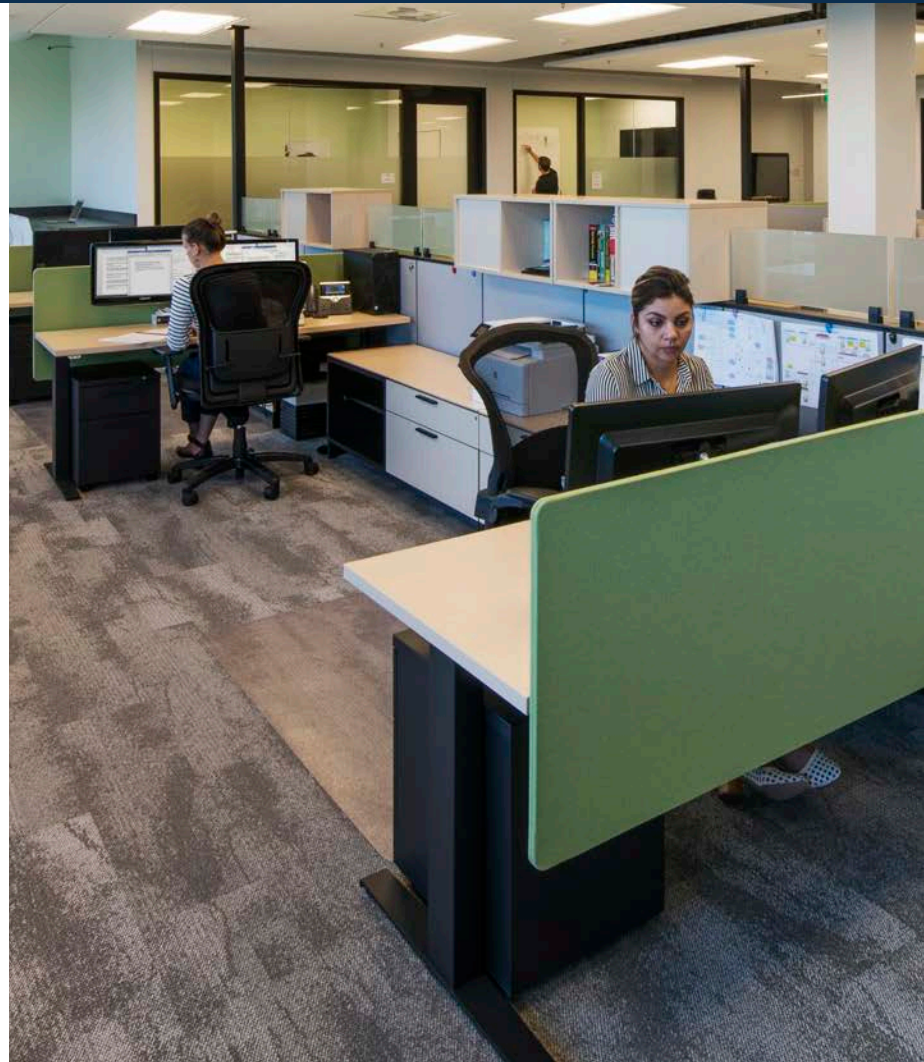State of Utah
Division of Facilities and Construction Management
SPACE STANDARDS & WORKPLACE CHANGE PLAYBOOK

State of Utah
Division of Facilities and Construction Management
WORKPLACE CHANGE PLAYBOOK

ACKNOWLEDGMENTS

INTRODUCTION 1

1.1. PURPOSE OF THIS PLAYBOOK

The DFCM Space Standards and Workplace Change Playbook is a guide and reference to support the development of new office work environments for the State of Utah (as depicted in the DFCM Space Standards and Workplace Change Process Map on page 3). The State of Utah approaches delivery of new office environments with the aim of increasing efficiency and effectiveness across its real estate portfolio, while improving employee experience and productivity. This workplace change approach relies on developing workplace strategy, engaging stakeholders and applying the State's space standards.

