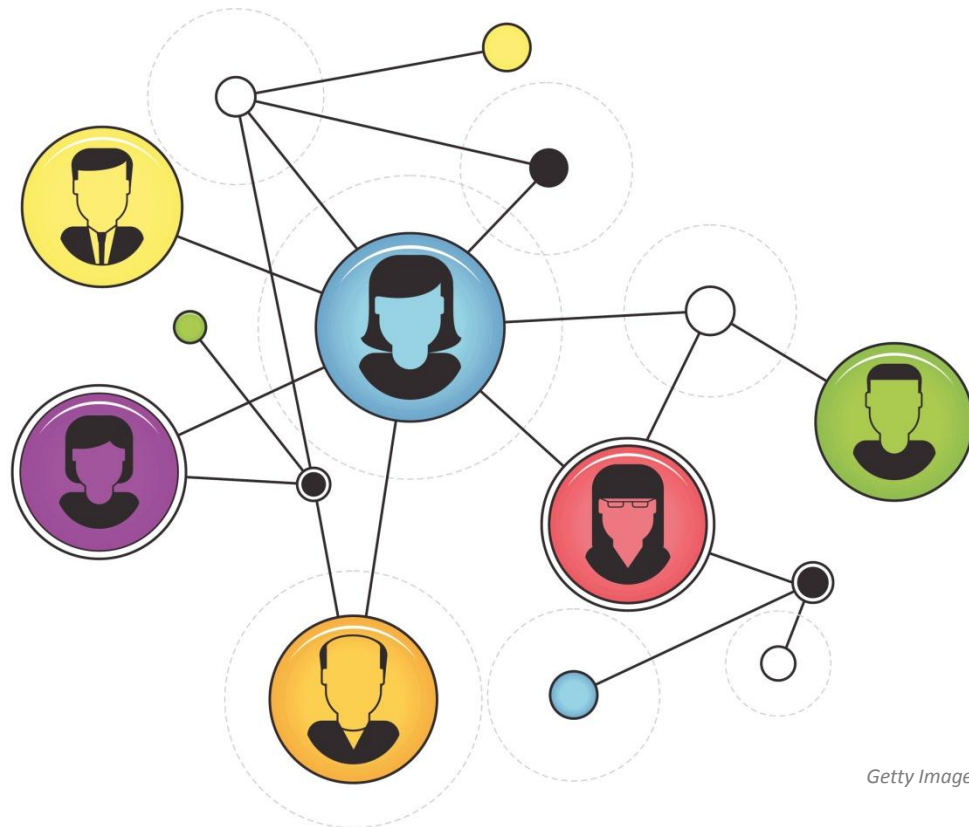**4** DETERMINE WHO WILL BE AFFECTED

5 GAIN LEADERSHIP BUY-IN AND SUPPORT

6 DEVELOP MISSION STATEMENT

A new work environment focused on the company's collaborative spirit. Taking advantage of open plan layout, the design will use transparency and visibility to increase the level of collaboration amongst staff. At the same time, the open plan will allow maximum flexibility and efficiency acommodating future growth and change. By relocating into a single building, Choice will be for a more connected organization. With the goal of increasing connectivity between staff and franchisee. Also, the new work environment will be a showcase of sustainable design and planning practices.
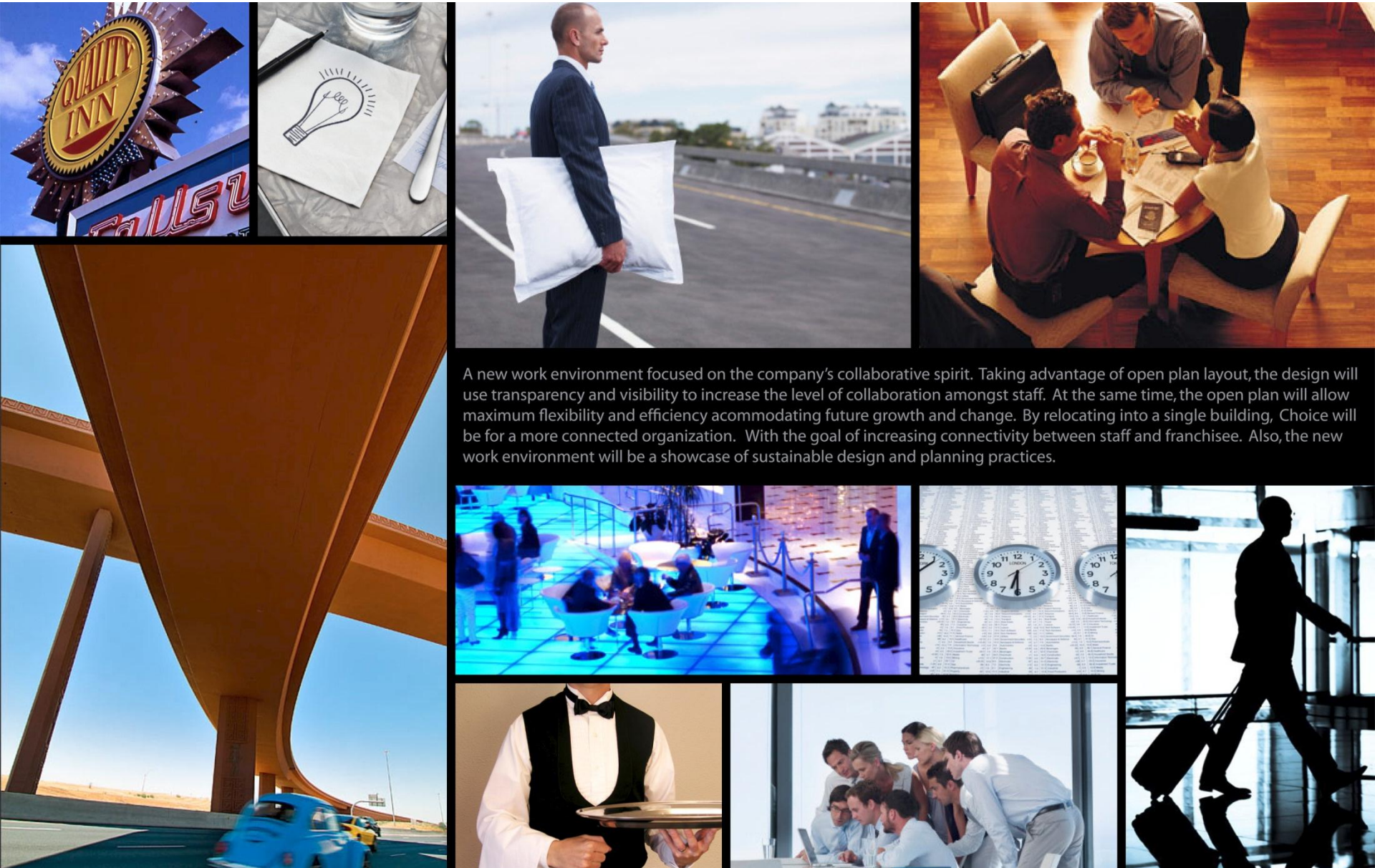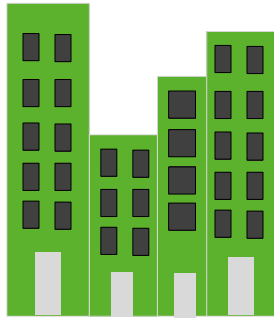
REAL
ESTATE

