GSA AND THE WORKPLACE STRATEGY MOVEMENT

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I. Executive Summary

The purpose of this paper is to discuss the business concept known as Workplace Strategies and the movement many companies are taking in this effort. In an attempt to better utilize office space and reduce real estate costs, many companies are changing the way they do business to meet their needs and the needs of their employees through the advancements of technology. The federal government is no exception. With Congressional requirements to reduce spending and change the way work is done, federal agencies are also under pressure to improve their real estate holdings to meet today’s challenges. The U.S. General Services Administration, which manages 370 million square feet in more than 10,000 facilities, is actually leading the charge to help federal agencies develop their own workplace strategies. With 6,000 employees disbursed throughout the National Capital Region, GSA hopes to set the example for a world-class office space by consolidating all of its local operations into one building by 2016. While GSA is the best suited agency to take on such a challenge, given its extensive knowledge and history, there are still a lot of issues that need to be addressed. This paper will discuss what industry experts recommend in developing the ideal workplace strategy and provide some guidance to GSA as they plan to implement this strategy for themselves.

II. Introduction

A. Workplace Strategy

In this new global economy, companies are now realizing that in order to remain competitive they have to be innovative and flexible enough to adapt to change quickly and easily. In order to be innovative, they must attract and retain the best and the brightest in their industries, which means providing them with the best resources they need to do their jobs. Studies have shown that there is a direct link between the workplace environment and an employee’s productivity. The better the work environment, the more creative and innovative the employee can become. With that said, companies need to take a new approach in the way they conduct business. Instead of real estate being seen as only a physical tool it should be used as a strategic tool to help companies achieve their ultimate objectives. Workplace Strategy is the ideal method used to help companies achieve such a goal. By helping corporations align
their business needs with their resources they can create workspaces that not only create more productive employees but also helps the company sustain through any economic situation.

The development of the ideal workplace strategy starts in the Executive Suite. Since the culture of the organization is also set here, management will serve a critical role in creating the kind of space and environment that embodies their ideal culture. With that said, it is the role of the CEO, in conjunction with all business lines, to bring this strategy to fruition. This means involving every division from Human Resources (HR) to Information Technology (IT) and the Commercial Real Estate (CRE) departments to ensure success of this vision. The HR department is not only a resource for hiring staff but they can speak to the work styles of the employees and the ideal work environments for retaining and recruiting staff. As technology continues to advance and improves the processes of the work environment, IT will become an even more important staple in the office. The IT department can provide resources on the latest technology best suited for current and future work patterns. Lastly, the CRE department, which was once seen as a transaction-oriented division, is now more important than ever. The CRE department can now serve as an advisor and aid to the Executive Suite in developing a strategy that can meet current goals but quickly adjust given varying economic times. In the past, these divisions have played a supporting role to the CEO’s business plan but the most successful workplace strategies are formed when these divisions are at the table working hand-in-hand (Grantham, Ware, & Williamson, 2007).

B. Why you should care

The business concept, workplace strategy, is still a fairly new concept for many Corporate Real Estate (CRE) departments despite the fact that it has been around for over a decade. First established in the late 1990s, it is defined as the “dynamic alignment of an organization’s work patterns with the work environment to enable peak performance and reduced cost.” Although it would seem expected for any company to plan their space needs this way, Audrey Schreider, a strategic planning consultant, says many companies have failed to see the value in developing their work environments around this model. This is partly due to the fact that many companies see their real estate as a separate component of the business. In fact, only five percent of U.S.
corporations use space as a strategic tool with most CRE departments still acquiring space on an as-needed basis (Bell & Joroff, 2002).

Corporations have not only continued to add space as-needed but the frequently seen cubicle style workspace itself has not even evolved much since its first inception in the 1960s. Often referred to as the Dilbert cubicle, first designed by U.S. inventor Robert Propst, consists of desks and credenzas with various furniture components that can be assembled into a wide range of styles. Prior to this design, many office operations were conducted in an open floor plan, known as the bullpen, of the 1920s. With rows and rows of desks stacked side by side, many employees found it difficult to focus because of the close proximity to colleagues and the noise level. The Dilbert cube, however, offered a new solution with its high walls to reduce the noise but it gave a false sense of privacy and proved to be ineffective in enhancing productivity (General Services Administration, 1999). Because there is a direct correlation between worker productivity and work environment, it is imperative for corporations to create workspaces that are reflective of the work styles their employees use. Those companies that make the connection quickly will ultimately benefit from this alignment while others will run the risk of becoming obsolete.

C. Trends and Drivers
Over the past decade, many corporations have seen rapid growth and change with the advancements of technology. With new competitors entering the market every year, companies realize more than ever the importance of developing a business strategy that will help them remain competitive in any economic situation. According to Charles Grantham, author of Corporate Agility: A Revolutionary New Model for Competing in a Flat World, as companies assess their current business strategies, there are three elements that will ultimately determine each company’s success or failure: fixed costs, labor and ingenuity.

Real estate is the second largest expense of any organization. It's also one of the hardest to reduce because real estate is not a liquid asset so companies can find it difficult to make adjustments in a slow economy. Recent studies conducted by Lowe Enterprises and the
University of California at Irvine have shown that there is approximately $1.3 trillion in real estate on the books of American corporations and of that approximately $175 billion is just sitting idle (Visocky, 2005). This is because work styles have changed. People no longer have to work at their desk the entire day. With technology, they can be more mobile and can work wherever they feel the most productive. Studies have shown people spend on average 30% of their time at their desks on any given day. With all this space underutilized, there is an incentive by management to reduce real estate costs not only to reduce waste but to provide more flexibility to allocate resources where need be (Grantham, Ware, & Williamson, 2007).

To adjust for unwanted or unneeded space, many companies have turned to a more open floor plan with fewer and smaller workspaces for individual users. All other space is used for spontaneous collaboration either through meeting lounges, conference rooms, cafes or libraries (Schriefer, 2005). There are even quiet rooms for those needing more concentration than others. The main purpose of this floor plan is to encourage more interaction by employees working on team projects and to provide space that meets varying needs of the workers. Many of workspaces are assigned on an as-needed basis to accommodate those who chose to work in the office for a given period of time. Most individual workspaces have been reduced from 150 SF per person to 80 SF and are even smaller in some cases. There are little to no executive suites and, of those that do exist, they are located at the core of the building instead of the outside perimeter. This too is to encourage collaboration and interaction among the executives and to increase sun exposure to the building.

The second biggest challenge for any corporation is its workforce but, over the past decade, there has been a major shift in what makes the ideal worker. Manufacturing jobs, once seen as the primary wage earners in the 1990s, have seen a decline of 11% as a result of many companies outsourcing jobs overseas where labor is cheaper. In its place has emerged the skilled worker as the ideal candidate for any burgeoning corporation. Often referred to as the “knowledge worker,” they are the creative force behind any operation. They are responsible for solving problems, researching and developing products, and creating innovative ideas that will help the corporation remain sustainable in any economic situation. With Baby Boomers
nearing retirement, there are not enough workers to replace them. As a result, these skilled workers are in high demand and can therefore work wherever they choose. Corporations that want to stay competitive now realize that in order to attract and retain these candidates they must be able to provide work environments that accommodate their needs (Scaff, Grantham, & Ware, 2004).

