



# Client Enrichment Series

**Welcome to today's presentation:**

***Shape Your Agency's Workplace With Activity Based Planning***

***January 21, 2021***

***The presentation will start at 1:00 pm Eastern***

**Note:** Phones are automatically muted during the presentation. You have the ability to pose questions and comments via your Q&A pane. This session will be recorded. The session slide deck, recording, and formal Q&A document will be made available on [www.gsa.gov/ces](http://www.gsa.gov/ces).



# *Shape Your Agency's Workplace With Activity Based Planning*

*January 21, 2021*

***Presented by:***

Ryan Doerfler

Senior Workplace Strategist

Total Workplace Program / Office of Design and Construction

GSA PBS Central Office



***Hosted by:***

James Fotopoulos

Regional Account Manager

Client Solutions

GSA PBS Heartland Region (Region 6)



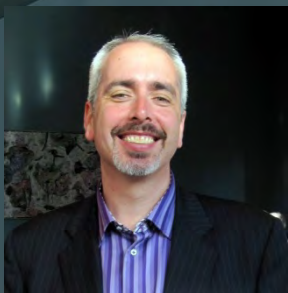


GSA Public Buildings Service

# Activity Based Planning

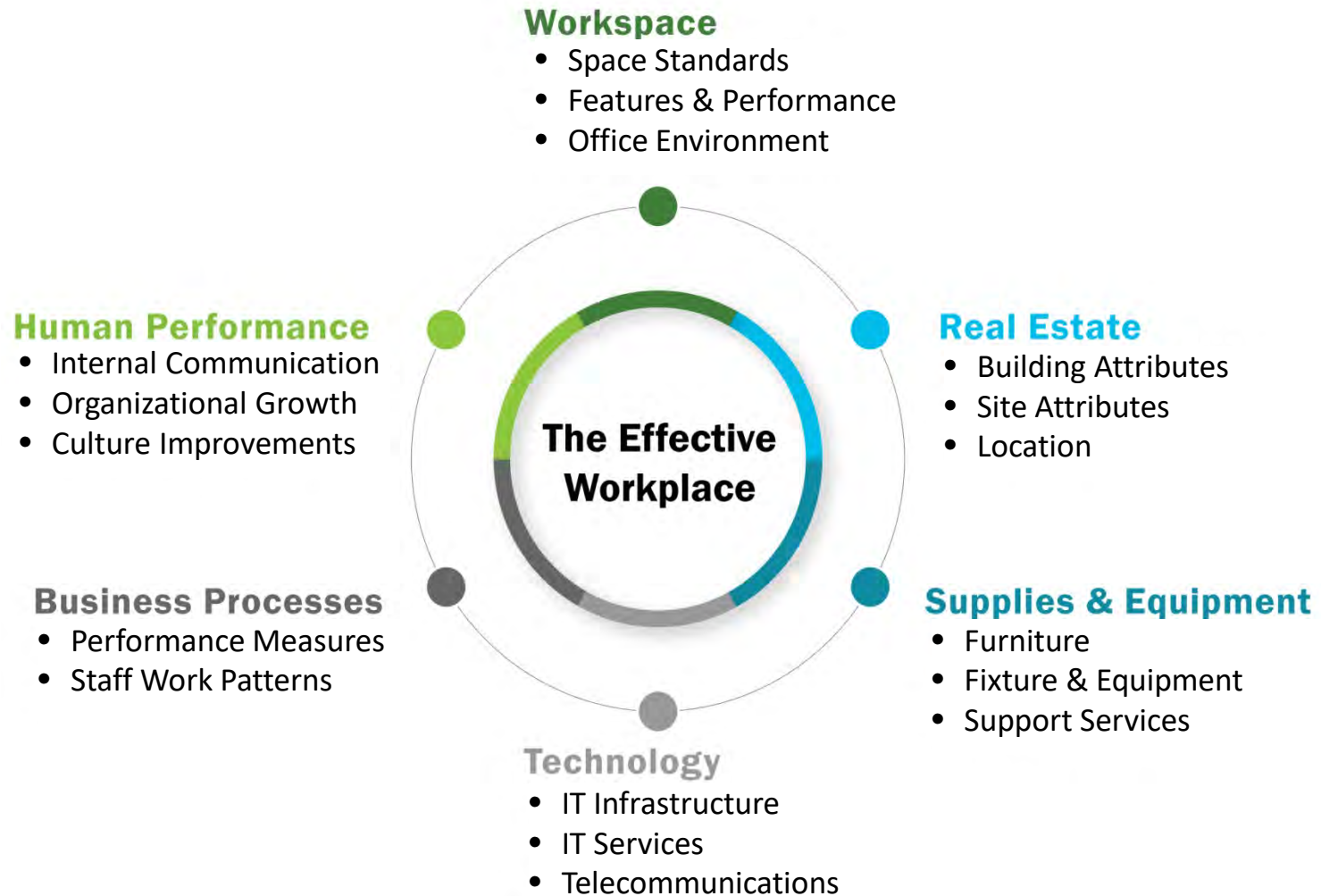
a GSA Client Enrichment Series Session

*January 21, 2021*

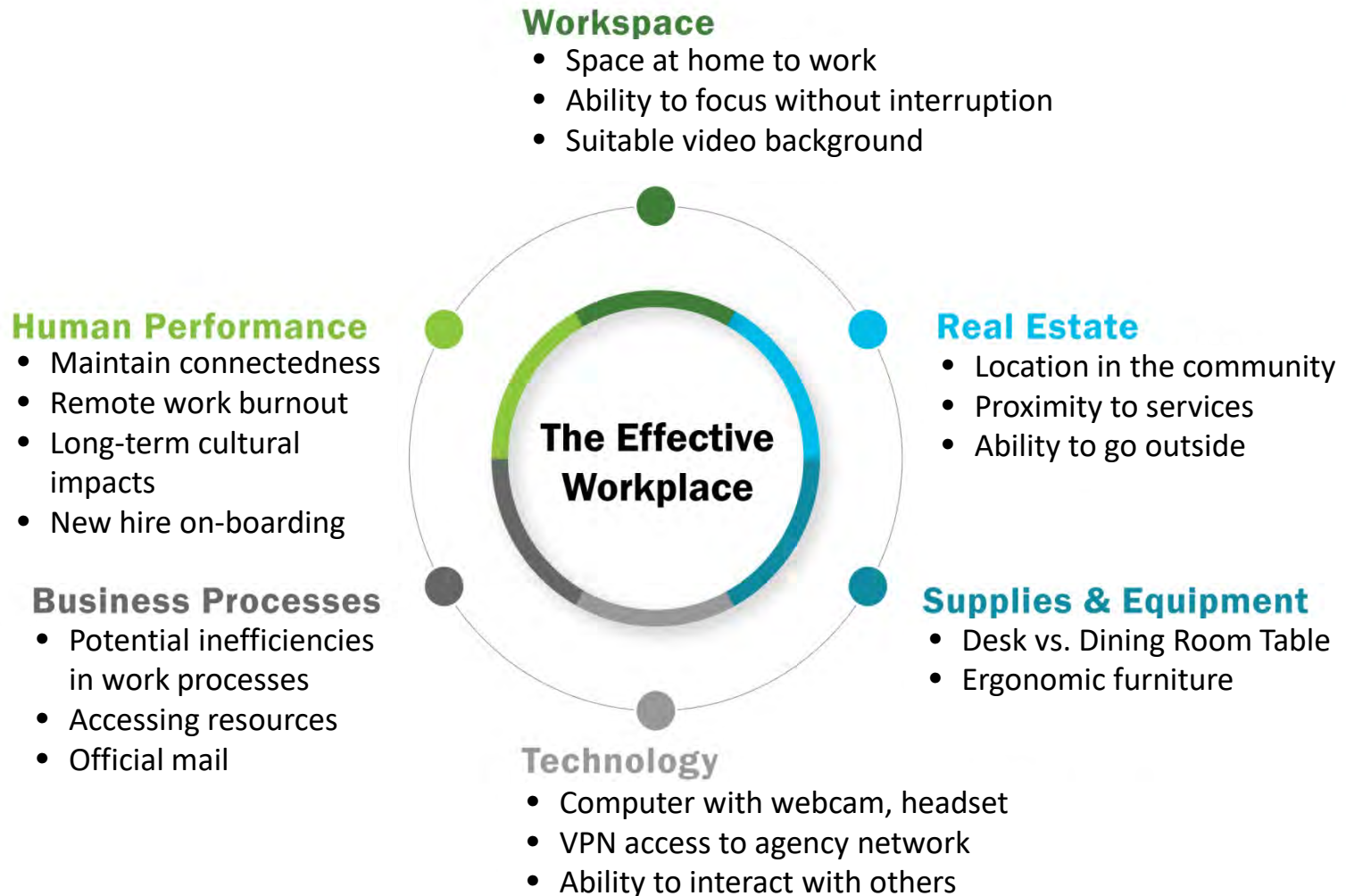


Ryan K. Doerfler  
Senior Workplace Strategist  
GSA Public Buildings Service

# The Workplace



# The Workplace : At Home Considerations







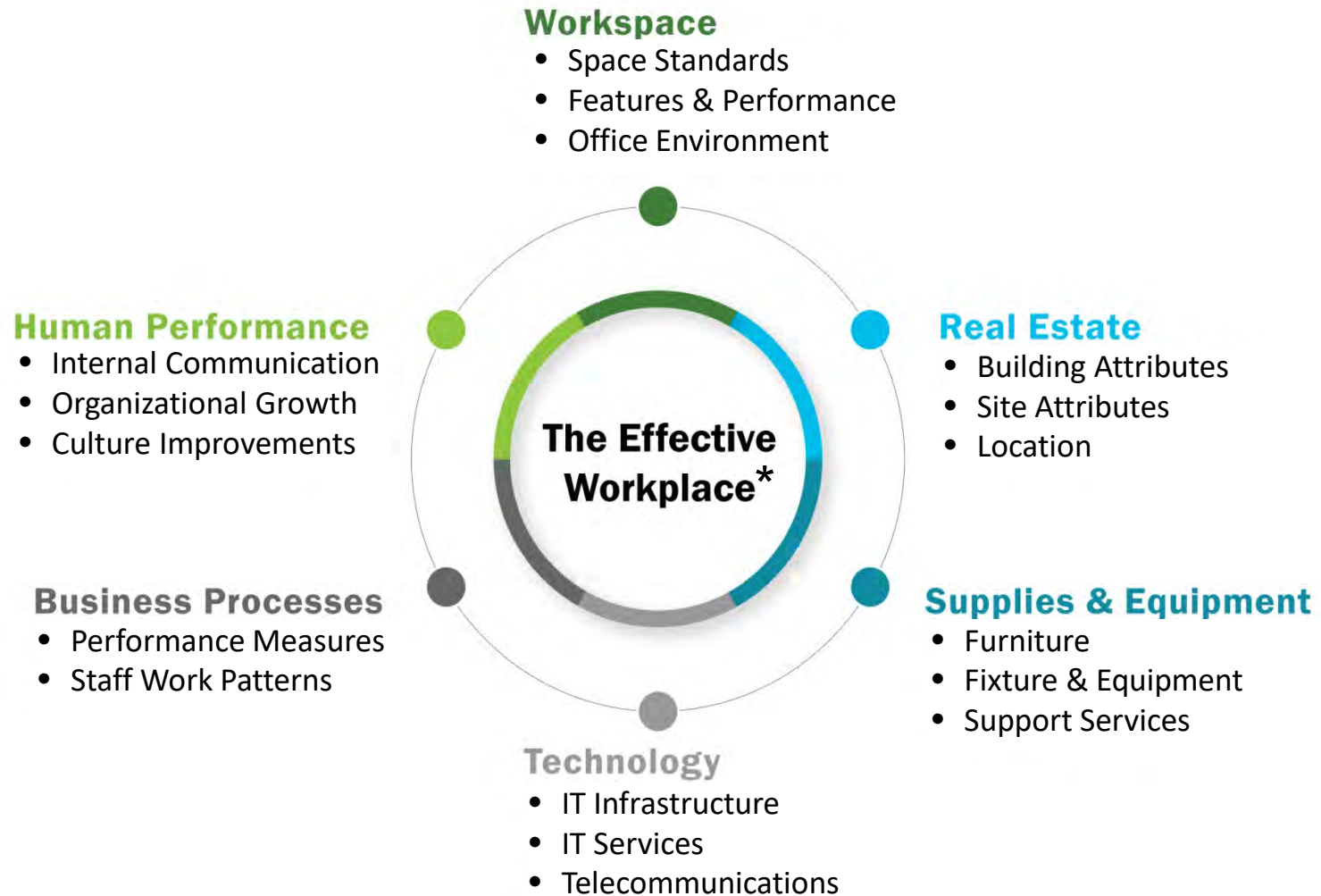
GSA Public Buildings Service

# Activity Based Planning

*A Workplace Matters Series publication*  
*September 2020*



# The Effective Workplace\*



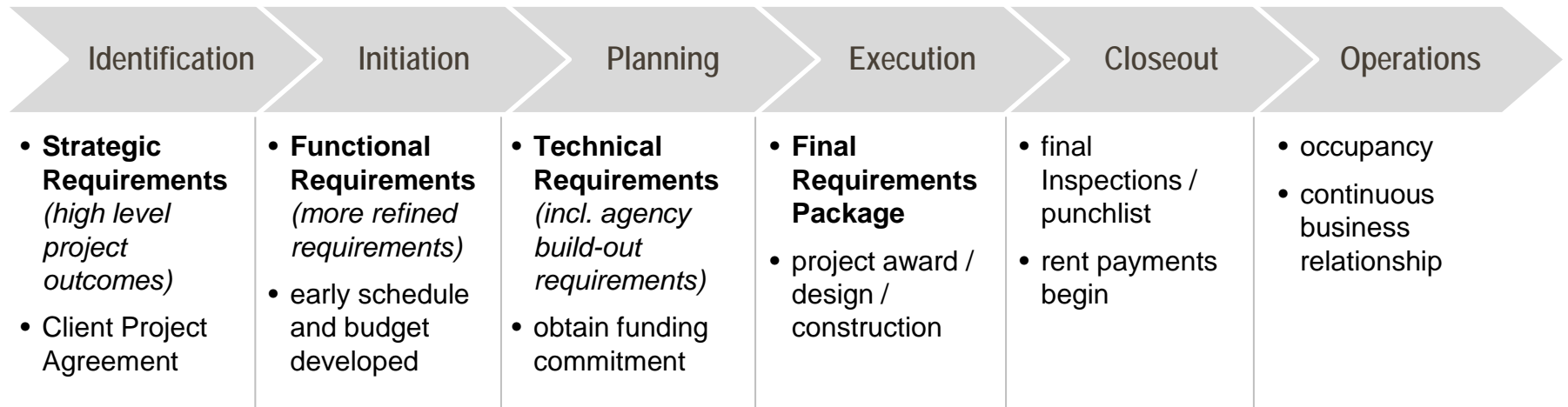
A modern office interior with large windows overlooking a city skyline. The office features several workstations with white desks, orange chairs, and small monitors. The windows provide a clear view of a dense urban landscape with various buildings and skyscrapers. The text "Where to begin?" is overlaid in white on the left side of the image.

# Where to begin?

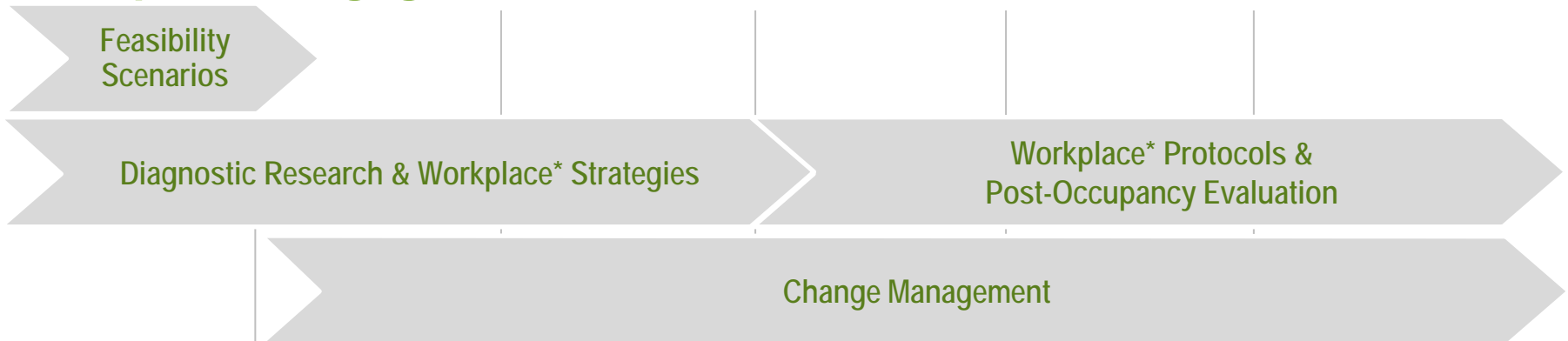


# Earlier is best

## PBS Project Lifecycle

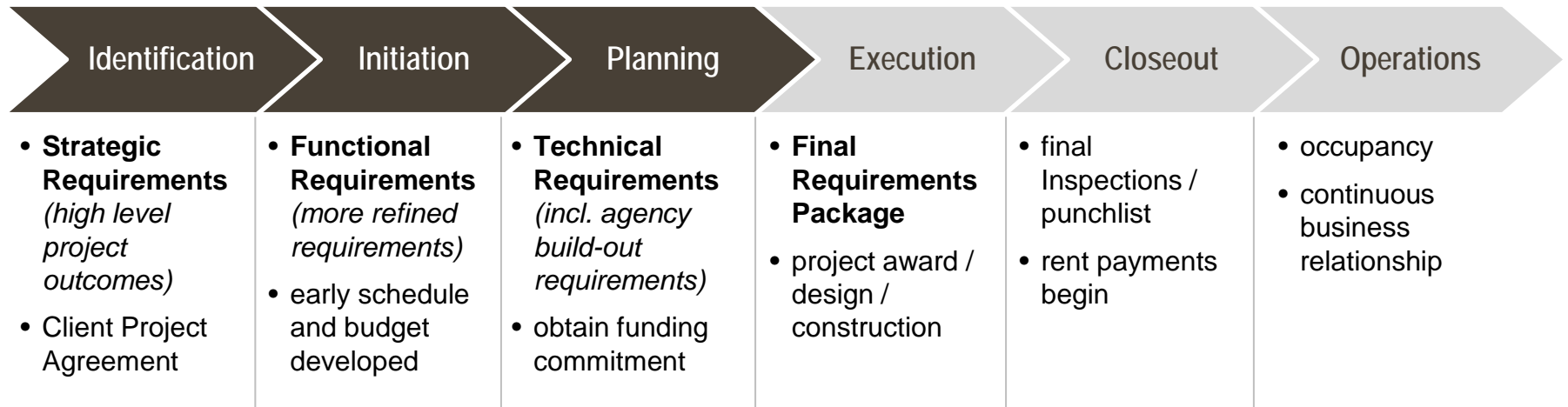


## Workplace\* Engagement Activities

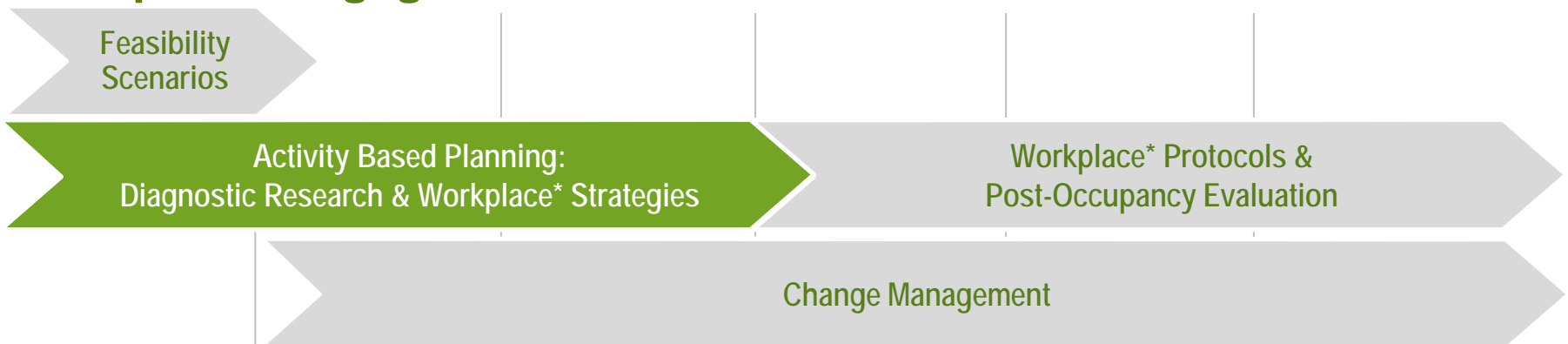


# Earlier is best

## PBS Project Lifecycle



## Workplace\* Engagement Activities



# Benefits of Activity Based Planning

- Optimize space utilization consistent with organizational mission and employee work activities
- Increase organizational resiliency to internal and external changes through workplace flexibility
- Engage the entire workforce in the creation of their new workplace
- Strengthen the organization's culture through increased communication and collaboration