HUMAN
RESOURCES

INFORMATION
TECHNOLOGY

- Past Methodology vs. Today

- Benefits of initial measurement

  - » Increases effectiveness of program

  - » Creates factual historical representation of existing real estate utilization

- Engage help of specialized company to provide hardware and software for this task

  - » Phone/Tablet/Computer login or card reader can track when space is utilized

  - » Sensors can track number of people and duration of spaces being used
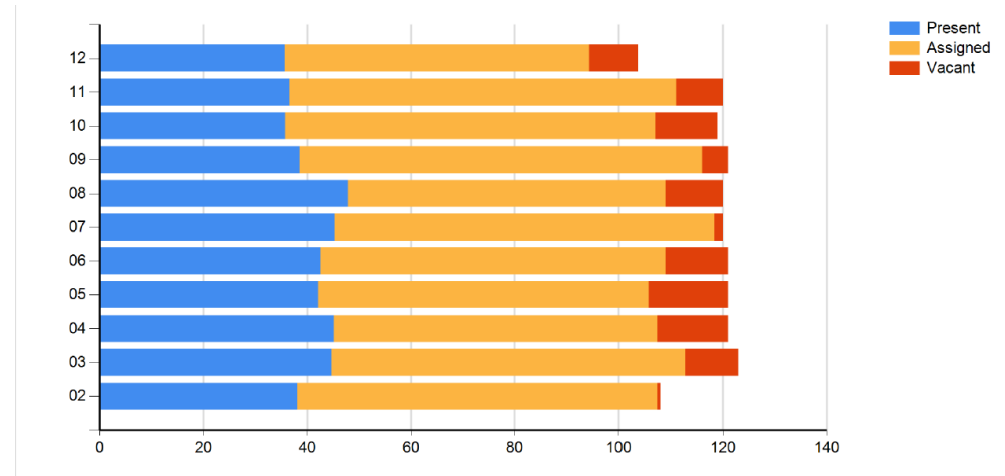
Daily Average (15 days)			Average		Utilization			
					Average		High	
Facility / Floor	Space Type	Capacity	Assigned	Vacant	Present	%	Present	%
Building 24		1,298	1,198	100	452	34.9 %	617	47.5 %
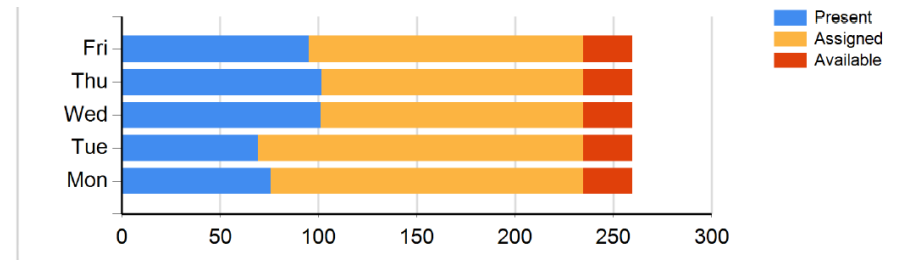
Num of Days: 15