The knowledge worker is unique in that they want a work environment that gives them the freedom and flexibility to work however and whenever they choose, which means no set hours and no limitations on where work can be conducted. They are free-thinkers and very entrepreneurial in spirit so they need autonomy to collaborate and develop these new ideas. As technology has evolved, it has also enabled this kind of worker to create more freely with no constraints. With the invention of smart phones, laptops, and tablets, employees can work from handheld devices in any location around the world. Technology has also enabled new work styles to help employees maintain a work/life balance which include working from home, at a client site, hoteling (mobile office space), working while on travel, or even working at a coffee shop. The possibilities are endless and this kind of worker seeks these options when considering places of employment.

Lastly, when a company fails to stay on the cutting edge of its industry, it’s usually because there was a lack of innovation. What’s clear about innovation is that it has to be developed and management has to be at the forefront of this change. If a company wants to remain agile and continue to grow no matter what the economic environment, they must change the culture of the workforce and even the layout of the workspace. Robert Propst says “man’s physical machine has evolved to do many things well but no single thing continuously” (Grantham, Ware, & Williamson, 2007). Ultimately, companies cannot expect an employee to continue to be productive from one location throughout the day. As mentioned, knowledge workers work freely and sometimes around the clock. They need the flexibility to work in different environments if true innovation is to take form. Just like the workspace can encourage productivity, it can also change the culture of the work environment. If a company wants to
create change they have to look at space with a new approach that can inspire the level of change they really desire (Steelcase Inc., 2009).

III. Ideal Workplace

As mentioned, the latest trend of fewer and smaller office space is becoming the new design model for most corporate offices but the ideal workspace consists of much more than just its layout. It’s really about creating an environment that embodies the culture of the organization. The ideal workplace must serve two purposes: 1) it has to help the organization achieve maximum potential at a reduced cost and 2) it has to meet the needs of the employee by providing space that is both flexible and unrestrictive. In order to achieve such a design, the organization must have a true understanding of its user’s current and future needs and it must have a clear understanding of its future objectives (GSA Office of Governmentwide Policy, January 2006).

Below is just one example of a space that represents the ideal work environment. This 3,000-person complex, located in Sydney, Australia, is completely redefining the modern workspace. Home of the Macquarie Investment Bank, the cubicle is merely a thing of the past. With the goal to create a sense of community, the head designer, Anthony Henry, transformed the ten-story building into active, flexible workspace. There are no designated offices and all employees are mobile. Each floor has a different theme consisting of the Garden floor with oversized greenery, the Playroom floor with bright colored cushions, and the Library floor with workstations designed with books as wallpaper. Not only is the space ideal but the company has experienced tremendous success. They have seen $3 million in energy savings by installing an Energy Star System and employees are more excited to work in the space. (Chang, 2011).
A. Characteristics of the Ideal Workplace

While there are various designs for each organization's needs, there are certain characteristics that should be addressed in any workspace design, such as spatial equity, healthfulness, flexibility, comfort, connectivity, reliability, and sense of place.

**Spatial equity**—is simply making sure each employee has the right amount of space and equipment to complete their tasks. Additionally, it should be space that an employee can feel good about with good sun exposure and great views.

**Healthfulness**—makes sure the employee has good air quality and furniture and equipment free of contaminants.

**Flexibility**—is not only applied to parameters of the job with flexible schedules and telework but it also implies flexible furniture that can be converted and adapted to meet the needs of the employees current and future.

**Comfort**—says the room ventilation is just right—not too hot or too cold. The furniture is comfortable and the lighting is good.

**Connectivity**—enables employees to work wherever and whenever they choose. With a robust communication system, the virtual employee is just as present as the in-person employee. Reliability also implies good technology but it also includes equipment and workspaces that are safe and sound for employees to conduct business with minimal disruptions.

**Sense of place**—is extremely important because employees want to feel part of a community and like they belong. The ideal workspace makes sure employees feel respected and they in turn show it through their productivity (GSA Office of Governmentwide Policy, January 2006).

B. Work styles

As technology continues to evolve, so does the nature of work. People are no longer required to work in one location for a significant period of time which has caused work to be more
dispersed in nature. This has also changed the way in which work is managed. With a more
distributed workforce, employees can now be truly measured for their productivity because it’s
less about being seen and more about the accomplishments of the employee. The Office of
Government Commerce in the United Kingdom has identified eight varying work styles that
employees have adopted as a result of technology: “hot desking, hotelling, mobile working,
teleworking, homeworking, working from home, non-territorial working, virtual team-working,
and flexible working” (Hardy, Graham, & Stansall, 2008).

**Hot desking**—also known as “workspace sharing” is an alternative work arrangement in
which employees within a team share office space. This is often used by teams
that have areas or zones specifically assigned for the team.

**Hotelling**—this is also a form of workspace sharing but it’s less formal or permanent.
Employees use of this space is less frequent and only on a short-term basis.

**Mobile working**—these workers spend a significant period of time working from remote
locations but they still have an office or a home base.

**Teleworking**—this is an office work style specifically designated for working from home
or at a location within close proximity to the home. This term is also used in the U.S.
government.

**Homeworking**—the home is considered the main base with an occasional visit to the
office.

**Non-territorial working**—this means no one has a designated location. All space is
shared within the office.

**Virtual team-working**—teams work on projects virtually and across various locations
only using technology and shared networks.
Flexible working—these workers agree to different patterns of work over various periods of time. This allows employees to maintain a work/life balance while scheduling work hours around life responsibilities.

As work becomes increasingly more distributed and, as a result, real estate becomes more underutilized, companies will need to thoroughly assess their employees’ work patterns to determine those positions that will remain inherently mobile versus the ones that will need an office no matter what. The diagram below gives an example of how the UK government determined the most optimal space needs for its employees. It’s clear from the diagram that senior executives or middle managers will most likely always need an office space. The more mobile a person is, the less they need in physical space but what they do not use in physical must be made up for in technology (Hardy, Graham, & Stansall, 2008).

![Workstyle Categories Diagram](image)

Source: UK New Workstyles (Hardy, Graham, & Stansall, 2008)

**IV. Implementation for Workplace Strategy**

According to CoreNet Global, a corporate real estate research/networking firm, which measures company workplace strategies and the role of the CRE department, the workplace
strategy can help management define the “Big Picture” for the organization. It’s about looking beyond the costs objectives and looking at how the organization can be more efficient, effective, agile, and align its resources to its goals. The traditional approach for developing such a strategy starts with creating a vision, developing a program for design and then evaluating the results upon implementation. Well, the workplace strategy continues along this path but adds a phased approach to address complex business objectives and processes. There are three phases to this approach which are discussed in more detail: Phase 1: Research and Understand, Phase 2: Explore, Define & Generate, and Phase 3: Adapt and Evaluate (Craig, Johnson, & Tompkin, 2009).