This playbook details the processes and tools for executing DFCM's approach, including:

- Establishing project governance
- Conducting workplace strategy assessments
- Developing a workplace strategy
- Applying workplace strategy and space standards into programming and design
- Engaging stakeholders and building support for change
- Planning and executing workplace change communications

1.2. HOW TO USE THIS PLAYBOOK

The contents of this playbook serve as guidelines for the State of Utah's spaces, and are used by state agencies. The playbook is designed to be used by DFCM and its partners and vendors, including workplace strategists, architects, project managers, and change communications professionals during the planning and development of office space. This playbook is based on the DFCM Space Standards and Workplace Change Process, and should be referenced at the beginning of work to guide planning and throughout a project for guidance on executing specific steps and leveraging tools.

The playbook is organized into sections, please refer to each for the following:

- **Section 2:** Overview of the standards governance and workplace change process
- **Section 3:** Guide for workplace change including detailed review of workplace assessments and stakeholder engagements
- **Section 4:** Overview of process for translating workplace findings into space design
- **Section 5:** Detailed DFCM space standards
- **Section 6:** Guide to leading workplace change management through detailed review of change communications and stakeholder engagements
- **Section 7:** Overview of Post Occupancy Evaluation steps

The DFCM Space Standards and Workplace Change Process as depicted below represents the key steps for developing State offices, with a focus on Workplace Change and application of the State's Space Standards, to achieve efficiency and effectiveness.

DFCM Space Standards and Workplace Change Process Map

Legend:
- Key space standards and workplace change process step
- Peripheral process step
- On demand or as necessary process step

Swimlanes:

State Leadership (Governor, Legislature, GOMB)

Space Standards Input — State Government partners help shape DFCM space standards through policy and programs

A New Workplace Program Input — A New Workplace program provides input to ensure alignment between mobility strategy and workplace change efforts

A New Workplace Program Input — A New Workplace program provides input to ensure alignment between mobility strategy, workplace change efforts and design

A New Workplace Program Input — A New Workplace program provides input on impact to mobility strategy in support of post occupancy evaluation

State of Utah Entity (Department, Agency)

Project Identification — A project is identified by DFCM, a State of Utah Agency, or State Leadership

Project Launch (Governance) — Project is initiated by DFCM and structured through close collaboration with stakeholders

Integrated Workplace Strategy and Programming

Stakeholder Participation — Leaders and employees provide participate and provide input into studies

Project Planning (Governance) — Project governance is put in place and project planning is completed through close collaboration between DFCM and client stakeholders to achieve desired outcomes
- Project Governance (roles and responsibilities, decision making, etc...)
- Project Planning
- Workplace Strategy Assessments
- Communications Planning
- Stakeholder Engagements
- Design Approach
- Application of Workplace Standards

DFCM Leadership

Post-Occupancy Evaluation (POE) — DFCM leads stakeholder engagement to evaluate the performance of the new environment and gather feedback for short-term changes as well as long-term impact on workplace standards and workplace change process.
- Post Occupancy Focus Groups
- Post Occupancy Survey
- Change Committee Engagement

Outcomes of POE lead to revisions an updates of space standards and workplace change approaches (circle back to beginning of process map)

DFCM (Project Management, Building Efficiency, Facilities Management)

Space Standards and Workplace Change Process — Space standards and workplace change approaches are developed and kept current by DFCM

Project Demand Forecasting — DFCM leverages occupancy, utilization, building efficiency and operational cost data to identify project opportunities

Workplace Assessment and Stakeholder Engagement — Project team engages with stakeholders to understand their work styles, and unique space requirements and constraints, in order to build a vision for the future workplace and set the foundation for workplace change.
- Leadership Interviews
- Workplace Strategy Survey
- Utilization Study
- Focus Groups
- Work Style Profiling and Recommendations

Workplace Strategy Solutions Workshop — Cross-functional team reviews workplace assessment findings with support from Strategists and Design team, and develops vision and components of the future workplace and its rollout.
- Workplace Vision and Guiding Principals
- Culture Change Requirements
- Technology Requirements
- Change communications Requirements
- Implementation Roadmap
- Design Guidelines and programming inputs

Design — Design team leads an iterative process with Agency representatives and with support from DFCM and consultants, to translate workplace vision and strategy into programming and design of the physical space, leveraging DFCM workplace standards.
- Design
- Furniture Selection
- Construction Documents

Change Communications — DFCM manages workpace program implementation and elements change communications campaign to support Agencies in transitioning to new workplace standards and new ways of working.
- Project Updates + All Hands
- Change Committees
- Tours and Orientations
- Trainings
- Onsite move in support

Construction Management — DFCM manages construction of space and move planning as necessary, with support from design team and consultants.