# Collect data from all perspectives



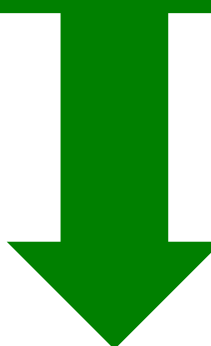


# Leadership Perspective

- what does future hold for their agency?
- what is most critical in their new workplace\*?
- how is the organization put together?

## TOP DOWN

*Culture, vision, mission, and where the organization needs to be in the future*



# Activity Based Planning Diagnostic Tools



## Visioning Session

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



## 1:1 Leader Interviews

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

# Employee Perspective

- what do employees think?
- what do we actually observe them doing?
- how do groups actually work?
- how are they currently adapting to their work space?



# Activity Based Planning Diagnostic Tools



## Visioning Session

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



## 1: 1 Leader Interviews

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



## Pre-Occupancy Survey

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



## Employee Focus Groups

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



## Current Space Analysis

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



## Time/Space Utilization

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



## Access Data Evaluation

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

\* at the office, at home, and at other locations



# Minimal Workplace\* Investment

< 50 people within a single organization; adjusting an existing workplace\*



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- develops direction of workplace\* change
- establish vision of the end-state
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\* at the office, at home, and at other locations

# Moderate Workplace\* Investment

50 – 300 people; changes across multiple organizations



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- establish vision of the end-state
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## 1: 1 Leader Interviews

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\* at the office, at home, and at other locations

# Significant Workplace\* Investment

*Over 300 people; dramatic changes in workplace and/or culture*



## Visioning Session

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



## 1: 1 Leader Interviews

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## Access Data Evaluation

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*\* at the office, at home, and at other locations*