Facility	Space Type	Mon	Tue	Wed	Thu	Fri
Building 24		**29%**	**27%**	**39%**	**39%**	**37%**
	Cubicle/48SF	13%	13%	20%	23%	18%
	Cubicle/64SF	29%	27%	38%	41%	38%
	Cubicle/80SF	33%	22%	44%	22%	33%
	PO-1/110SF	33%	30%	44%	40%	38%
	PO-2/150SF	28%	25%	39%	37%	37%
	PO-3/250SF	28%	32%	40%	41%	36%
	Reception/Cubicle	35%	0%	0%	35%	0%

Allows decision makers to determine approximate extent of hoteling ratio and SF/per person goals, especially when compared to benchmarking data of similar companies

A — CORPORATE HEADQUARTERS

SQUARE FOOTAGE		
CLOSED		
OPEN		

TOTAL FLOOR AREA: **10,752 SF**
TOTAL HEAD COUNT: **46**
SQ.FT. PER PERSON: **233 SF**

C — CORPORATE HEADQUARTERS

SQUARE FOOTAGE		
CLOSED	76%	
OPEN	24%	
HEAD COUNT		
PO	54%	
WS	46%	
OFFICE STANDARDS		
CEO/PRES./EVP	PO	324 SF
SVP/PRINCIPAL	PO	182 SF
VP	PO	130 SF
DIRECTOR	PO	130 SF
MANAGER	PW	130/49 SF
PROFESSIONAL	WS	49 SF
SUPPORT	WS	49 SF

TOTAL FLOOR AREA: **33,090 SF**
TOTAL HEAD COUNT: **52**
SQ.FT. PER PERSON: **636 SF**

E — REGIONAL OFFICE

SQUARE FOOTAGE		
CLOSED	81%	
OPEN	19%	
HEAD COUNT		
PO	58%	
WS	43%	
OFFICE STANDARDS		
CEO/PRES./EVP	PO	375/325 SF
SVP/PRINCIPAL	PO	275/225 SF
VP	PO	150 SF
DIRECTOR	WS	96 SF
MANAGER	WS	48 SF
PROFESSIONAL	WS	48 SF
SUPPORT	WS	48 SF

TOTAL FLOOR AREA: **31,280 SF**
TOTAL HEAD COUNT: **160**
SQ.FT. PER PERSON: **195 SF**

SQUARE FOOTAGE		
CLOSED	19%	
OPEN	81%	
HEAD COUNT		
PO	9%	
WS	91%	
OFFICE STANDARDS		
CEO/PRES./EVP	-	-
SVP/PRINCIPAL	PO	300 SF
VP	-	-
DIRECTOR	PW	120 SF
MANAGER	WS	64 SF
PROFESSIONAL	WS	48 SF
SUPPORT	WS	48 SF

B — US HEADQUARTERS

SQUARE FOOTAGE		
CLOSED	40%	
OPEN	60%	
HEAD COUNT		
PO	15%	
WS	85%	
OFFICE STANDARDS		
CEO/PRES./EVP	PO	300 SF
SVP/PRINCIPAL	PO	150 SF
VP	WS	96 SF
DIRECTOR	WS	48 SF
MANAGER	WS	48 SF
PROFESSIONAL	WS	48 SF
SUPPORT	WS	48 SF

TOTAL FLOOR AREA: **46,115 SF**
TOTAL HEAD COUNT: **151**
SQ.FT. PER PERSON: **305 SF**

D — CORPORATE HEADQUARTERS

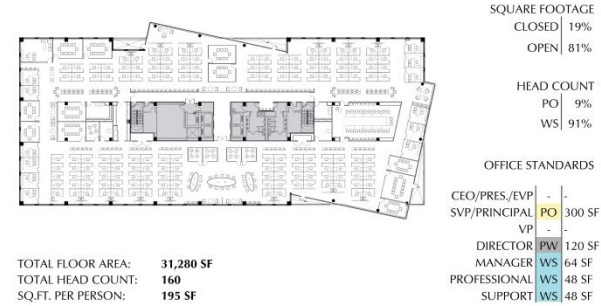| SQUARE FOOTAGE		
CLOSED	61%	
OPEN	39%	
HEAD COUNT		
PO	36%	
WS	64%	
OFFICE STANDARDS		
CEO/PRES./EVP	-	-
SVP/PRINCIPAL	PO	225 SF
VP	-	-
DIRECTOR	PO	144 SF
MANAGER	PO	108 SF
PROFESSIONAL	WS	54 SF
SUPPORT	WS	36/30 SF

TOTAL FLOOR AREA: **27,140 SF**
TOTAL HEAD COUNT: **90**
SQ.FT. PER PERSON: **302 SF**

F — CORPORATE HEADQUARTERS

SQUARE FOOTAGE		
CLOSED	40%	
OPEN	60%	
HEAD COUNT		
PO	23%	
WS	77%	
OFFICE STANDARDS		
CEO/PRES./EVP	PO	300 SF
SVP/PRINCIPAL	PO	225 SF
VP	PO	150 SF
DIRECTOR	PO	120 SF
MANAGER	SW	80 SF
PROFESSIONAL	WS	64 SF
SUPPORT	WS	48 SF