A. Phase 1: Research and Understand
In the first phase of developing the workplace strategy, the company must define and establish its vision and align it with its business objectives and needs. This means getting a clear understanding of who they are and what image they want to portray to their customers. Once this is determined, then and only then can the company design a space that meets both its objectives and space needs.

The first step to aligning the company’s vision and objectives to its current workplace is to look at how the business currently operates. This means asking certain questions to understand who they are and what they are all about.

- What are the current business processes?
- What is the organizational structure?
- What values does the company stand for?
- What are the current work styles of the employees?
- What are the future goals and objectives of the company?
- How can the company improve productivity?
- What are the challenges for implementing a new strategy?

There are many metrics and tools used to gather and determine this data. Below is example of how to map the business process. The purpose of this diagram is to help the company
determine how its people, its facilities, and its business can be aligned better as an organization. The company must have a clear understanding of their deficiencies in these three areas in order to make true progress. The workspace can either serve as asset or a hindrance if its desired functionality is not determined from the beginning.

Source: CoreNet Global Business Processes (Craig, Johnson, & Tompkin, 2009)

The Balance Scorecard is both a management and a measurement system because it helps a company assess its current strategy to determine if it will help them stay true to the overall mission of the company. It’s about looking at the goals, the actions and implementing measures that achieve the company’s objectives. In order to ensure a balanced assessment, a company must determine how these objectives impact its people, its business process, its financial goals, and its customers.
The Workplace Advantage Work styles model takes all employees and defines their current work styles to determine the workplace needs of each position. This helps the company not only determine the best allocation for the space but it also helps the company assess current work patterns to determine which have room for improvement and need to be streamlined. The work style model can assist those companies looking to decrease real estate costs by determining which employees are likely to be mobile and it can help to categorize and support the needs of future hires.

The diagram below, as described by CoreNet Global, identifies four work styles which include the Traveler, the Orchestrator, the Concentrator, and the Provider. They are fairly identical to the ones mentioned by the UK government but more streamlined. Clearly, there will be some workers who will have no need for an office because their work requires them to travel so frequently. This worker will care more about a robust technology then a workspace because technology will enable them to remain connected. The Orchestrator, however, is more team oriented so they will rely on the interaction and networking of their colleagues, which will also mean some visits to the office space for team building. This worker also cares about good technology and less about the workspace. The Concentrator needs to have privacy and quiet to focus on their work. They are more deskbound given the nature of their work but could easily be stationed outside of an office as long as the workspace has minimal distractions. Lastly, the
Provider, are usually the support services groups that also tend to be deskbound but some functions can also be conducted remotely (Craig, Johnson, & Tompkin, 2009).

<table>
<thead>
<tr>
<th>Mobility</th>
<th>Traveler</th>
<th>Highly mobile and dependent upon virtual communication; travels extensively</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Orchestrator</td>
<td>Internally mobile and highly dependent on conference room space as well as teaming areas</td>
</tr>
<tr>
<td></td>
<td>Concentrator</td>
<td>Desk-bound individual responsible for writing and testing code; research; legal. Light interaction for problem solving.</td>
</tr>
<tr>
<td></td>
<td>Provider</td>
<td>Desk-based employee in an operational role such as finance, HR, etc. May be open or enclosed work point</td>
</tr>
</tbody>
</table>

Source: Workplace Advantage Work styles (Craig, Johnson, & Tompkin, 2009)

Lastly, in order for the company to improve its current processes it must seek to align its needs with the performance of the employee. The performance analysis model measures what the current business needs are and how the employees are supported to meet those needs. This measure helps to assess employee satisfaction, resource utilization, workplace flexibility, and support for team work and individual work. This analysis is extremely important because the company must understand and address areas of weakness before it can seek to develop its space needs.

The Microsoft Workplace Advantage compares the current performance results of the company to its expected level of achievement. As part of Phase 1, the company must also seek to understand how its employees view themselves within the organization. If employees feel like their needs are not being met, it’s important to know these issues early on, so that in evaluating the current business processes, measures can be put into place to rectify these situations.
B. Phase 2: Explore, Define, and Generate

Once the company has established its business objectives and goals, then it can develop its ideal workplace. This means linking the company’s current resources (supply) with the needs of its employees (demand). In order to do this, the company must understand what its future needs will be as well.

One key component to determine the nature of the work in the future is to look at the work patterns of today and predict how they will evolve in the future. From Phase 1, the company should have a clear understanding how their employees currently work. Are they deskbound or mobile? Then the next question is, will they remain this way? There are some positions that will need to remain in-house no matter how advanced the technology will become. However, there are other positions that might seem immobile right now but given the advancements in technology (and changing needs of the workforce) they will no longer need to be housed in one single location. In fact, given their work styles they might need multiple work environments throughout the day to meet their needs. The goal of the company is to establish what the various future work style needs will be and to design a space to fit those future needs.
Capital One created such a plan when it established its Future of Work Program. As part of this program, Capital One looked at the various positions currently held and determined how work patterns would change as a result of technology. What’s clear from the diagram is that all positions will be more mobile no matter where they’re housed. This is important to know because the alignment of technology is essential to creating any ideal work environment.

Secondly, the associates seem to value mobility much more than a workstation. Of the three work styles: mobile, teleworker, and resident, associates clearly want options when it comes to the way in which they work. They do not want to be confined to one work style and with good technology they don’t have to be. The senior executives and program heads are always going to need some space to work within the office but they too can work remotely if the technology is there.

Source: Capital One Future of Work (Craig, Johnson, & Tompkin, 2009)

Once these new work styles have been established, the next objective is to create the ideal floor plan. This is really a team effort because the company will need buy-in not only from management but the end-users. Employees should be taught how to use the new space with protocols and demonstrations. They should even be consulted with when developing the layout for the space because they will ultimately be the primary users. Surveys should also be conducted to get feedback about the space plan and its effect on productivity once
implemented. Without involvement from all parties, it will be hard for any floor plan to be successful.

HP’s Workplace Transformation is just one example of creating great space that speaks to the needs of all involved. When HP was looking to consolidate space and develop the ideal prototype, they envisioned space that represented a feeling of community. In this space, there are various design elements that do away with the private office and create an open floor plan for all kinds of interaction. There are conference rooms of various sizes for those who need to work on team projects or focus on individual assignments, there is a courtyard to work and increase sun exposure, touchdown space for those visiting the office for short periods of time, and even a few workstations for those with long-term needs.

**HP Work Place Transformation**

Source: HP Workplace Transformation (Craig, Johnson, & Tompkin, 2009)

**C. Phase 3: Adapt and Evaluate**

The design has been created and implemented. Employees have now been taught how to use the space. Now comes the time when the company must determine if this is truly the best fit for the organization. Not every space design will prove to be successful so it is important to
create measurements that help management stay informed about the true work needs of its employees.