# How can the workplace\* support the organization's mission?

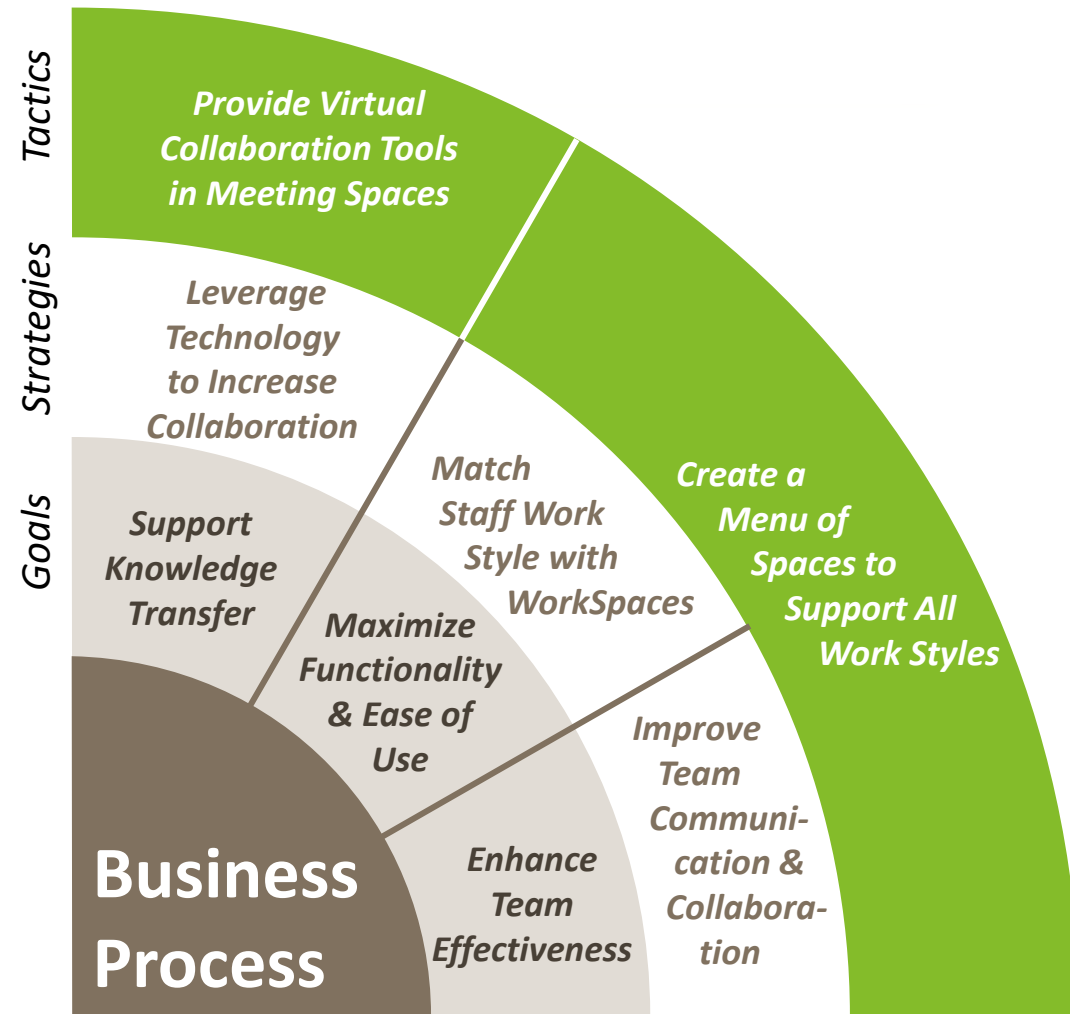
\* at the office, at home, and at other locations



# Connecting to Organizational Goals



# Business Process-Oriented Goals



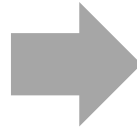
## Typical Goals

- Collaboration
- Communication
- Functionality
- Relationships

## Example

**GSA R6 Regional Office,  
Kansas City**

# 2015 GSA Region 6 Regional Office Move



## **Bannister Federal Complex**

Total Area : 326,000 usf

UR (All-In) : 348 usf/person

FTE : 937

## **Two Pershing Square**

Total Area : 128,000 usf

UR (All-In) : 136 usf/person

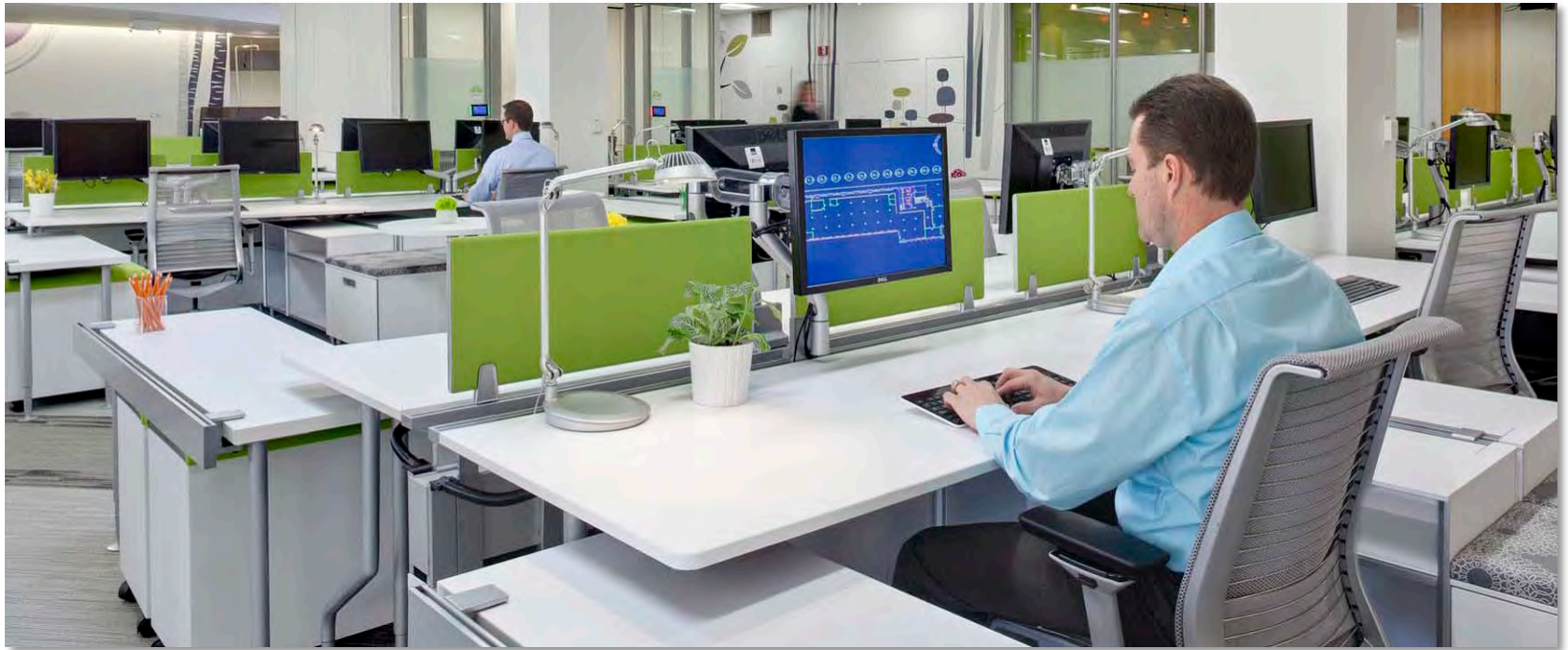
FTE : 941

**Savings : \$26M**

# GSA Region 6 Regional Office

*Bannister Federal Complex : 2012 Mobility Test-Bed*

- Mobility Test-Bed for each organization to rotate into while keeping their original workspace during testing
- 6,800 sf, accommodating 72 workers

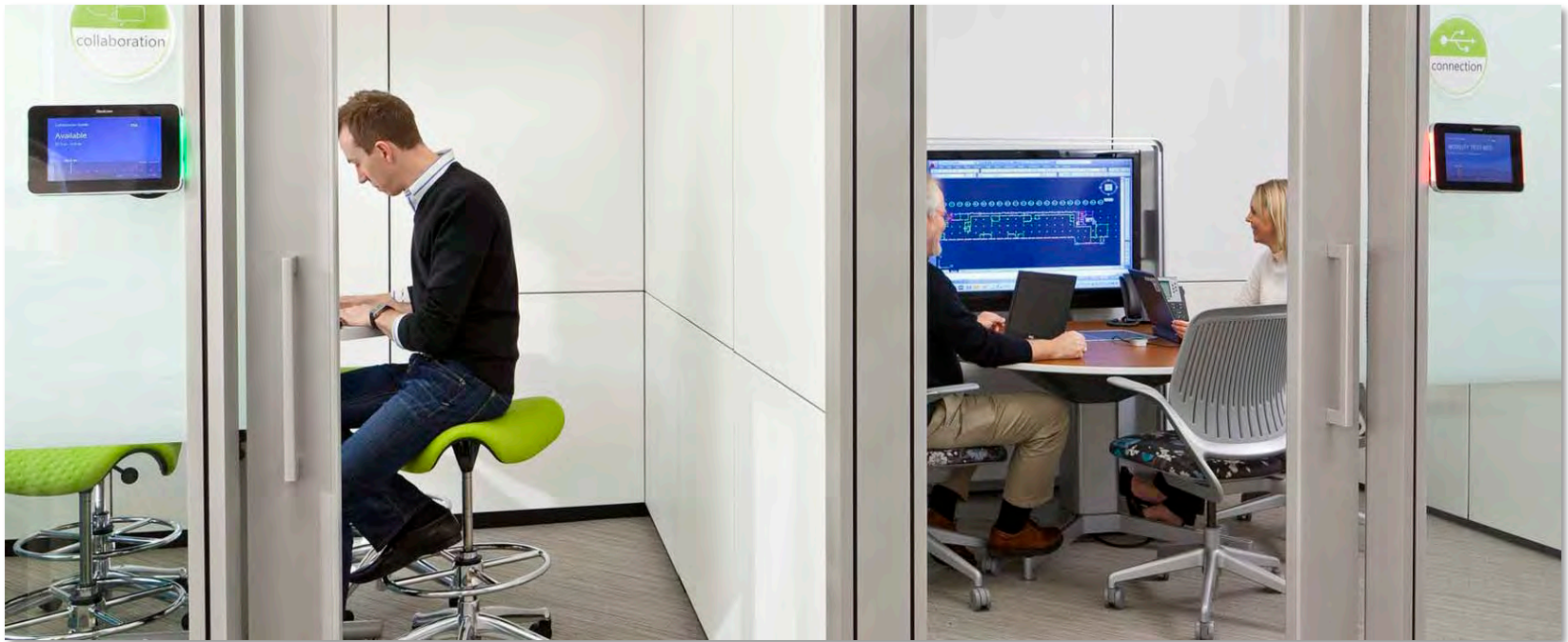




# GSA Region 6 Regional Office

*Bannister Federal Complex : 2012 Mobility Test-Bed*

- examined many aspects of the workplace: space, technology, communication methods, work practices
- collected rotation feedback informed the final design



# GSA Region 6 Regional Office

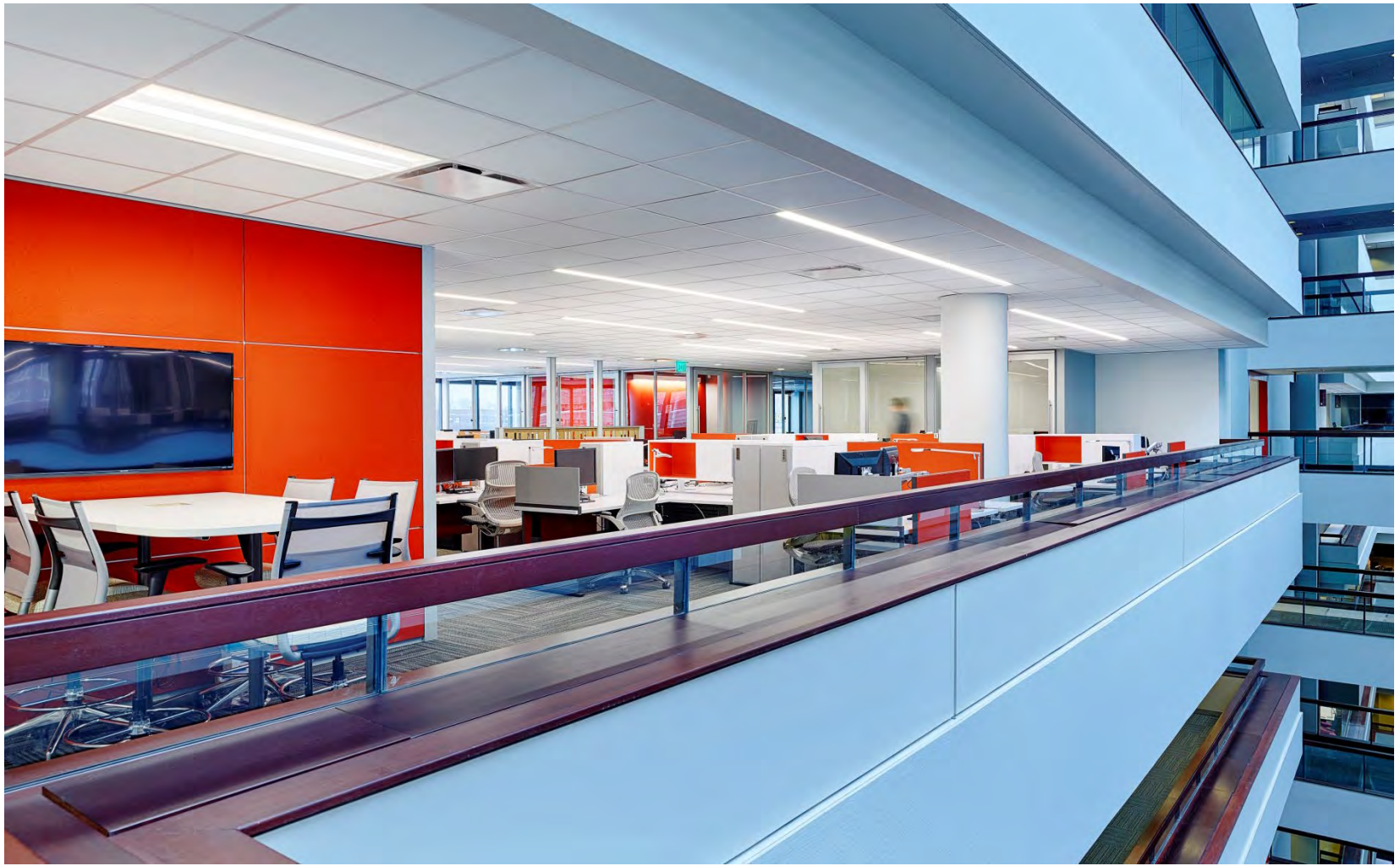
*Two Pershing Square Lease : Current Workplace*