TOTAL FLOOR AREA: **20,330 SF**
TOTAL HEAD COUNT: **98**
SQ.FT. PER PERSON: **207 SF**

SQUARE FOOTAGE

CLOSED | 40%
OPEN | 60%

HEAD COUNT

PO | 15%
WS | 85%

OFFICE STANDARDS

CEO/PRES./EVP	PO	300 SF
SVP/PRINCIPAL	PO	150 SF
VP	WS	96 SF
DIRECTOR	WS	48 SF
MANAGER	WS	48 SF
PROFESSIONAL	WS	48 SF
SUPPORT	WS	48 SF

TOTAL FLOOR AREA:	46,115 SF
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SQ.FT. PER PERSON:	305 SF

REAL
ESTATE

HUMAN
RESOURCES

INFORMATION
TECHNOLOGY

- Discuss employee culture and brainstorm as to how a smooth transition will be achieved

  » Discuss how different levels of seniority will be affected by the shift

- Determine a plan for highlighting the benefits of this work culture shift, as many could potentially focus on the negatives

- Types of support and employee benefit areas that could/should be included

- Employee surveys could allow decision makers to determine qualitative goals, addressing the changing needs of the current staff

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USER SURVEY

1. Do you think your facilities accurately support the culture of the company?

2. Does the current workspace effect quality and effective work? If so, how should the workspace change to improve quality and effectiveness?

3. Do individual groups have a distinguished identity within the company?

4. Do you think your facilities accurately reflect the image of the company?

5. Does your current facility support the way your group works (or should work)? What could be done to better accommodate the way your group should work?

6. How/when/where do members of your group interact?

7. Please describe the general level of technology and any special technological needs of your group.

8. Do you anticipate significant changes to your group in the near future? If so, describe how anticipated changes may effect staffing and space requirements.

9. Is this group willing to challenge how they currently work? If not what are the cultural or operational constraints that may prohibit them?

10. Do you anticipate changes that may affect the way you utilize the facility? If so, please describe.

WORKSPACE USE

During a typical week, what percentage of your time do you spend working in the following locations?
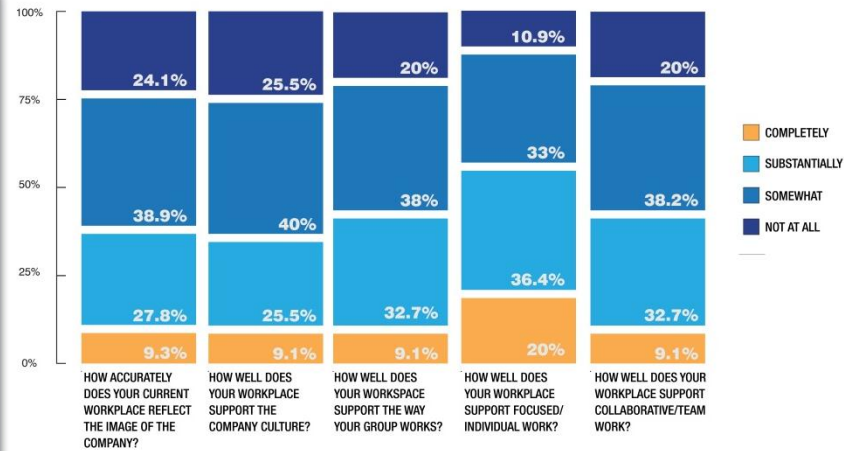
Please make sure all items together roughly total 100%.

____ % In my own individual workspace (desk/office)
____ % In a colleague's individual workspace
____ % In a conference room
____ % At an off-site location (government building, client office, vendor office)
____ % Working at home
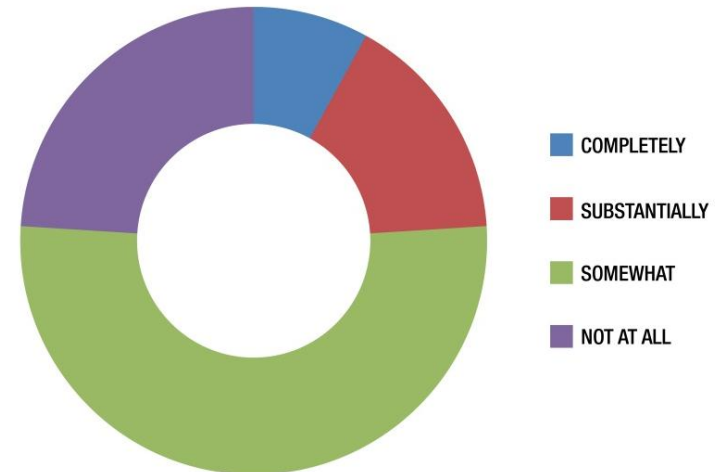____ % Elsewhere: Please specify

Considering only your working time in your building, please estimate the percentage of that time you spend on the following activities.

Please make sure all items together roughly total 100%.