Measurements are extremely important because if the plan does not meet its objectives then it can be a very costly experiment. However, if assessed correctly, the company can learn a lot about itself and its needs and build a layout that is optimal for all. According to CoreNet, if measures are integrated, they can tell the story of the impact on the organization. It’s really about linking workplace perceptions to work patterns which can ultimately result in overall productivity and satisfaction. In order to tell the story, the company must use various metrics to assess employee perceptions and needs. This means completing pre- and post-occupancy surveys, conducting observations of staff behaviors, and conducting performance metrics. The differences can be quite varied so these metrics must be done by location, business unit, and position. The goal here is to think long-term about the company needs because what works today might not work for tomorrow so conducting a proper assessment is imperative.

Below is an example of a survey conducted by Capital One to assess employee satisfaction with the workspace and prior to and after the implementation of a new workspace model. These measurements will prove vital to the success of the pilot program and should not be overlooked when determining the best solution for the organization.

**Capital One’s Future of Work Findings**

[Image showing survey results with data]

- **Feedback from peers is 3.3 hours faster on average, reducing wait time by 31%**
Once all three phases have been completed, then the company can look to expand these efforts on a national level.

V. Workplace and the Federal Government
Even though the federal government does not have to compete on a global scale, it is really no different from any other corporation in that it needs to find new ways to reduce costs while meeting the needs of its employees and developing its services to citizens and customers. The federal government currently spends more than $20 billion annually on acquiring or substantially renovating federal facilities. As a result, there are 2.7 million federal workers, representing over $195 billion in salaries and benefits, who will need space at any given time (GSA Office of Governmentwide Policy, January 2006). With overhead and real estate costs serving as the two largest fixed costs of any company, it is important for management to be mindful of how these costs impact each other and the productivity of the company (Grantham C., 2007).

In a recent study conducted by DYG Inc. for Knoll Inc. employees surveyed listed several factors that affect their performance on the job such as technology, storage space, climate control, quiet space, and adjustable and adaptable space. Many employees also noted workspace satisfaction as a key component to staying in a particular job. According to the study, “employees planning to leave the organization were 25 percent less satisfied with their physical workplace than those who planned to stay.” These studies have also proved that not only does performance decrease as result of poor space planning but it also causes an increase in operational expenses. Put plainly, even federal employees want to work in environments where the workspace reflects a sense of value and respect for the employee (GSA Office of Governmentwide Policy, January 2006).

Despite the government’s efforts to improve the workplace, there is still a lag in implementation partly due political and organizational challenges. Just like the private sector, the federal government has also failed to make real estate acquisition a strategic tool. Many
agencies still acquire space on an as-needed basis instead of planning for long-term needs. Even when space is acquired, it’s still reminiscent of the Dilbert cubicle with its high partitions and closed off workspaces.

Federal buildings pose a design challenge because many of them are outdated but cannot be altered because of their historical significance. As a result, many of these buildings have been cited for poor working conditions such as “poor indoor air quality, high churn cost, environmental complaints, outmoded technology, nagging service calls, and anonymous space.” Some of the issues such as high churn cost (or the time it takes to reconfigure space) and anonymous spaces have partly been due to the lack of a workplace strategy or management’s acknowledgement that one is needed. The federal government has, however, taken steps to improve these conditions. In 2004, President George W. Bush, enacted Executive Order (EO) 13327, Federal Real Property Asset Management. The EO requires each federal agency to establish a senior real property officer “to promote the efficient and economical use of federal real property resources,” with the ultimate goal to increase productivity through improved work environments (GSA Office of Governmentwide Policy, January 2006).

Congressional support is also a challenge because funds are limited and competition is fierce. Budget planning happens multiple years in advance and, as a result, smaller and less significant projects can be quite difficult to fund without the support of a congressional liaison. Even those projects planned for well in advance can oftentimes find themselves delayed if an agency of more stature needs the funds sooner. In this new global economy, the government has had to cut back spending in many areas so agencies are finding ways to make do with the resources they have. Even with the long-term benefits of consolidating operations, most agencies will find it difficult to fund such an ambitious project.

B. The New Federal Workplace
The U. S. General Services Administration has been working with over 11 federal agencies, since 2002, on the WorkPlace 20/20 Project, whose goal is to serve as a research and development program helping federal agencies to address workplace issues that affect business
performance. GSA is looking to this model to also help it address some of its own challenges such as an aging building inventory, the need for energy conservation, and the increase in remote work and outsourcing (Scaff, Grantham, & Ware, 2004).

As part of this study, GSA has developed four categories that need to be addressed to develop the new federal workplace. The first is to improve collaboration and communication within each organization. By designing space with an open floor plan and various meeting rooms for spontaneous collaboration and interaction, GSA believes employees will feel more engaged and connected compared to the current office space which tends to be more isolated. The second is to improve environmental quality, which focuses on providing high-quality, high-performance workspace. This model moves the private offices away from the windows to enable all employees to benefit from the sunlight and views. Thirdly, GSA wants to improve space use and efficiency. This means addressing the excess of space that develops as a result of employees teleworking and balancing the mix of meeting rooms for impromptu discussion and private rooms for more focused work. Lastly, GSA wants to improve engagement and well-being among employees. Studies show that “healthy and engaged employees are productive employees.” GSA feels the same way, which is why they also plan to include the employees in the space planning process (GSA Public Buildings Service, June 2009).

VI. Case Study: GSA Consolidation

The General Services Administration (GSA), first established in 1949, is an independent agency of the federal government responsible for providing support and services that range from real estate to office supplies to all federal agencies. GSA consists of the Federal Acquisition Service, the Public Buildings Service, and various staff offices, including the Office of Congressional and Intergovernmental Affairs. Eleven regional offices extend GSA’s outreach to federal customers nationwide. GSA regional offices are located in Boston; New York; Philadelphia; Atlanta; Chicago; Kansas City, Mo.; Fort Worth, Texas; Denver; San Francisco; Auburn, Wash.; and Washington, DC (General Services Administration, 2011).
GSA’s mission is to “use expertise to provide innovative solutions for our customers in support of their missions and by so doing, foster an effective, sustainable, and transparent government for the American people.” In support of its mission, GSA’s vision is to achieve a Zero Environment Footprint (ZEF) and use its influence to help other federal agencies do the same. By encouraging its 12,000 employees to “take risks and be innovative, seek an intimate understanding of their customers’ missions and goals, and seek continuous improvement in GSA business processes,” GSA hopes to establish sound relationships with its customers that will enable GSA to accomplish its own objectives (General Services Administration, 2011).