# GSA Region 6 Regional Office

*Two Pershing Square Lease : Current Workplace*



# GSA Region 6 Regional Office

*Two Pershing Square Lease : Current Workplace*





# GSA Region 6 Regional Office

*Two Pershing Square Lease : Current Workplace*



# GSA Region 6 Regional Office

*Two Pershing Square Lease : Current Workplace*





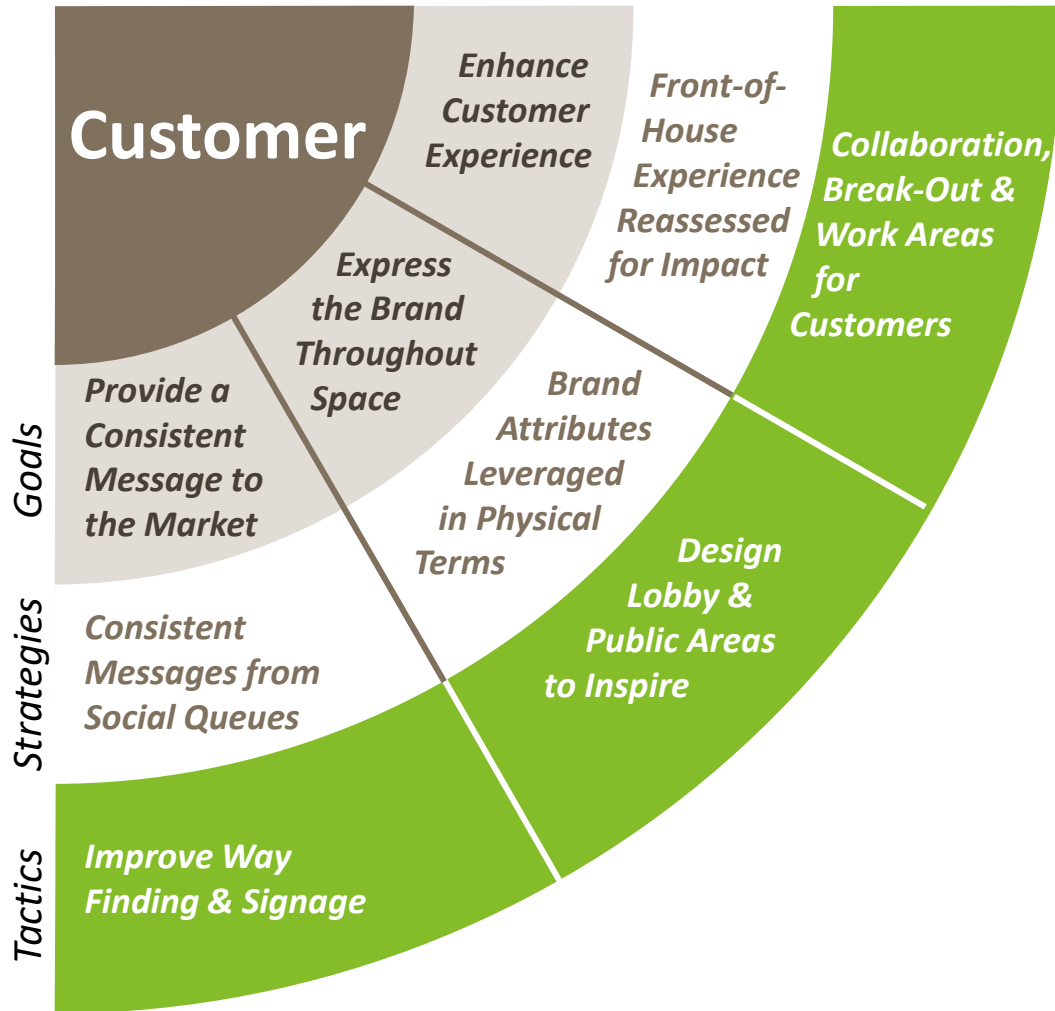
# GSA Region 6 Regional Office

*Two Pershing Square Lease : Current Workplace*

## Robust Change Management Strategies

- recurring all-employee assemblies
- weekly updates in the employee newsletter
- extensive FAQ list
- extensive intranet presence
- videos to help engage employees along the way

# Customer-Oriented Goals



## Typical Goals

- Brand
- Environmental Consciousness
- Customer Experience
- Public Outreach

## Example

US Army Corps of Engineers, Seattle

# U.S. Army Corps of Engineers, Seattle



# U.S. Army Corps of Engineers, Seattle



*Benjamin Benschneider Photography*



# U.S. Army Corps of Engineers, Seattle



*Benjamin Benschneider Photography*

# U.S. Army Corps of Engineers, Seattle



*Benjamin Benschneider Photography*



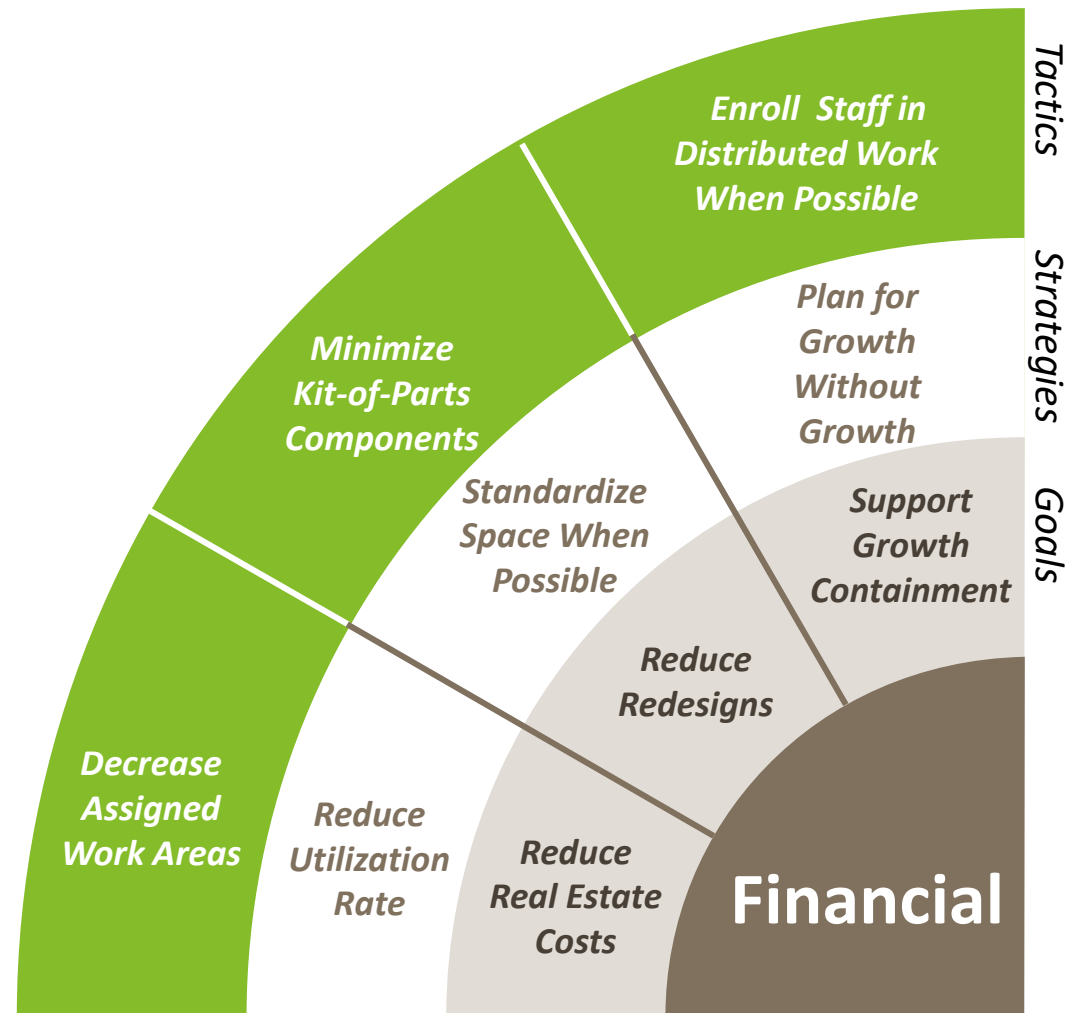
# U.S. Army Corps of Engineers, Seattle



# Financial-Oriented Goals

## Typical Goals

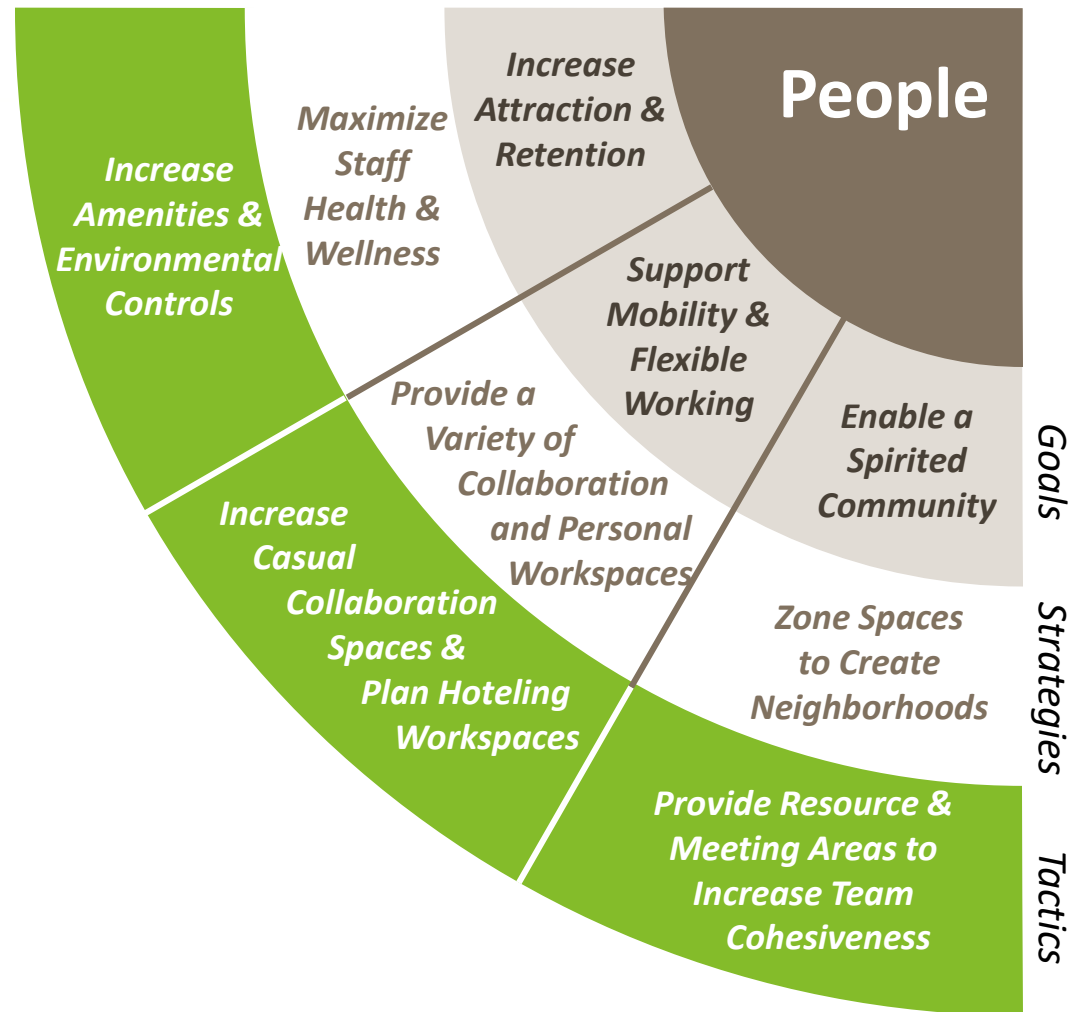
- Growth
- Churn
- Cost / SF per Person
- Operating Expenses