____ % In scheduled meetings
____ % Talking face to face with colleagues outside of scheduled meetings
____ % On the phone
____ % Reading or writing email, instant messages, chat or text messages
____ % Other computer work
____ % Reading or writing print material
____ % Paperwork (sorting, filing, copying, faxing, etc.)
____ % Other: Please specify

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Stacked bar chart legend: COMPLETELY, SUBSTANTIALLY, SOMEWHAT, NOT AT ALL

	HOW ACCURATELY DOES YOUR CURRENT WORKPLACE REFLECT THE IMAGE OF THE COMPANY?	HOW WELL DOES YOUR WORKPLACE SUPPORT THE COMPANY CULTURE?	HOW WELL DOES YOUR WORKSPACE SUPPORT THE WAY YOUR GROUP WORKS?	HOW WELL DOES YOUR WORKPLACE SUPPORT FOCUSED/INDIVIDUAL WORK?	HOW WELL DOES YOUR WORKPLACE SUPPORT COLLABORATIVE/TEAM WORK?
NOT AT ALL	24.1%	25.5%	20%	10.9%	20%
SOMEWHAT	38.9%	40%	38%	33%	38.2%
SUBSTANTIALLY	27.8%	25.5%	32.7%	36.4%	32.7%
COMPLETELY	9.3%	9.1%	9.1%	20%	9.1%

HOW WELL DOES YOUR CURRENT WORKPLACE SUPPORT THE WAY YOUR WORK?

Donut chart legend: COMPLETELY, SUBSTANTIALLY, SOMEWHAT, NOT AT ALL

REQUIRED COLLABORATION FOR SUCCESS
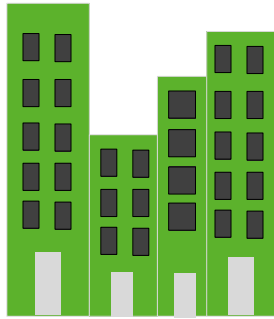
REAL
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INFORMATION
TECHNOLOGY

- IT Department should explain the mobility-friendly technology capabilities the company has today and how the staff is currently utilizing them

- IT Department should be engaged when interviewing third party measurement and reservation system companies, at least in final rounds

- Once ultimate goals are established, engage IT department to understand technical plan for achieving

- Helping IT team to think big picture will allow them to choose a method that will continue to achieve long term goals and you will not have to reinvent the wheel after a few years

Technology specifications by work space

| Space Type	VTC	Projection	Whiteboard	Phone	Reservation System	Ergonomics	Wireless	Tabletop Connectivity
Workstation				**R** (Desk)	**O**	**R** (Partial)	**R**	**R**
Office (Focused)	**O** (portable)	**O**		**R** (Desk)	**R**	**R**	**R**	**R**
Office (Dual-Purpose)	**O** (portable)	**R**	**R**	**R** (Desk + Polycom)	**R**	**R**	**R**	**R**
Team Room	**O** (portable)	**R**	**R**	**R** (Polycom)	**R**		**R**	**R**
Medium Conf. Room	**O** (mid-end)	**R**	**R**	**R** (Polycom)	**R**		**R**	**R**
Boardroom / Enhanced C.R.	**O** (mid- or high-end)	**R**	**R**	**R** (Integrated)	**R**		**R**	**R**
Phone Booth	**O** (portable)			**R** (Desk)			**R**	**O**
Focus Room	**O** (portable)	**O**	**O**	**R** (Desk)			**R**	**O**
Open Teaming Area		**O**	**O** (portable)	**O** (Desk)			**R**	**R**
Lounge		**R**		**O**			**R**	**O**
Reception				**R** (Reception System)	**R**		**R**	

R = Required   **O** = Optional

WHAT'S NEXT?

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PLANNING MEETS ARCHITECTURE

- Full engagement of the architect/designer in the data harvesting stages, helping to analyze information received and aid in determining ultimate solutions for implementing hoteling

- Translate findings into an architectural plan that would achieve the qualitative, quantitative, and technical goals

- Furniture is a critical factor, including types of workstations, offices, attributes, and storage

- Develop real estate standards, coordinating with the SF/per person benchmarking and support characteristics already decide

open vs. closed spaces
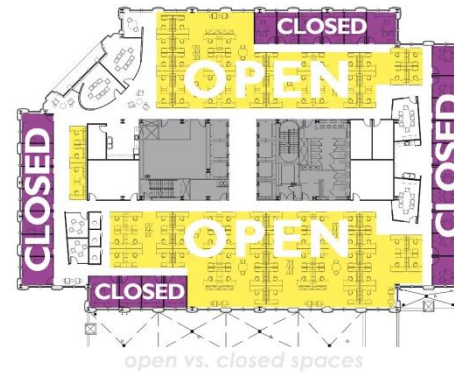
	EXISTING				PROPOSED		
SQ. FT.	CLOSED	76%	HEAD CT.	PO 54%	CLOSED	41%	PO 23%
	OPEN	24%		WS 46%	OPEN	59%	WS 77%

gathering spaces

EXISTING: **18** SF/PERSON
PROPOSED: **32** SF/PERSON

access to views

EXISTING: **20%** OF PERIMETER WALLS ACCESSIBLE
PROPOSED: **95%** OF PERIMETER WALLS ACCESSIBLE

PLANNING MEETS ARCHITECTURE

- Standards could include levels of governance – mandated requirements vs. options

- Real estate standards are useful when executing a plan nationwide or worldwide, as it builds in the necessary flexibility while rendering the tools to maintain a consistent brand.