Workplace Change Consultants

Occupancy Planning and Strategy Support — External consultants (e.g. Workplace Strategy, Occupancy Planning, Master Planning, Sustainability, Data Management) contribute expertise in managing State building data and identifying project opportunities

Project Planning Support — Workplace Strategist, Architects and other consultants contribute expertise to inform project planning and workplace change approach to achieve desired outcomes

Workplace Strategy Implementation + Change Communications Support — Strategist and Workplace Change consultants support development and execution of change campaign to support rollout.

Architects (A+E, technical consultants)

Space Standards and Workplace Change Maintenance Support — Architects, Workplace Strategists and other consultants contribute expertise, research and analysis to keep space standards and workplace change approaches current and aligned with stakeholder needs

Space Allocation Reporting — Analyze and report on final allocation of SF across environments and application of space standards

Construction Management Support — Design team, consultants and DTS support DFCM project management and GC to build space

DTS

Note: Though separate processes, Capital Budget Estimate and Feasibility Studies will use steps similar to those depicted here

1.3. VARIANCE REQUIREMENT FOR SMALL PROJECTS

DFCM is aware that there is a wide range of projects that are conducted in the area of renovations. To that end, it is understood that this Standard cannot be used in its entirety for every project. Especially if reuse of current state owned furniture is part of a project. To allow the parts of the standard that can be applied to any project to come into play it is therefore required in the project governance phase of a project, or before any substantial design or construction happens, that the project team meet with the DFCM Assistant Director for Building Performance to establish the correct application of this standard to renovation projects that are not full gut renovations or new construction. The project governance meeting will result in a single variance request that will be drafted for submission to the DFCM Director for signature, to vary from these standards as is appropriate for that project. New construction and full renovation projects shall follow this standard as it is written.

Tools:

1.3 DFCM Standard **Variance Form**

DFCM SPACE STANDARDS & WORKPLACE CHANGE OVERVIEW

2

2.1. BACKGROUND & DESCRIPTION

The State of Utah has a significant real estate portfolio, managed by DFCM. DFCM has recognized an opportunity to build an accurate picture of space, quantity, types and usage, across the portfolio, in order to most effectively leverage key assets and State funds.

By gaining a more clear picture of its current space, workplace and policy improvement options, the State of Utah has an opportunity to:

- Positively impact employee recruitment and retention through improved work environments
- Provide employee benefits such as workplace flexibility, telecommuting and more productive work environments
- Deploy real estate funding for maximum impact
- Avoid future space costs by better leveraging current facilities

CRSA Architects | Cresa conducted a space study to understand space use across 2,051,514 square feet of State office space, including:

- headcount,
- floor plans and agency allocation,
- hours used,
- density of use by type (USF per full time equivalent)

The team then went on to develop space typology by agency, recommendations of Alternative Workplace Strategies (AWS).

This study presents management best practices research to address the expressed and growing interest by the State of Utah in developing and implementing various AWS solutions to enable greater real estate portfolio, operational efficiencies and reduce enterprise greenhouse gas emissions, while managing top talent, and improving human capital outputs.

Public and private entities are innovating beyond traditional workspace in response to enabling technology, distributed teams, shifting demographics, the collaborative demands of increasing knowledge work, and the rise of sustainability as an organizational principal of State leadership. External and internal factors make the move to mobility - and the associated more efficient, distributed, resilient built State office footprint - an important business decision to ensure competitiveness. Interest in greater sustainability, especially in relationship to energy use and clean air, is a prime influence on how this move is made, how it is understood and how it is messaged internally and externally.

Workplace Strategy, taking a rigorous and integrated approach to delivering workplace environments, technology and work practices that support achievement of organizational objectives.

What we can achieve through workplace strategy?