As the government’s landlord, GSA manages up to 10,000 federally owned and leased assets totaling over 370 million square feet and valued at nearly $86 billion dollars. There are 1,530 assets owned with a total rentable square footage of 179 million. Of those assets leased, there are 8,094 totaling 192 million square feet (General Services Administration, October 2010). As a result of a Presidential mandate, all federal agencies have been asked to reduce wasteful spending and cut costs where possible. GSA has taken it upon itself to use its influence in real estate to make this change for all federal agencies.

The GSA has been using the Workplace 20/20 model to help federal agencies and some of its regional sites establish best practices in the workplace strategy movement for years and now GSA has decided to take on such a challenge for its headquarters. With nearly 6,800 employees housed in approximately 2 million square feet of space and dispersed throughout the National Capital Region (NCR), GSA is hoping to lead by example by consolidating all NCR employees into its headquarters building. The headquarters building, situated at 1800 F Street NW, Washington, DC, is a 7-story office building with 764,072 square feet and located in the heart of DC’s Central Business District (CBD). It currently serves as home to nearly 3,000 employees of GSA’s headquarters operations (Gensler and General Services Administration, December 2010). Built in 1917, it is a federally owned asset and is listed on the National Register for Historic Places. GSA is the sole tenant for this building occupying 455,740 rentable square feet of office space. Because the building is undergoing a modernization, 35.7% of the building is vacant.
Those vacated have been moved to swing space at One Constitution in the NoMA (North of Massachusetts Avenue) submarket (General Services Administration, 2011).

GSA's regional site for all PBS operations within the NCR is located at 301 7th Street SW, Washington, DC. Built in 1932, this location is also federally owned and serves the needs of approximately 1,900 employees. The building is 942,977 gross square feet and 845,179 rentable square feet. GSA is one of three tenants in the building, including the Department of Homeland Security and Veteran Affairs. GSA-NCR currently occupies 535,234 rentable square feet of office space (General Services Administration, 2011).

The balance of GSA’s employees is housed in leased locations and on client sites. The FAS has a total of 1,900 employees in which the majority of them are in leased space throughout Northern Virginia. While the total square footage of leased space is still unknown, it is estimated that GSA is housed in over 1 million square feet of leased space throughout the region (General Services Administration, 2011).

A. Current Status

Modernization of 1800 F

The motivation for consolidating GSA’s employees into one building really came about as a result of GSA’s headquarters undergoing a modernization. The building, which was in dire need of a full renovation, was approved for American Recovery and Reinvestment Act (ARRA) funds of $161 million kicking off phase one of a two phase modernization. First designed as a modern office building before the advent of the air conditioner, the slender floor plates and generous windows provide for the deep penetration of light and cross air ventilation. In 1934, the building underwent a major renovation which included adding an additional floor, and the installation of vaulted ceilings in the corridors, and central air conditioning, which later proved to be inadequate. The property now uses window air conditioners to cool the interior offices (General Services Administration, 2011).

With that said, the building is well overdue for a renovation. The latest designs will completely modernize and install all new building systems, including HVAC, plumbing, electrical, telephone,
and fire and life safety. All elevators will be replaced in addition to all freight elevators. The project will also introduce approximately 105,000 rentable square feet of new infill construction on the South side of the building. With design concepts complete and plans to include energy savings improvements, such as high performing green building systems, GSA hopes to receive a certified LEED Gold rating by the time construction is complete (General Services Administration, 2011).

As mentioned, the modernization is set to take place in two phases. The first phase is currently underway and is set to be completed March 2013. It will include the renovation of wings I and II of the building. The second phase will begin March 2013 and will be completed May 2016 and will include wing III and the main corridor. Some divisions are being rotated throughout the building while others are being relocated to swing space while their sections of the building are renovated (General Services Administration, September 2010).

Headquarters is also undergoing an internal consolidation in order to swing divisions within the building during the modernization.

Source: GSA 1800 F Renderings (General Services Administration, September 2010)

Swing Space
In October 2010, approximately 35% of GSA’s staff vacated the headquarters building and relocated to swing space at One Constitution Square, located at 1275 First Street NE, Washington, DC. GSA signed a 7 year lease for this building, which is set to expire shortly after the modernization is complete in 2017. The swing space houses nearly 1,400 employees in 330,000 rentable square feet. It is certified as LEED Platinum and will serve as the prototype for GSA’s new headquarters (Costar, 2011).

The swing space building, as designed by Gensler, is unique for federal space in that it proves that federal employees can and should operate in a more modern work environment. As mentioned, the building is LEED Platinum so everything from light fixtures to carpet and furniture is made up of recycled material or is an Energy Star product. The entire building is completely wireless with 50 MB for speed. There are 12 floors all with the same open floor plan and layout so that 96% of employees are exposed to sunlight and fantastic views of the city. If the sun becomes too glaring, the office lights and shades automatically adjust to offset the exposure. There is a white noise system that changes based on the level of noise generated in the office throughout the day. There is videoconferencing in each conference room with
overhead microphones and speakers. There are also private rooms for those employees who need to concentrate or take phone calls (Williams, 2011).

GSA is also doing its part to conserve energy and achieve its Zero Environmental Footprint (ZEF) by restricting the number of appliances and office supplies throughout the building. There are only two color copiers per floor, which are multi-functional with copy, scan, and fax features. All employees have been encouraged to scan most of their documents and view them from their laptops. Coordinators even trained employees on how to reduce paper and increase their recycling efforts. The CIO department installed software on each laptop that identifies the physical location of each employee in the building and establishes their printer sets based on that location. There is only one microwave, refrigerator, and vending machine per floor and employees share one coffee maker per floor as well (Williams, 2011).

Various models have been created in the swing space to help GSA develop the ideal work environment for its employees. There are four workstation models: 48 SF, 64 SF, 130 SF, and 260 SF. Even though workstation sizes are based on job title, 87% of these workstations are 130 SF. About 85% of workstations are 42” high with benching styles best suited for laptop users. The conference rooms vary in size from seating 8 to over 24 people. The hoteling space is located on the fourth floor is reserved using “Book It” software by the employees. The workstations in this space are more open and include storage bins to lock personal belongings for the day. GSA has determined that the average occupancy on any day, given telework and AWS days, is 60% which ultimately means there is space to add more employees (Williams, 2011).
Even determining the relocation of each business unit was thoroughly thought out. After extensive interviews during development of the program of requirements, the location of each division within a business unit was determined by the respective head of service and their managers.

Because this space is so underutilized, there are talks to possibly move staff from its leased location in Willowwood to the swing space or even consolidate some staff from NCR. These discussions are still in the development stage and have not been fully vetted to determine feasibility or costs.

**Workplace Continuum**

GSA realizes there is a long road ahead if they want to consolidate their workforce into one building. It’s not simply a reallocation of resources, it’s changing the way in which business is perceived and conducted. In order to achieve this goal, GSA has developed a Workplace Transformation Continuum which will be used to help GSA make the transition. In fact, they plan to use this tool to help other agencies make the transition in developing their own ideal workspace.
With six tranches which include Living Labs, Change Management, Shared Services, Mobile Working, Interior Design, and Infrastructure and Environment, GSA plans to use the continuum as a map to guide them through the steps needed to get to project execution. According to GSA, there is no first step in this map for transformation. Instead, GSA finds it best to research and understand each tranche simultaneously to know where the agency is currently, while moving towards the optimal solution to the far right, which would mean a shift in culture, change in management, performance measures, and improved business processes (General Services Administration, 2011).