WORKSTATIONS:

TYPE A: 7' X 8', 56 SF

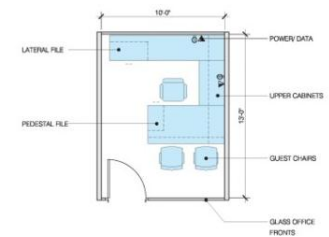*managers, professionals, admins, non-exempts*
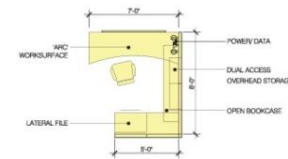
PRIVATE OFFICES:

TYPE B: 10' X 13', 130 SF

staff vp, sr. directors, directors

OFFICE STANDARDS:

CEO/PRES./EVP	PO	225 SF
SVP/PRINCIPAL	PO	225 SF
VP	PO	130 SF
DIRECTOR	PO	130 SF
MANAGER	WS	56 SF
PROFESSIONAL	WS	56 SF
SUPPORT	WS	56 SF

TYPE C: 15' X 15', 225 SF

ceo/svp
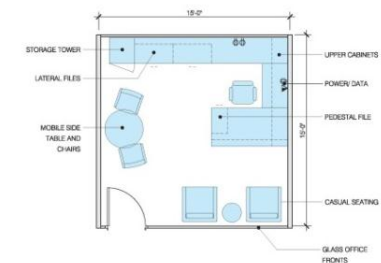
Three models are available, each with advantages that should be evaluated and balanced against organizational objectives

Comparison Of Governance Models
Corporate Real Estate Management

|	Decentralized	Hybrid	Centralized
Standardization	Local	Central	Central
Delivery	Local	Regional / Local	Central
Advantages	▪ Maximizes local control and satisfaction ▪ Alignment of local business drivers ▪ Leverages existing local leadership structure (Office Managing Partner / Office Manager) ▪ Avoids potential delays associated with centralized approvals or work processes	▪ Achieves balance between centralized standardization & local expectations ▪ Allows application of workplace, design and space standards ▪ Facilitates collection and development of performance metrics ▪ Reduces complexity relative to decentralized model ▪ Reduced administrative expenses (e.g., global travel)	▪ Ensures central control of workplace, design and space standards ▪ Ensures collection and development of performance metrics ▪ Simplest operating principles ▪ Maximizes opportunity for project delivery efficiency ▪ Increased ability to leverage centralized vendor contracts / buying power
Applicability	▪ Small, regional organizations ▪ Few or no specialized CRE resources	▪ Small to medium, multi-national organizations ▪ Limited specialized CRE resources	▪ Medium to large, multi-national organizations ▪ Substantial CRE resources

goal

create global consistency among worldwide offices while allowing for local flexibility

> Strategy

Create instruction manual, 'Playbook', with built-in governance for implementing standards

> Demonstrate
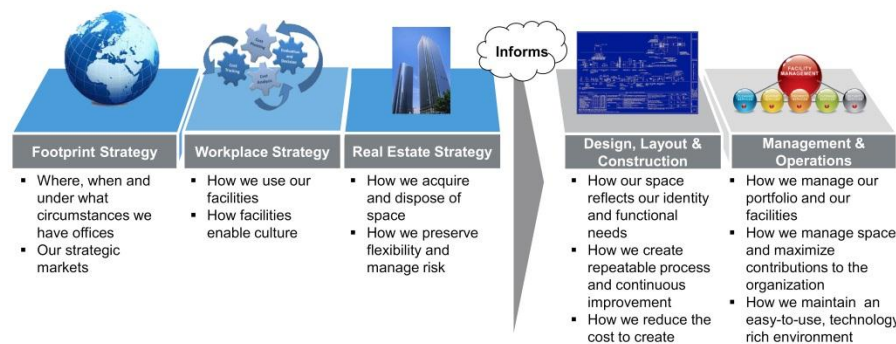
Proposed Decision Rights

Office Component	Local Responsibility	Local Flexibility Within Defined Parameters	Menu of Design Options	Binding Rules
Building Layout		←→		
Hoteling Ratios / Space Standards		←————————————————→		
Office Uses			←→	
Office Sizing		←——————————→		
Workstation Types		←——————————→		
Conference Room Design		←——————————→		
Reception Design		←→		
Lounge Design		←→		
Architectural Finishes		←→		
Furniture		←→		
Branding, Signage, Wayfinding				←→
Environmental		←————————→		
Sustainability	←————————————→			

Footprint Strategy
- Where, when and under what circumstances we have offices
- Our strategic markets

Workplace Strategy
- How we use our facilities
- How facilities enable culture

Real Estate Strategy
- How we acquire and dispose of space
- How we preserve flexibility and manage risk

Informs

Design, Layout & Construction
- How our space reflects our identity and functional needs
- How we create repeatable process and continuous improvement
- How we reduce the cost to create

Management & Operations
- How we manage our portfolio and our facilities
- How we manage space and maximize contributions to the organization
- How we maintain an easy-to-use, technology rich environment