# People-Oriented Goals

## Typical Goals

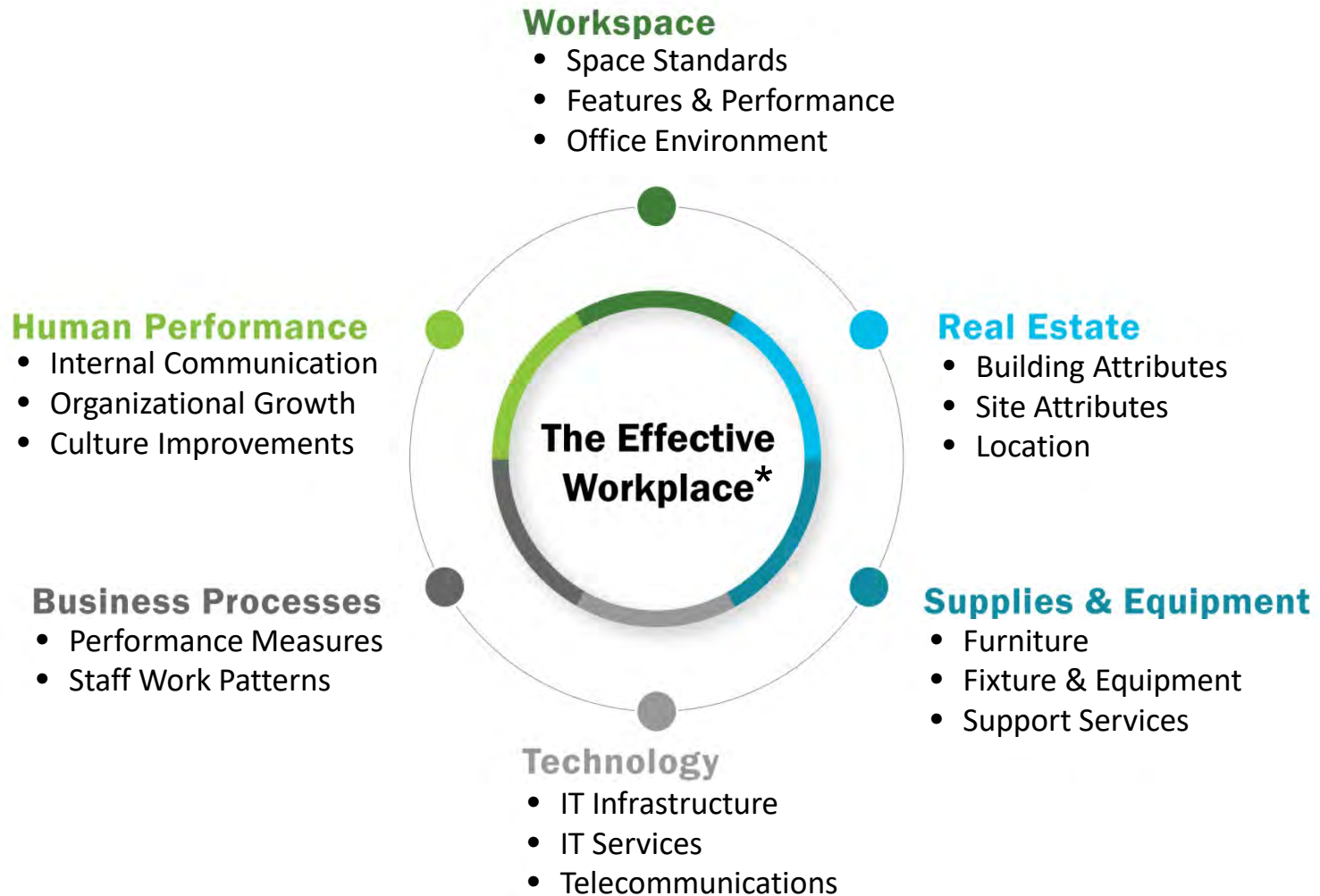
- Health & Wellness
- Attraction & Retention
- Mobile Work
- Culture / Community



# Connecting to Organizational Goals



# The Effective Workplace\*







# How can the workplace\* support employee productivity?

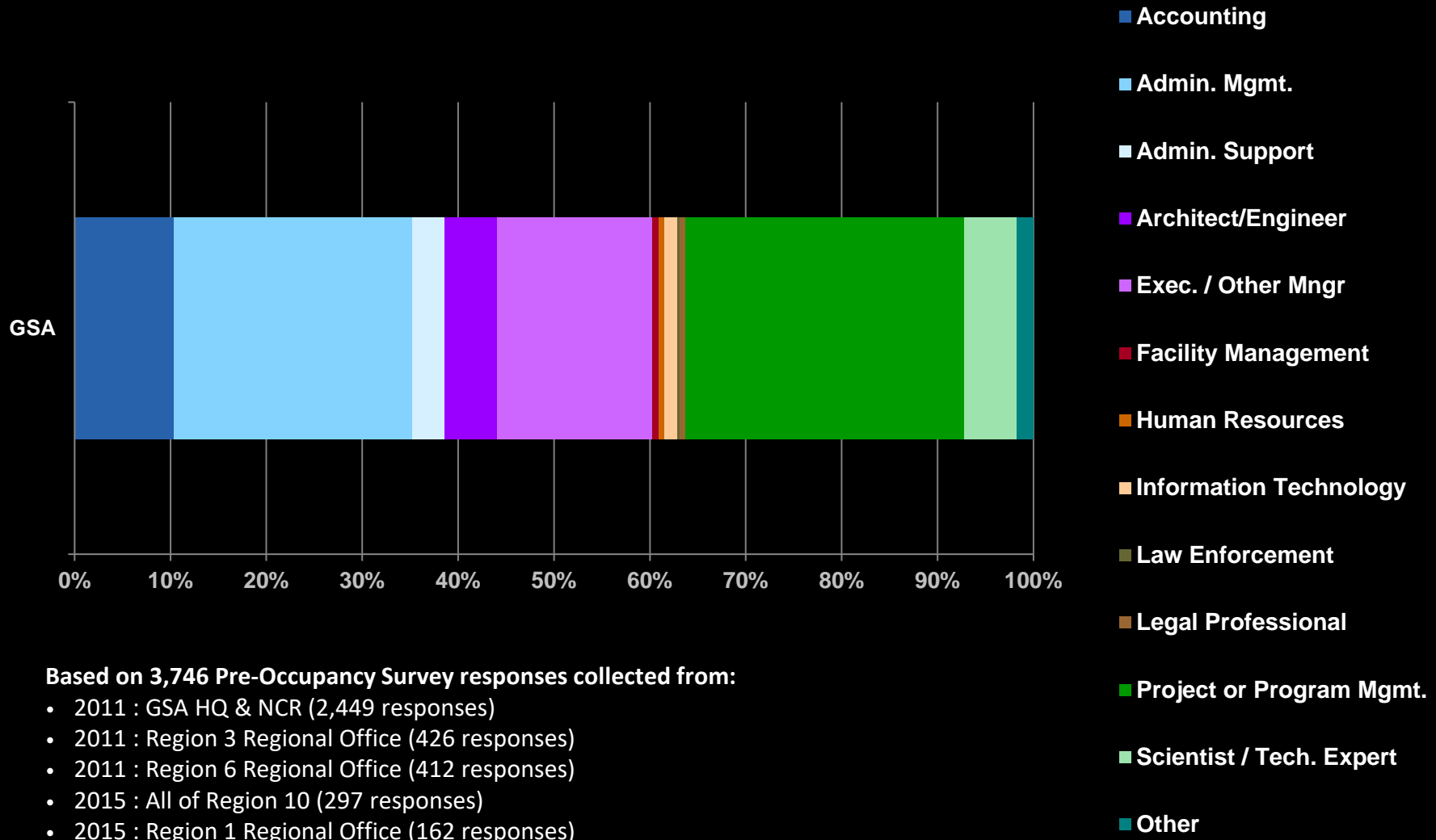
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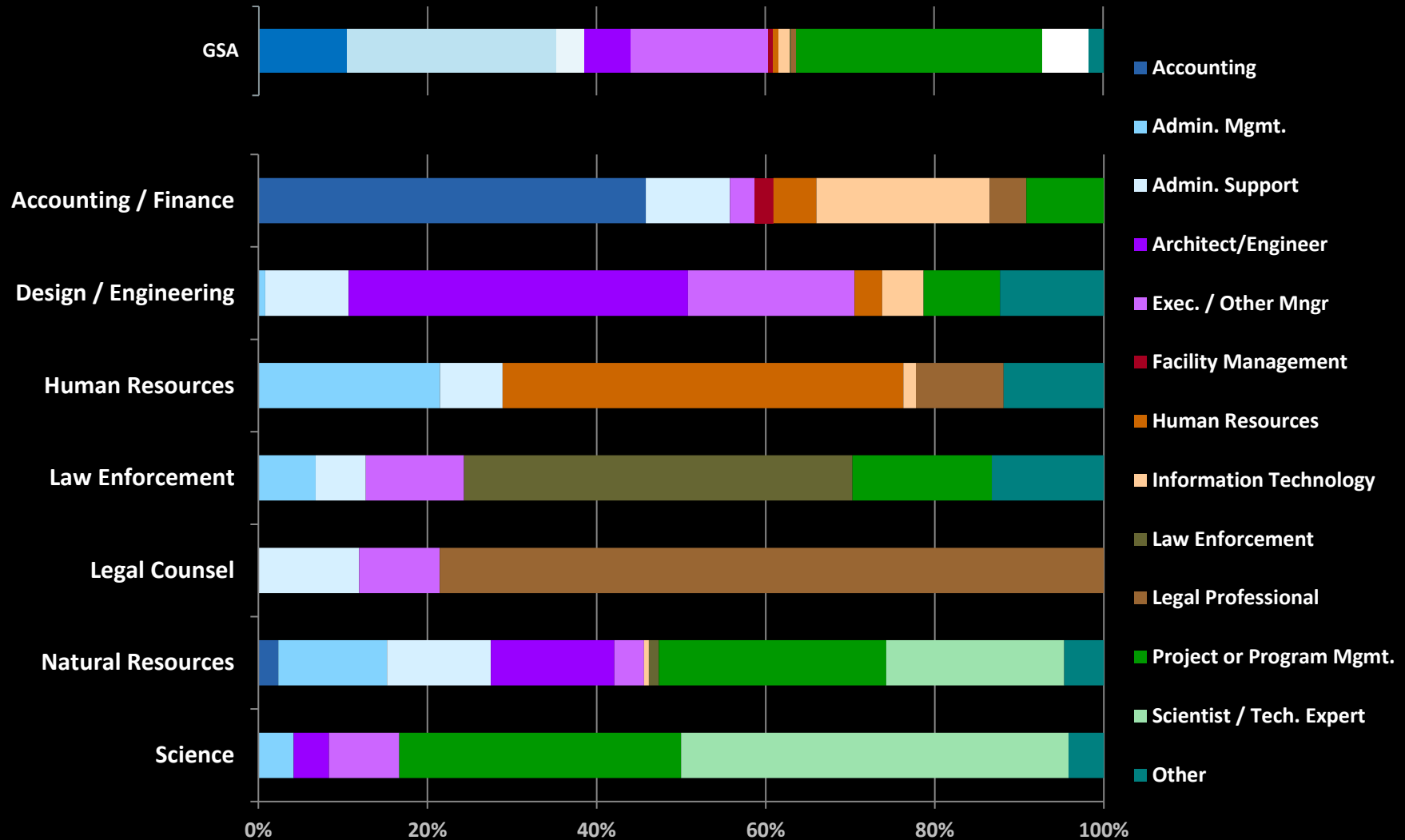
# Past Pre-Occupancy Employee Surveys