To date, GSA is exploring two of the six tranches in the continuum: Mobile Work and Living Labs. Since January 2011, GSA has been diligently working to increase its mobile work efforts on a national level. A Program Management Office (PMO) was recently formed and headed by Sharon Wall with the goal of teaching employees and other agencies about the benefits of mobile work. Their mantra is “Work is what you do, not where you are.” The PMO has six subgroups whose initiatives range from addressing technology issues, improving the telework
policy, developing performance measures, and improving skill sets. Ultimately, GSA wants to use this platform to transform current business processes while reducing its environmental footprint.

Based on a recent survey, conducted by Gensler and GSA, approximately 54% of employees telework on a regular basis. During the second week of February, GSA conducted a mass campaign to encourage employees to telework for the week. Of those employees, 2,459 pledged to participate, saving $181,888 in transportation costs and 244,159 pounds of pollutants saved for that week alone. Many division heads have also taken on this initiative developing pilot programs to expand telework within their regions. The NCR conducted training sessions for over 500 of its employees on how to use their laptops and various business tools. This training session has proved to be extremely instrumental in increasing support for this initiative. Many employees, who would have otherwise opted out, have embraced this concept simply because they now know how to use the resources. NCR has also conducted training sessions for its mangers to teach them how to manage virtual employees which has also been quite valuable. As managers and employees warm up to the concept of working in any location, GSA is certain this initiative will continue to increase (Gensler and General Services Administration, December 2010) (General Services Administration, 2011).

The Living Labs concept is still fairly new to GSA but it is helping individual divisions cultivate their ideal working environment. The purpose of these experiments is to develop low-cost space alterations that will enable the agency to test various workspaces on a small and large scale. The benefits of such a pilot allow the agency or division to evaluate those layouts that work best versus the ones that do not and, because these space designs are done at minimal costs, they can be easily altered or refined (General Services Administration, 2011).

Naomi Stanford, Special Advisor to the Administrator, has been leading the charge for this initiative by conducting roundtable discussions to document and implement the lessons learned into the headquarters space. There have only been four Living Labs conducted to date. Three of the offices are currently housed in the headquarters building at 1800 F and the one is located at the swing space in One Constitution (General Services Administration, 2011).
The Office of the Chief People Officer (CPO) conducted its own Living Lab as a result of its 105 staff members moving to the new swing space. Many employees have not adjusted well to the new space and so management seeks to understand the underlining issues with staff dissatisfaction. Management has noticed an increase in those employees teleworking but the reason for this increase is still uncertain. What is clear is that many of the employees within the CPO department came from private offices and the openness of the new space does not suit their work styles. Management is currently gathering data and using software known as “Imaginatik,” to help them determine the best layout for their employees (Engelbrecht, 2011).

The Office of Real Property Utilization & Disposal (PTZ) has 23 staff members currently housed in the headquarters building. In an effort to have some involvement in the redesigning of their space, PTZ took it upon themselves to develop seven workstation prototypes to determine the most optimal design for the group. Given a limited budget, many workstations were reused or reconfigured for a new purpose. Private offices were turned into conference rooms and team space. In order to test out these models, PTZ encouraged each employee to test out the workstations for one full day. After testing the models, each employee was given a survey to fill out about the pros and cons of each space. Some of the lessons learned were that communication is paramount. Everyone has to be involved and feel like their issues are being heard. Many employees migrated toward the same type of space each time. They often preferred a personal locker or storage and printers were used more frequently as a result of constantly moving around (Jordon, 2011).

The Office of Facilities Management and Services Programs (FMSP) has 93 staff members that were relocated from NCR to the 1300/1400 corridors of the headquarters building. FMSP began to realize that while the employees had no issue with the space, much of was still underutilized. With interns assisting, they used an Excel spreadsheet to document the schedule of each employee and determine how many workstations were being used on any given day. They also physically visited the workstations to confirm the employees schedule on a bi-weekly basis. Although the data is still being formulated, it will serve as a useful tool to show trends in
work styles and help FMSP forecast when space will be available in the office (Walker & Analouei, 2011).

Lastly, the Office of Design and Construction (ODC) is also housed in the headquarters building and because of the current renovation, was asked to share space with members from the American Recovery and Reinvestment Act (ARRA). With a staff office originally suited for 50, ODC was now forced to look at new ways to accommodate a staff of 120. ODC experimented with open space floor plans, workspace sharing, and mobile work options. They have so consolidated construction documents and manuals to reduce as much space as possible. They created eight touchdown stations for those employees who do not need permanent space and increased their meeting rooms from 4 to 8. Surveys of staff are scheduled to be completed at the end of the summer (Juba, 2011).

As GSA continues to “learn while doing,” the Living Lab Experiments will continue to educate the Change Management staff about the ideal office environments for its staff. The next step is to expand these Living Labs throughout the National and NCR offices. Right now, these experiments are conducted on a voluntary basis but GSA management really wants to develop as many ideas as possible. Naomi Stanford and her colleagues recently requested a bid for furniture manufacturers to provide alternative workspace solutions to be tested by various divisions. With the goal once again to test models at minimal costs, Ms. Stanford hopes to see what other options are available that the staff might not have considered prior to these experiments (General Services Administration, 2011).

B. Next Steps
GSA has obviously set high expectations for itself with this bold challenge and it’s clear this message for change comes directly from its leader. In speaking with Administrator Martha Johnson, first appointed in 2003, she admits that the only way GSA can encourage other agencies to reduce costs while improving efficiencies is for GSA to set the example, and she fully believes GSA has the tools to get the job done. With a mission to reduce its carbon footprint and improve sustainability practices, it is more important than ever for GSA to lead this movement. She’s even taken her message all the way to the White House and Capitol Hill
to impress upon them the need for the government to catch up with the private sector. According to Mrs. Johnson, “We lead in sustainability but they lead in flexible workspaces. We need to do more.” Administrator Johnson realizes there are huge benefits to changing the federal workplace, especially in these economic times, and she hopes Congress and the President will take notice and pledge to do something about it (Johnson, 2011).

However exciting this challenge may be, there is still a long road ahead if GSA wants to successfully make this transition. GSA has seen firsthand the kinds of issues that can arise from changing ones comfort zone all in the name of efficiency. Not surprisingly, some employees are still finding it difficult to adjust to the new space. Even the commute has proven to be more burdensome for the employees who’d rather work in an office environment. Yet, despite it all, Administrator Johnson is quite pleased with the swing space and is working to expand GSA’s capacity as much as possible. Next on her agenda is to create a Program Management Office, headed directly under her to develop the best course of action for the workplace transformation. This office would not only be responsible for overseeing the swing space moves for when other divisions relocate to One Constitution but she also wants this office to lead the charge in change management. She realizes there is a culture shift that must take place before this consolidation can truly take form (Johnson, 2011).