> Outcome

Developed comprehensive workplace strategy that was documented in the 'Playbook', which will be used as a guide in implementing workplace standards worldwide. The 'Playbook' maintains quality control, upholds a singular brand, and aids in attracting/retaining top talent.
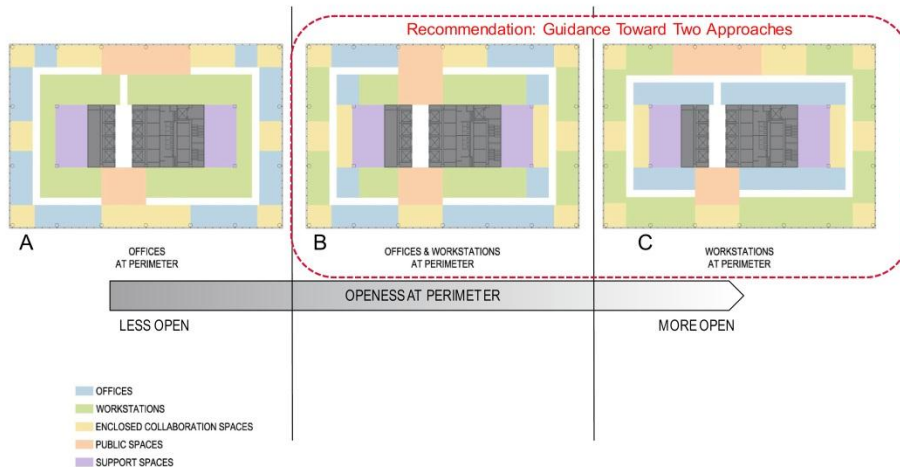
goal

provide access to natural light and views for all employees

> Strategy

Analyze and evaluate various workplace zoning strategies to determine optimal layout

> Demonstrate

Recommendation: Guidance Toward Two Approaches

A — OFFICES AT PERIMETER
B — OFFICES & WORKSTATIONS AT PERIMETER
C — WORKSTATIONS AT PERIMETER

OPENESS AT PERIMETER

LESS OPEN — MORE OPEN

- OFFICES
- WORKSTATIONS
- ENCLOSED COLLABORATION SPACES
- PUBLIC SPACES
- SUPPORT SPACES

> Outcome

Established space planning standard which places workstations along the perimeter, maximizing openness
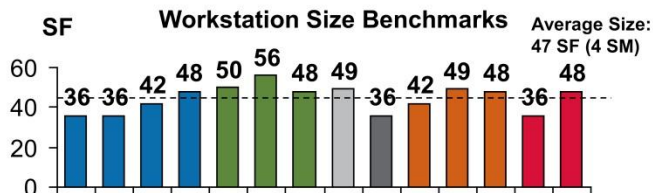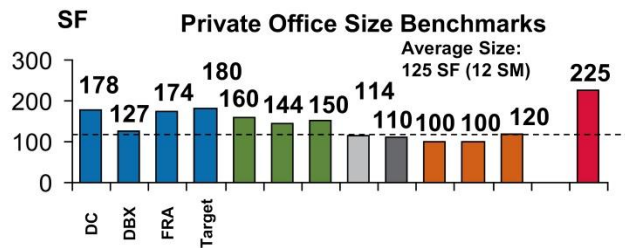
goal

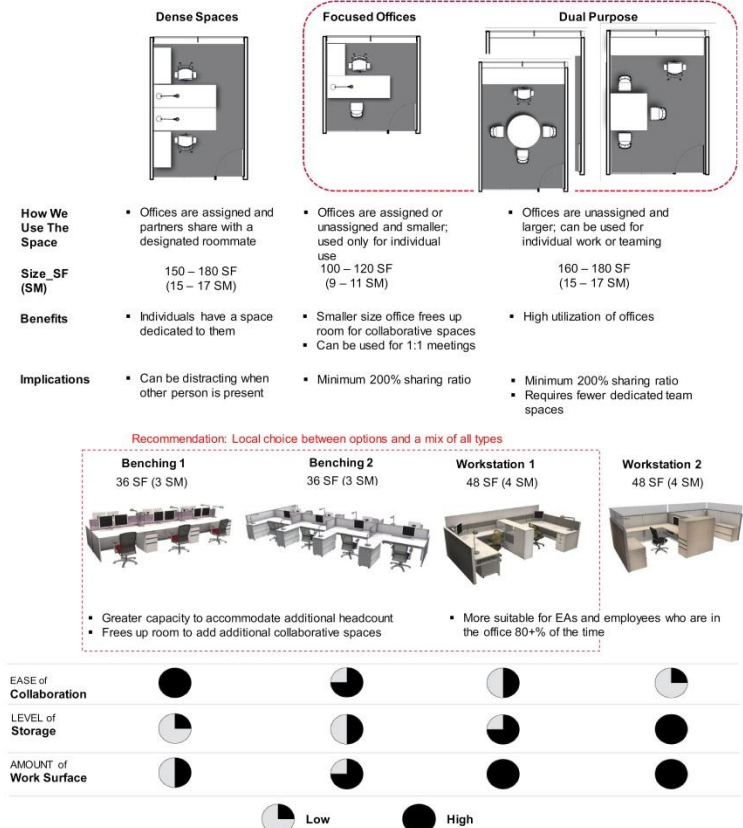## design a workplace that supports various work styles

> ## Strategy

Benchmark office/workstation metrics of similar companies and organizations with similar work patterns

> ## Demonstrate

Private Office Size Benchmarks
Average Size: 125 SF (12 SM)