<b>Timeframe</b>	2008 – 2020
<b>Scope</b>	15 national engagements + 39 projects
<b>Organizations</b>	32 client agencies + GSA
<b>Data Set</b>	17,300 responses

# Organizational “DNA”



# Organizational “DNAs”



# GSA Work Pattern Approach

## WHERE can work be accomplished

at the desk, in the office

---

away from the desk, in the office

---

locations outside the office,  
including working at home

---

## TYPE of work accomplished at the primary office desk

on the phone

---

in-person interactions with others

---

focused work,  
including reading or writing

---

processing information,  
paper and electronic

---

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amount of time at desk: **HIGH**  
amount of time elsewhere: **LOW**



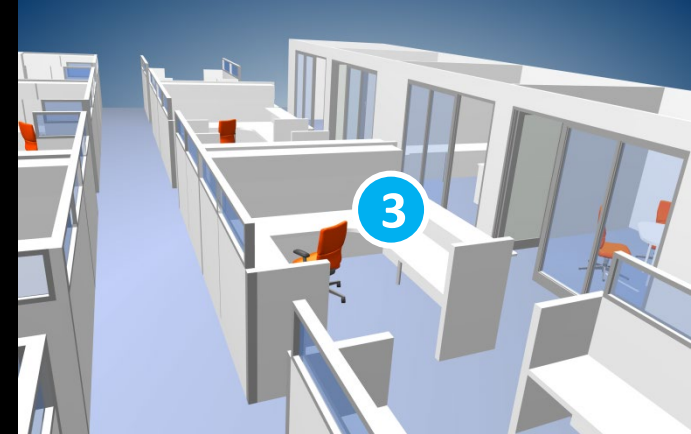
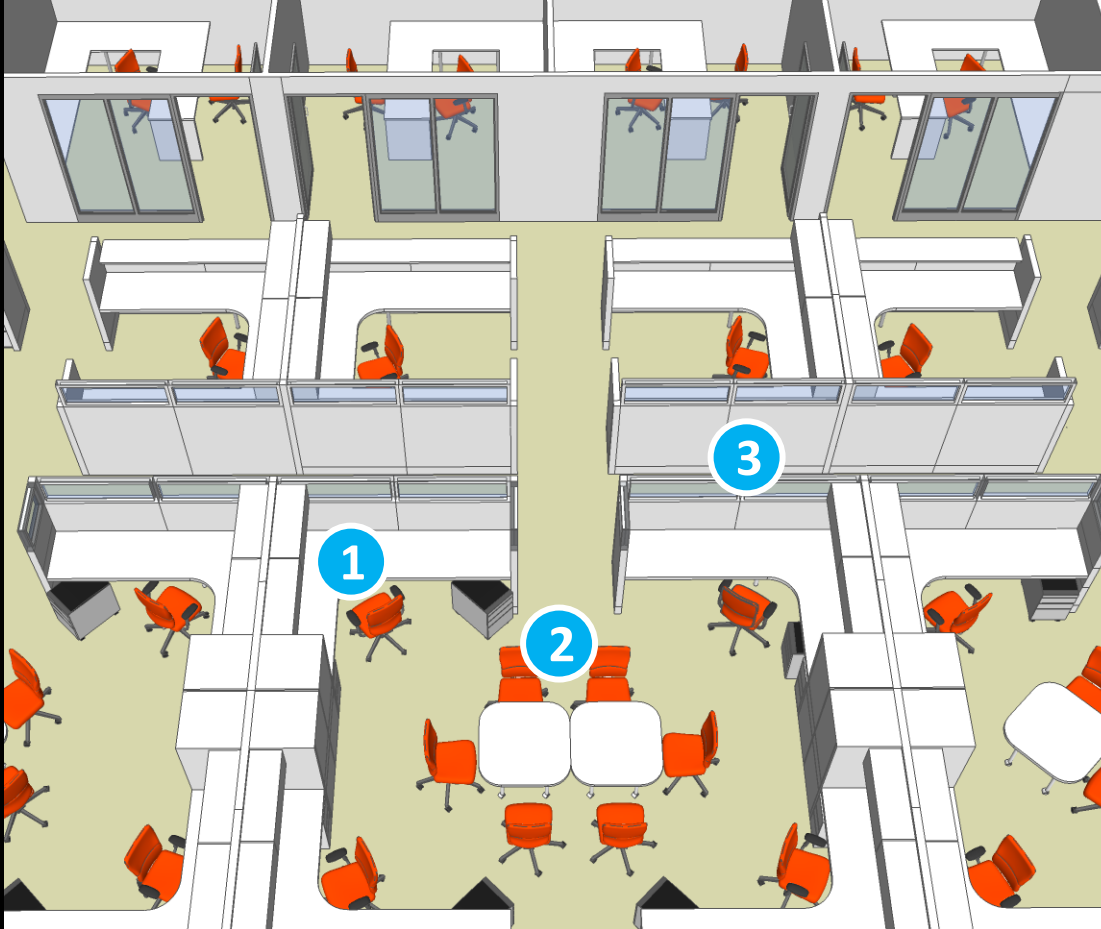
at desk interaction:  
**MODERATE - HIGH**

## Desk-Bound / Interactive



# Desk-Bound / Interactive

*(significant amount of time spent at the desk;  
majority of desk time interacting with others)*



1

L-shaped desks increase ease of interactions with colleagues while seated.

2

Bullpen configuration with ad-hoc seating supports collaboration.

3

Workstations can include files drawers, low height workstation panels, and mobile screens.



# GSA Work Pattern Approach

## WHERE can work be accomplished

at the desk, in the office

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## TYPE of work accomplished at the primary office desk

on the phone

in-person interactions with others

focused work,  
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processing information,  
paper and electronic

amount of time at desk: **HIGH**  
amount of time elsewhere: **LOW**



at desk interaction:  
**MODERATE - HIGH**

## Desk-Bound / Interactive

# GSA Work Pattern Approach

## WHERE can work be accomplished

at the desk, in the office

away from the desk, in the office

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## TYPE of work accomplished at the primary office desk

on the phone

in-person interactions with others

**focused work,**  
including reading or writing

**processing information,**  
paper and electronic

amount of time at desk: **HIGH**  
amount of time elsewhere: **LOW**



at desk interaction:  
**LOW - MODERATE**

## Desk-Bound / Concentrative



# Desk-Bound / Concentrative

*(significant amount of time spent at the desk;  
majority of desk time accomplishing focused work)*

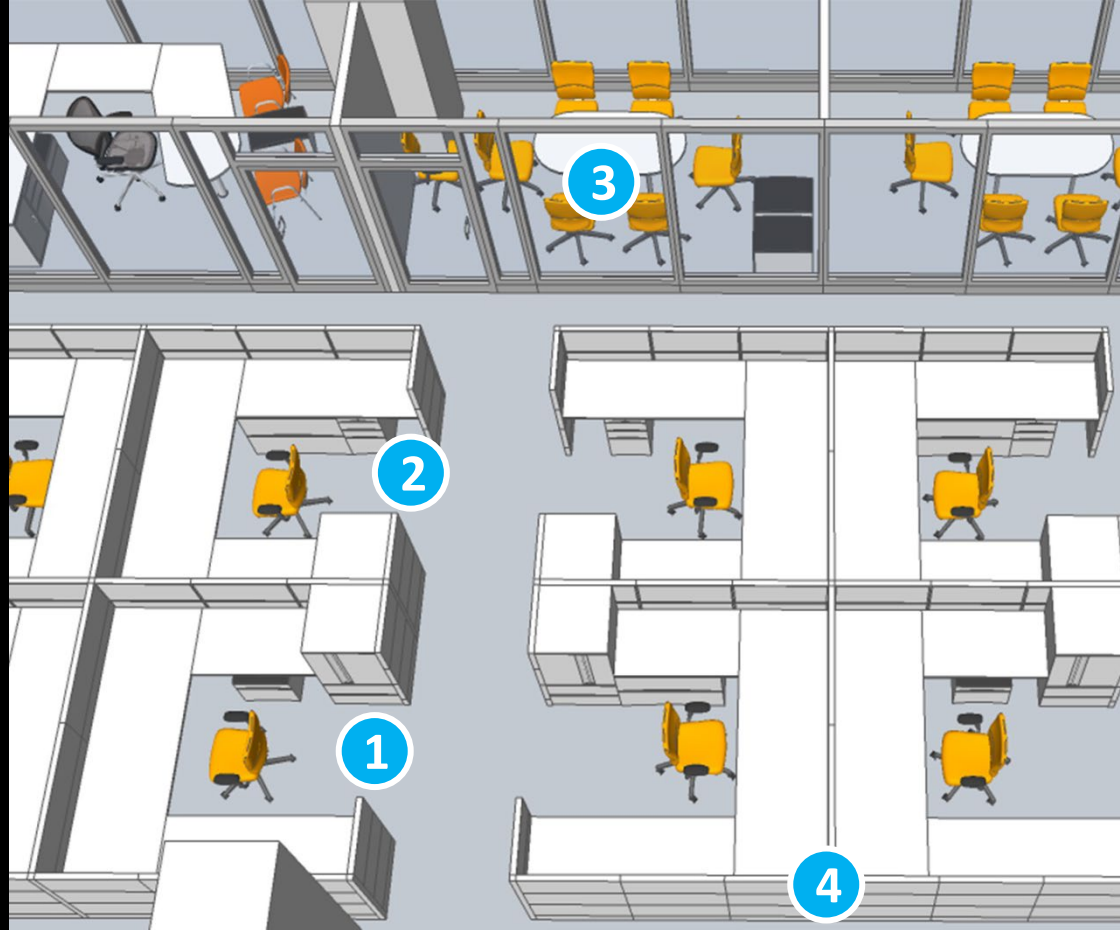


1

Workstations include file drawers, mid-height panels, and mobile screens.

2

U-shaped desks offer increased privacy.



3

Focus booths and other meeting rooms can accommodate louder interactive activities.

4

For highly focused work, higher panels could be provided as long as it doesn't diminish natural light.

# GSA Work Pattern Approach

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including reading or writing

**processing information,**  
paper and electronic

amount of time at desk: **HIGH**  
amount of time elsewhere: **LOW**



at desk interaction:  
**LOW - MODERATE**

## Desk-Bound / Concentrative

# GSA Work Pattern Approach

## WHERE can work be accomplished

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processing information,  
paper and electronic

amount of time at desk: **MODERATE**  
amount of time elsewhere: **MODERATE**



at desk interaction:  
**MODERATE - HIGH**

## Internally-Mobile / Interactive





# Internally-Mobile / Interactive

*(time is spent in a variety of locations, both in and outside the office;  
majority of desk time interacting with others)*



1

Workstations designed to facilitate employee collaboration.

2

Lower partition panels increase awareness and view of colleagues.

3

Team rooms, quiet rooms, and other meeting spaces provided throughout the workplace.

4

Employees with frequent face-to-face interactions also given guest seating and mobile tables.