C. Challenges

1. Consolidation

As an agency, GSA is no more complex than any other but, as one trying to consolidate and improve upon its structure and culture, it will prove to be a real test of wills. One of GSA’s biggest challenges will be combining its regional operations with its headquarters. In the proposed consolidation, all regional functions will be housed and expected to collaborate in the same space. Since inception, the NCR has often operated as a separate entity of the GSA. Despite its proximity to the headquarters building, its functions have served to support the overall mission of the agency, while continuing to stay true to its own objectives as a region. Administrator Johnson acknowledges NCR’s need for autonomy but finds it can be more beneficial for all functions to be collocated so that they can learn and grow from one another.
GSA in itself has often operated in silos where most business units rarely collaborate on a consistent basis. The Administrator really wants to change how information is exchanged and has even suggested reorganizing the agency by customer instead of function in order to ensure such collaboration. Not only will this prove to be a difficult task given the culture of the agency, it will also be a challenge given that many workers are protected by unions which may prevent such a consolidation from happening (Johnson, 2011).

2. Business Processes
The structure of the agency cannot be altered if the processes continue to stay the same. Every aspect of the business needs to evolve and the way the government currently works proves there is still room for growth. GSA realizes change is needed and has taken one major step by improving its email software with the installation of Google’s cloud email. This new software will provide storage for all government documents, improve collaboration tools and streamline some of GSA’s business applications. This change is expected to take place by summer 2011 with NCR and National Office serving as the test beds. There are still some simple day-to-day tasks for which processes could change such as how federal documents are approved or how data is shared. Paper is still very much a staple in the federal government where technology has proved there are ways to be more efficient and improve environmental impacts.

3. GSA Workforce
Another looming obstacle for GSA is its workforce. For the first time ever, the American workforce has had four generations of workers whose needs are all as equally important to helping a company achieve its goals. With over 50% of its staff eligible to retire, GSA will need to develop a succession plan in order to make sure knowledge does not leave with the workforce. It is certain that even in these economic times, many employees will not buy-in to this new concept of working and will therefore retire or seek new opportunities outside of the agency. As a result GSA will need to be prepared for this exodus. On the other hand, there will be many younger to middle-age workers who will be excited about the opportunity to create and conduct work on their own terms. There is tremendous opportunity for the agency to reshape its image, develop fresh ideas for completing tasks and recruit a new workforce. This
means the agency must also be prepared to meet their needs through robust technology, flexible work schedules, and modern workspaces (Scaff, Grantham, & Ware, 2004).

D. Recommendation

Because this consolidation is still in infancy, it's clear there are many milestones to cover but if GSA takes the proper steps, it will be a huge accomplishment not only for GSA but for all federal agencies. As mentioned, even though there is a guide for how to develop a workplace strategy, it does not fit every company so in developing recommendations for GSA, it made sense to use the "Big Picture" outline developed by CoreNet to at least help GSA set the stage for its transition.

Phase 1: Research and Understand

As discussed, the first phase is all about establishing the vision, goals, and objectives for the organization. Once determined, they must keep these factors in mind when attempting to align the people, the space, and the business to help meet the mission of the organization. First step in this process, the company must know who they are, what they are all about, and where they are headed.

GSA has started the process to get a better understanding of who they are as an agency but more work needs to be done to define the ideal culture envisioned by its senior leadership. Gensler was recently hired to help GSA develop its vision and then layout its strategy for implementation, which is discussed in the GSA 1800F Space Transformation Strategy. In here the senior leadership discusses its vision to house all players in one location where people can work in various environments with freedom and flexibility. While this is a great beginning, GSA still needs to determine what it would take to accomplish such a lofty goal. The key here is to have a clear understanding of what GSA is currently all about and what it would take to change it. There are certain questions that still need to be asked, such as:

- What are GSA's current business practices?
- How is GSA structured? How should it be structured?
- How can productivity be improved?
• What are the challenges for implementing this strategy?
• What are the employee’s current work styles?

This also includes having a full understanding of GSA’s current space inventory. In researching currently owned and leased space in the National Capital Region, it was unclear as to which space was actually occupied by GSA employees. The data needs to be thoroughly analyzed before planning can even begin.

As mentioned earlier, the organizational structure and business practices need to be revamped. There are a lot of redundancies in the organization that need to be streamlined in order to ensure consistency in senior leadership’s message and goals. For instance, there is a CIO for each business line. Now, this would not be an issue if they worked together in purchasing equipment and services for GSA-wide functions but they do not. In fact, they often act as separate entities with their own budget and objectives. Consistency in business practices is hard for any company but the larger the company, the easier it is to have breakdowns in practice which is why it is critical for senior leadership to relay its message on a united front with all managers speaking the same language. The organizational structure and culture are essential to defining and having a successful workplace strategy.

To better understand its current workforce, GSA developed a work style matrix that categorized its staff based on propensity to work in the office versus remotely. GSA is currently in the process of reviewing current job descriptions to determine which positions are most likely to remain in the house. They also conducted a survey which showed the vast majority still report to an assigned workstation within a primary location. The respondents of this survey were house at the headquarters facility and so a thorough assessment of all NCR employees still needs to be developed. The survey, which was conducted by Gensler, was quite thorough and will be instrumental in helping GSA determine its true workspace needs. (General Services Administration, 2011).
Phase 2: Explore, Define, and Generate

Phase 2 again is about taking what’s learned in Phase 1 and applying it to the work environment. Now that the organization knows what they function, they need to determine how these roles will work in the future and what it will mean for the work environment.

In analyzing the ideal work environments, GSA needs to do more research to understand the typical GSA employee and their future needs. While GSA has begun the process to determine work patterns of its employees, GSA still needs to conduct physical observations of the space to ensure accuracy of the surveys. GSA acknowledges that its employees are defining their needs based on current conditions. In fact, most employees are incapable of assessing their future needs because they have no idea what technological advances will be made 10 to 20 years from now. It’s up to GSA leadership, with the assistance of HR, CRE, and IT to determine what the ideal workspace will look like and what the future needs will be, all with the buy-in of the employees. As mentioned, without the support of the employees, the strategy will never work.

Phase 2 begins the implementation of the ideal workspace based on the research gathered in Phase 1. The Living Labs experiments and the swing space are proof that GSA is fully prepared to put this knowledge to good use. The only question is, “Are they testing prematurely?” This question can be answered in two ways. First, it’s a good thing for GSA to experiment at all to see if alternative workspaces can work for the current GSA employee but, on the other hand, it’s premature simply because there are still too many unknowns. GSA is still determining how to collocate each division into the new space. There’s no clear understanding of how people work and what needs they will have. Because this space needs to represent the true work patterns of the employees, GSA should wait until a thorough assessment has been completed.