SF values: 178, 127, 174, 180, 160, 144, 150, 114, 110, 100, 100, 120, 225
Labels: DC, DBX, FRA, Target

Workstation Size Benchmarks
Average Size: 47 SF (4 SM)

SF values: 36, 36, 42, 48, 50, 56, 48, 49, 36, 42, 49, 48, 36, 48

> ## Outcome

Selected two office/workstation standards that allow flexibility and changeability to support various work styles

	Dense Spaces	Focused Offices	Dual Purpose
How We Use The Space	Offices are assigned and partners share with a designated roommate	Offices are assigned or unassigned and smaller; used only for individual use	Offices are unassigned and larger; can be used for individual work or teaming
Size_SF (SM)	150 – 180 SF (15 – 17 SM)	100 – 120 SF (9 – 11 SM)	160 – 180 SF (15 – 17 SM)
Benefits	Individuals have a space dedicated to them	Smaller size office frees up room for collaborative spaces; Can be used for 1:1 meetings	High utilization of offices
Implications	Can be distracting when other person is present	Minimum 200% sharing ratio	Minimum 200% sharing ratio; Requires fewer dedicated team spaces

Recommendation: Local choice between options and a mix of all types

Benching 1 36 SF (3 SM)   **Benching 2** 36 SF (3 SM)   **Workstation 1** 48 SF (4 SM)   **Workstation 2** 48 SF (4 SM)

- Greater capacity to accommodate additional headcount
- Frees up room to add additional collaborative spaces
- More suitable for EAs and employees who are in the office 80+% of the time

EASE of Collaboration
LEVEL of Storage
AMOUNT of Work Surface

Low   High

goal

control real estate costs and improve real estate utilization
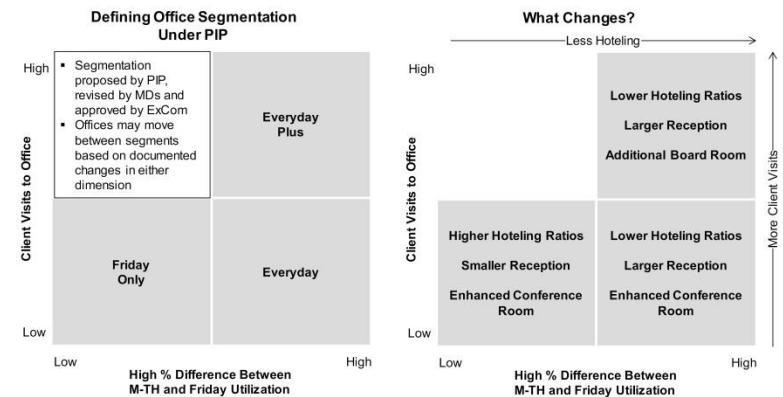
> Strategy

Analyze client's current real estate utilization and benchmark against utilization ratios of similar companies. Additionally, implement a mobility program to support flexible work arrangements.

> Demonstrate

Office Hoteling Ratio Benchmarks
Min / Max Observed
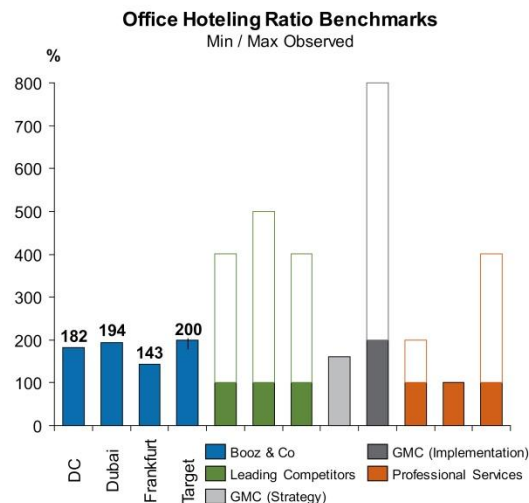
> Outcome

Through implementation of a mobility program, consisting of a 2:1 employee to workstation ratio and an office classification segmentation program, space utilization improved and infrastructure and construction costs were reduced.

ALMOST THERE…..

EXECUTING THE STRATEGY – MANAGING THE PLAN

- The ultimate goal is to minimize time between the employee walking on site and beginning work

  » What will the process be for coming to the site and utilizing the space?

- **Technology** – software meets hardware

  » Third party providers

  » Kiosk, phones, room wizards, laptops

- **Service** – consistent throughout company

- **Staffing** – Incorporate a Site Concierge that would be POC for employees' needs. Responsible for troubleshooting technical issues, supplies, and enforcing clean desk policies

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EXECUTING THE STRATEGY – MANAGING THE PLAN

- **Training –** provide for all levels of staff. Transitions are smoother when employees are kept informed as the process develops

- Build in methods for staying connected – mandated on-site team collaboration days/online portal to locate employees

- Manage performance goals – reestablish benchmark for success – face time vs. what is produced

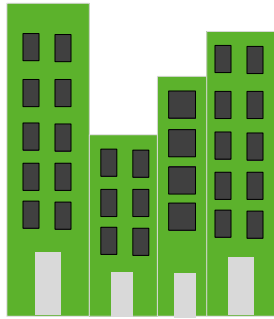- Continue **data harvesting** – qualitative and quantitative

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QUESTIONS?

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