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amount of time at desk: **MODERATE**  
amount of time elsewhere: **MODERATE**



at desk interaction:  
**MODERATE - HIGH**

## Internally-Mobile / Interactive

# GSA Work Pattern Approach

## WHERE can work be accomplished

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**focused work,**  
including reading or writing

**processing information,**  
paper and electronic

amount of time at desk: **MODERATE**  
amount of time elsewhere: **MODERATE**



at desk interaction:  
**LOW - MODERATE**

## Internally-Mobile / Concentrative



# Internally-Mobile / Concentrative

*(time is spent in a variety of locations, both in and outside the office; majority of desk time accomplishing focused work)*



1

U-shaped workstations with mid-height panels limit visual distraction for concentrative employees.

2

Translucent screens can be used in lieu of panels to prevent employees from being visually cut-off.

3

Focus rooms, library areas, and other quiet areas can be used as alternative work locations.

4

Additional seating for provided for more mobile workers that also conduct quiet work.

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amount of time elsewhere: **MODERATE**



at desk interaction:  
**LOW - MODERATE**

## Internally-Mobile / Concentrative



# GSA Work Pattern Approach

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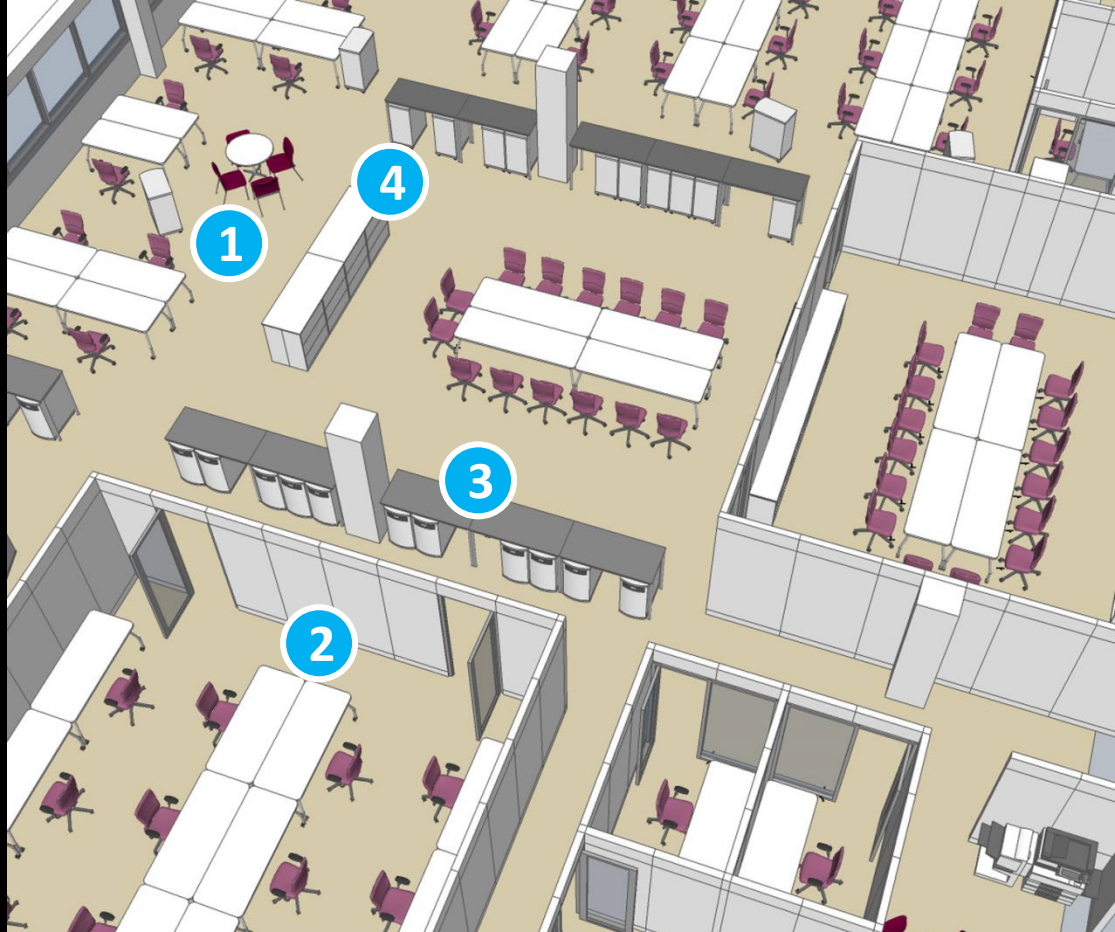
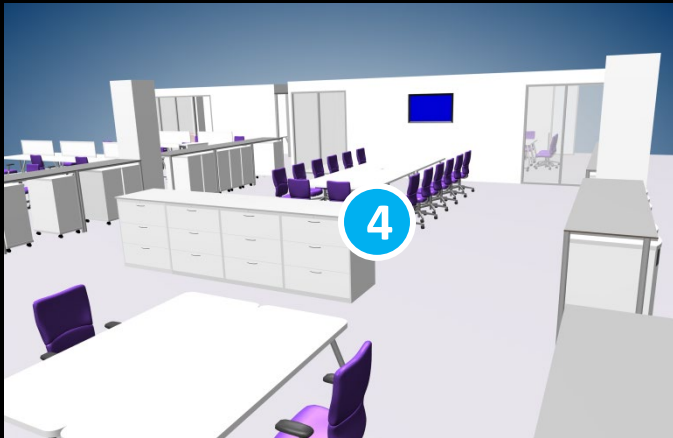
at desk interaction:  
**MODERATE - HIGH**

## Externally-Mobile / Interactive



# Externally-Mobile / Interactive

*(significant amount of time spent outside of the office;  
majority of desk time interacting with others)*



1

A large area for individual interactive work is provided, such as through benching.

2

Face-to-face and side-by-side collaboration can be accommodated.

3

Mobile storage units, low height workstation panels, and team file storage can be provided.

4

Shared team storage are located between groups to visually break-up space.

# GSA Work Pattern Approach

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away from the desk, in the office

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at desk interaction:  
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## Externally-Mobile / Interactive

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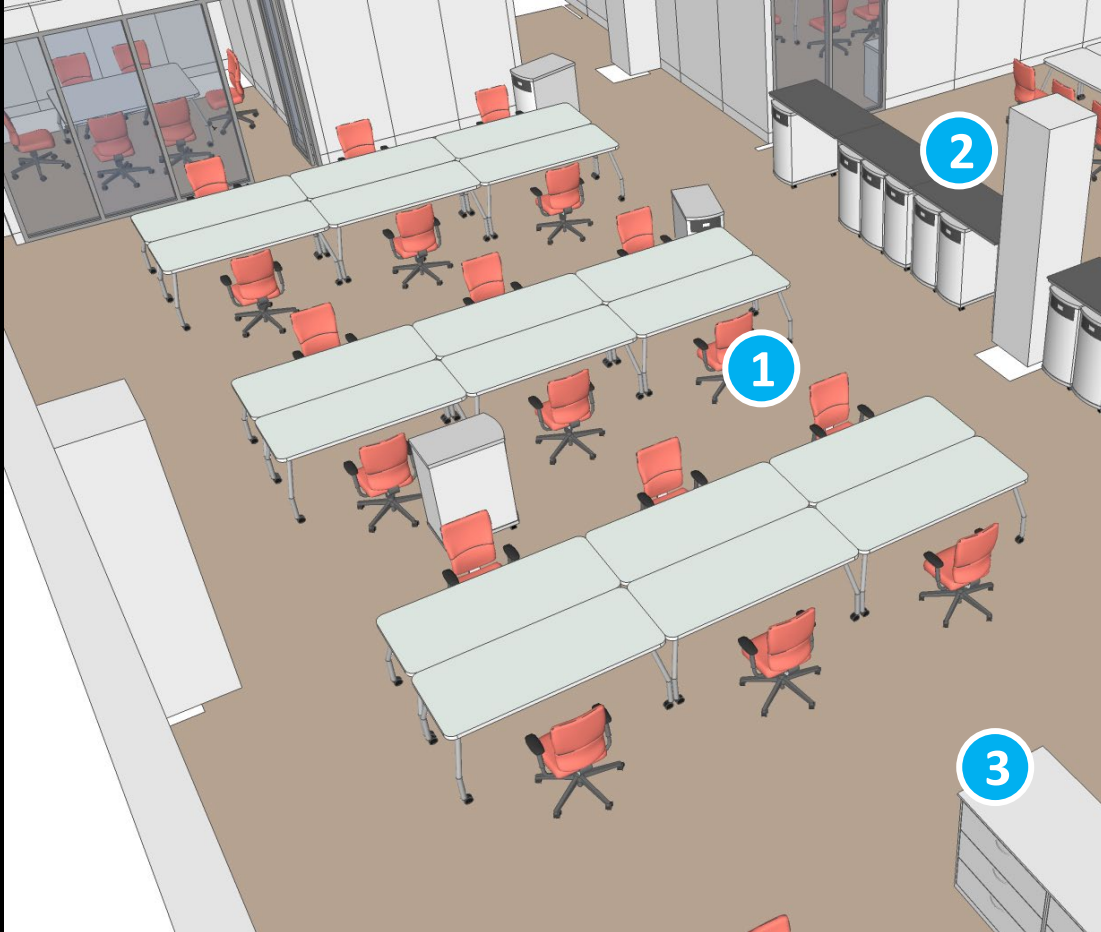
at desk interaction:  
**LOW - MODERATE**

## Externally-Mobile / Concentrative



# Externally-Mobile / Concentrative

*(significant amount of time spent outside of the office;  
majority of desk time accomplishing focused work)*



1

Workstations are located together in the same zone to limit acoustic and visual distractions.

2

Mobile storage units located at the workstation allow for flexibility in work locations.

3







Team storage is conveniently located in the circulation area.

4

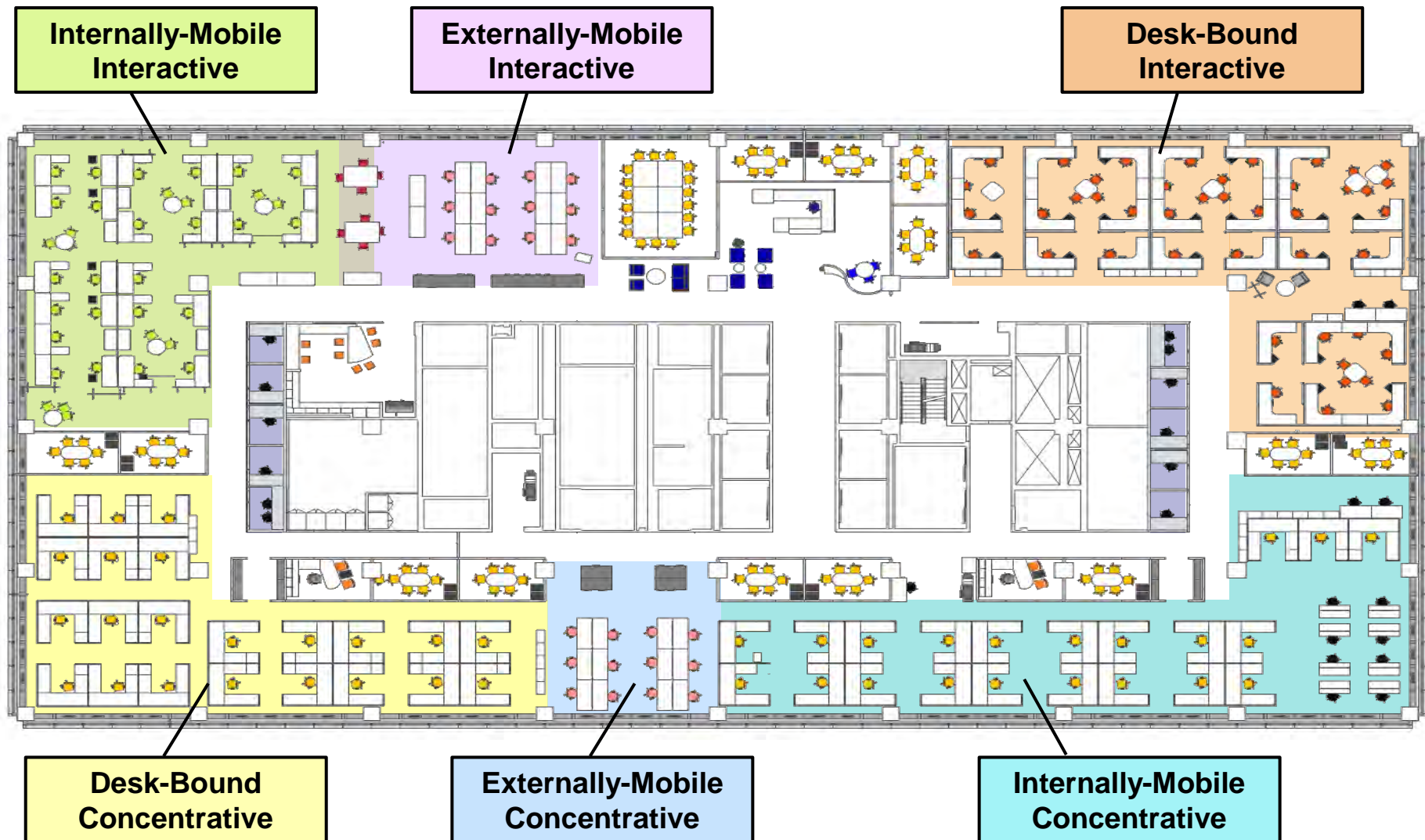
Open meeting areas are kept to a minimum to minimize disruptions in this concentrative work area.