The success of the ideal workspace is found somewhat in the actual design of the space but the true value comes from the relationships formed and the collaboration that develops as a result of being in the same quarters. While these Living Labs are beneficial for testing furniture, they will not nor do not provide insight into the way in which employees will be expected to interact.
Phase 3: Adapt and Evaluate

*By Phase 3 an organization has gathered all the necessary data needed to develop the ideal workspace. The pilot program has been implemented and, at this point, the agency would be responsible for tweaking the current model based off recommendations from the end users.*

Because GSA is still gathering data, they are not ready for implementation of the model but it is important to keep in mind here the value of surveys. Surveys should be conducted at the beginning of this initiative to make sure all employees’ needs and desires have been heard and they should be conducted at the end of this experiment to make sure the program delivered its desired results. Measurements will prove vital to the success or failure of any new plan to employee support is critical.

It should be noted again that GSA should be commended for taking on such a major challenge. Although the workplace strategy concept has been in existence for years, it has never been tackled on this level by a US government agency and so if this goal is accomplished, it will be a huge feat not only for GSA but for all federal agencies.

The UK government, on the other hand, has had some practice on this initiative for quite some time and so it is only befitting to include a few lessons learned as documented by the UK in the “Working without Walls” information guide.

1. “Make sure the business owns the change”
2. “Integrate”
3. “Manage and embed the change”
4. “Don’t...”

1. “Make sure the business owns the change” is simply identify the objectives of the organization and make sure they are communicated to the entire organization. There needs to be thorough understanding of the plan and the organization needs to make sure they have the resources to take on the task.
2. “Integrate” means to get everyone involved including HR, IT, and CRE and all other stakeholders. The organization needs to get buy-in from all affected parties if they want the plan to be a success.

3. “Manage and embed the change” is about communicating with the staff, managing expectations, and encouraging management to set the example. Feedback is essential and measurements are key to determining if the approach is optimal for the organization.

4. “Don’t...” despair or be overly optimistic. It’s all about knowing the end game and planning for it properly so that there are no mishaps. This transition will require the efforts of all involved so all parties have to support each other in order to accomplish this goal. If people continue to work in silos or fail to manage resources, time or expectations, it will be unsuccessful but if they work together, they can accomplish anything!
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GSA and the Workplace Strategy Movement

Tiffany Greason
April 28, 2011
MSRE Practicum, Spring 2011
The Workplace Strategy

“The dynamic alignment of an organization’s work patterns with the work environment to enable peak performance and reduced cost.”
The Agile Corporation

Fixed Costs

Innovation
Ideal Workplace

- Comfort
- Spatial Equality
- Sense of Purpose
- Robust Technology
- Flexible

Ideal Workplace
Developing the Workplace Strategy

Phase 1: Research and Understand
- Establish vision and align business objectives with needs

Phase 2: Explore, Define, and Generate
- Define future work styles and needs and create a floor plan best suited to those needs

Phase 3: Adapt and Evaluate
- Proposed floor plan is implemented and analyzed to determine if it is the best fit
Workplace and Federal Government

- The Federal Government has 2.7 million workers with $195 billion in salary and benefits.
  - $20 Billion spent annually on acquiring or renovating federal facilities.
- Federal workers are also affected by the workspace.
  - Studies show employees planning to leave the organization were 25% less satisfied with their physical workplace than those who planned to stay
- Challenges: aging building inventory, need to reduce energy consumption and increase remote work or outsource
  - Federal government also has budget constraints and structural issues
The New Federal Workplace

Collaboration and Communication

Environmental Quality

Space Use and Efficiency

Engagement and Well-Being
GSA Headquarters @ 1800 F

- GSA currently manages over 10,000 federal facilities

- GSA Administrator is to achieve a Zero Environmental Footprint

- Consolidation will include all of GSA headquarters and NCR operations into one location by 2016
Swing Space: One Constitution
Current Status

- Construct 1800 F
- Hired Gensler for interior design
- Created Workplace Continuum
  - Conducted one survey
  - Created four Living Labs
Workplace Transformation: Continuum Approach

- **Infrastructure & Environment**: Traditional building remodel & modernization, "Green" priorities and investments workplace/workstyle transformation, Ambitious space reduction targets allied to new ways of working + new business processes, Cutting-edge infrastructure, environmental, and business design.

- **Using Existing Assets**: Utilizing assets and investing in existing facilities can be a cost-effective approach for flexible workplaces driving collaborative cross functional work processes, Free addressing, hoteling, No ‘owned’ space, cross enterprise, seamless work mobility.

- **Mobile Working**: Employees can work from home, Employees can work from any desired location, Highly dispersed workforce and teams, Optimized hoteling and IT to support high degree of workforce mobility.

- **Shared Services**: Collaboration across silos in the enterprise, Shared services for specific areas, Pooled CoEs Consolidated roles Most functions sharing services, Consolidated functions and shared services across enterprise.

- **Change Management & Communications**: Communicate and manage through minor changes, Planned collaboration and behavior changes, Broadly scoped workplace changes; some innovation, Highly collaborative workforce with high degree of engagement, improvement & innovation.

- **“Living Labs” & Change Experiments**: Minimally disruptive, low cost, reversible, Established test center and lab available for multiple groups, In-place pilot of expensive workplace change, construction and investment required.

Cultural shifts: Updated budgeting, pricing, and payment processes; Adaptive management; Collaborative and consultative customer service model; Performance Measures, IT, investment and alignment.
Defining Work Styles

Level of interaction at their desk

High

- Deskbound
  - > 3/4 of total time at their desk

- Interactive
  - Majority of desk time communicating with others

- Deskbound
  - > 3/4 of total time at their desk

- Concentrative
  - Majority of desk time on individual work

Internally Mobile

- < 3/4 of time at their desk & < 1/4 outside the office

- Interactive
  - Majority of desk time communicating with others

- Internally Mobile
  - < 3/4 of time at their desk & < 1/4 outside the office

- Concentrative
  - Majority of desk time on individual work

Externally Mobile

- > 1/4 of total time outside the office

- Interactive
  - Majority of desk time communicating with others

- Externally Mobile
  - > ¼ of total time outside the office

- Concentrative
  - Majority of desk time on individual work

Low

Time away from desk (mobility)

High
Recommendation

Start from the beginning!!

Need to know the current processes and the players involved

Understand their needs and create a workspace for the future

Assess the design and make changes as need be.
Recommendations

**Part 1**
- Workplace Strategy needs to be communicated to all players
- Need to conduct surveys and do research to understand users
- Executive Suite makes recommendation based on findings

**Part 2**
- Determine Future of Work model for GSA. How will work styles evolve?
- Assess GSA preparedness
- Develop ideal work environment

**Part 3**
- Refine work environment based on research and recommendations
- Design and construct ideal workspace
- Implement Pilot program to test various workspaces
- Create measurements to assess worker productivity. More Surveys!!
QUESTIONS??