# GSA Work Pattern Approach

	Desk-Bound	Internally-Mobile	Externally-Mobile
Interactive at Desk	 <p>time at desk: <b>HIGH</b> time elsewhere: <b>LOW</b></p> <hr/> <p>at desk interaction: <b>MODERATE - HIGH</b></p>	 <p>time at desk: <b>MODERATE</b> time elsewhere: <b>MODERATE</b></p> <hr/> <p>at desk interaction: <b>MODERATE - HIGH</b></p>	 <p>time at desk: <b>LOW</b> time elsewhere: <b>HIGH</b></p> <hr/> <p>at desk interaction: <b>MODERATE - HIGH</b></p>
Concentrative at Desk	 <p>time at desk: <b>HIGH</b> time elsewhere: <b>LOW</b></p> <hr/> <p>at desk interaction: <b>LOW - MODERATE</b></p>	 <p>time at desk: <b>MODERATE</b> time elsewhere: <b>MODERATE</b></p> <hr/> <p>at desk interaction: <b>LOW - MODERATE</b></p>	 <p>time at desk: <b>LOW</b> time elsewhere: <b>HIGH</b></p> <hr/> <p>at desk interaction: <b>LOW - MODERATE</b></p>

# Workplace in the office



# Additional planning considerations

<b>Strengthen the sense of community</b>	<b>Balance collaboration and concentration</b>
<b>Maximize access to daylight</b>	<b>Create flexibility for future adaptations</b>
<b>Enhance team visibility</b>	<b>Manage actual and perceived density</b>
<b>Take into account acoustics</b>	<b>Express brand identity</b>

# Considerations for Desk Sharing



## Organizational Alignment

- connect to organization's business goals for long-term success
- constant communication is essential
- leverage change management to address potential cultural issues



## Provide Appropriate Technology

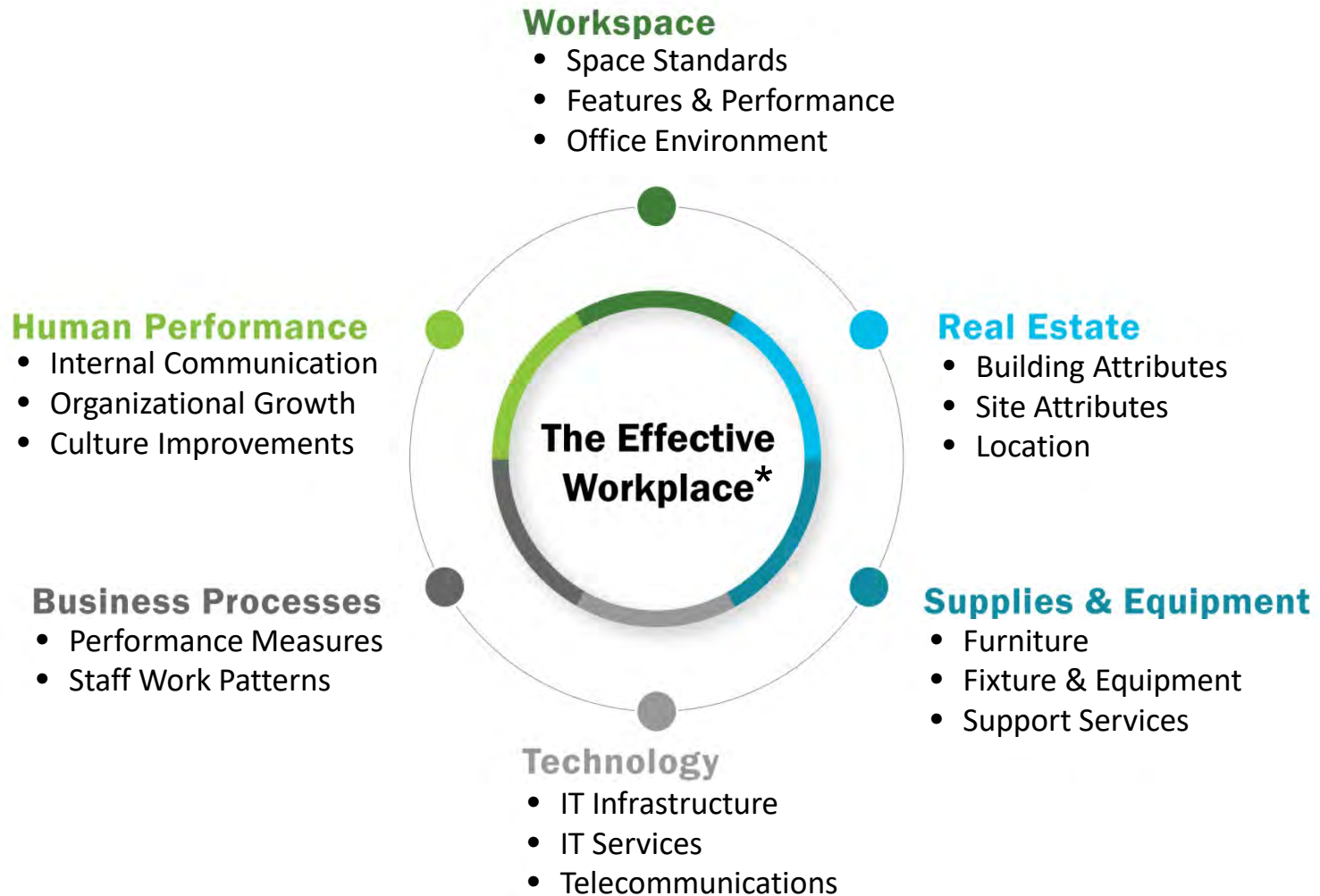
- collectively address individual provisions, infrastructure, and support services
- use VoIP phone service for additional flexibility
- don't forget the reservation system




## Establish Supportive Processes

- take into account both remote and asynchronous work practices
- establish protocols to be followed in the office
- set expectations for working outside the office

# The Effective Workplace\*







# GSA is here to help improve the effectiveness of your workplace\*.

\* at the office, at home, and at other locations

# GSA Regional Workplace Executives

## Region 1

David Krassnoff  
([david.krassnoff@gsa.gov](mailto:david.krassnoff@gsa.gov))

## Region 2

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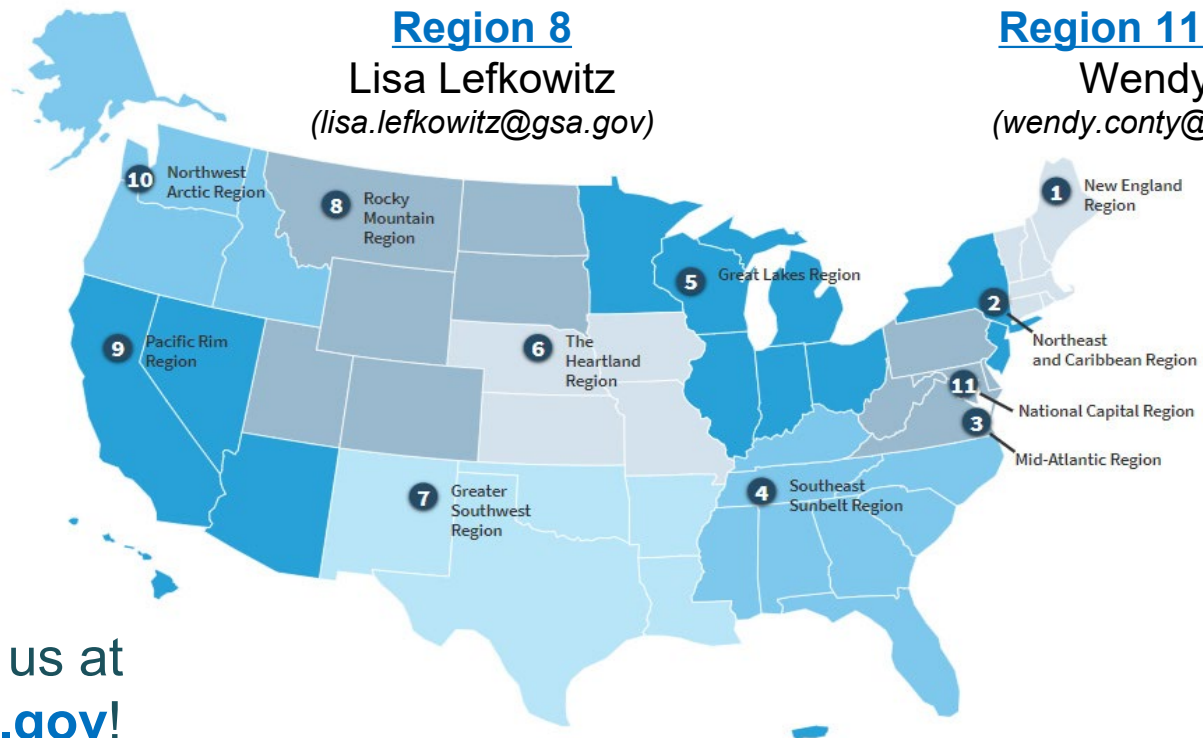
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GSA Public Buildings Service


# Activity Based Planning

*A Workplace Matters Series publication*  
*September 2020*






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Name	Format	Size	Publish Date
<a href="#">Activity Based Planning [PDF - 8 MB]</a> Activity Based Planning (ABP) is a strategic approach for workplace planning and design. This document details the ABP approach, including those benefits that an organization will receive when planning their next workplace.	PDF	7.9k	
<a href="#">Interior Basics [PDF - 2 MB]</a> Interior Basics is a series of suggestions to our customers as they engage with us and with designers to improve the effectiveness of their workplace.	PDF	2135k	
<a href="#">WorkPlace Matters [PDF - 4 MB]</a> Shows the capability to make your workplace a strategic tool that merges organization efficiency with people focused design.	PDF	3781k	
<a href="#">Standalone Option for Furniture Acquisition (SOFA) Program Guidance [PDF - 146 KB]</a> - Program that allows RWAs to include furniture and other personal property items that are not "incidental" to a construction project, space build-out, or other repair or alteration project. Please note, the SOFA program is not available for projects in leased facilities.	PDF	146kb	

# Activity Based Planning

a GSA Client Enrichment Series Session

*January 21, 2021*



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## ***Upcoming Client Enrichment Series Sessions***

### ***eRETA Digest***

***Tuesday, February 9th 1pm eastern - [Register Now](#)***

### ***Occupancy Planning and Solutions***

***Thursday, February 18th 1pm eastern - [Register Now](#)***

### ***RWA Policy Manual Highlights***

***Tuesday, March 9th 1pm eastern - [Register Now](#)***

### ***GSA's COVID-19 Resources for Customers***

See our [COVID-19 Website](#) for our Emergency Response Activities and our [Returning to GSA Facilities page](#) for procedures and guidance for GSA Owned and Leased Buildings, Projects and Workplaces



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