INCREASE SPACE EFFICIENCY

Space saving, cost avoidance through:

- accurate space requirements
- alternative workplace scenarios

ENABLE PRODUCTIVITY

Ability to access, attract and retain talent

The right mix of technology to support the work you do

ENHANCE EMPLOYEE EXPERIENCE

Increase flexibility and choice for employees

Workplace environments that support your culture and reflect what you stand for

ABOUT SPACE UTILIZATION ANALYSIS

The study looked at the quantity of space, space types, and space usage across approximately 2,500,000 square feet. Study components include:

- A Space Audit was conducted to document the exact square footage, space allocation by agency, space configuration and occupancy of each building in the study.

- Space Observations were conducted to qualitatively document how space is used.

- Interviews with agency leaders were conducted to understand how agencies occupy space and their organizational priorities.

- Space Utilization Study was conducted to empirically measure use and activity across the portfolio.

A majority of buildings studied are underutilized, with employees out of the office for substantial periods of time. This high level of external mobility and high level of individual work present strong potential to better support work through telecommuting and activity based environments.

54%

Average utilization of office space across the portfolio is a moderate 54%, demonstrating **opportunities for more efficient buildings, more telecommuting and more effective environments**
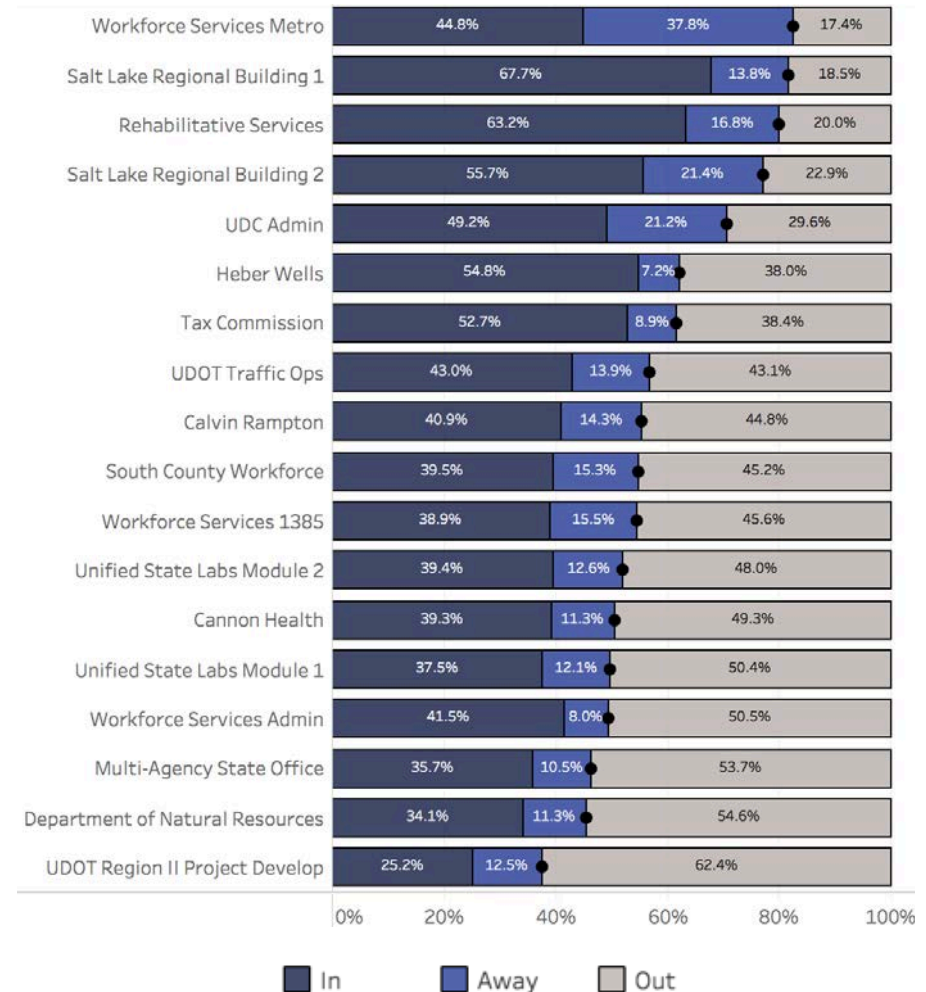
83%

Employees spend the majority of their day **conducting individual work,** a high % which enables flexibility and telecommuting since work does not require interaction with others
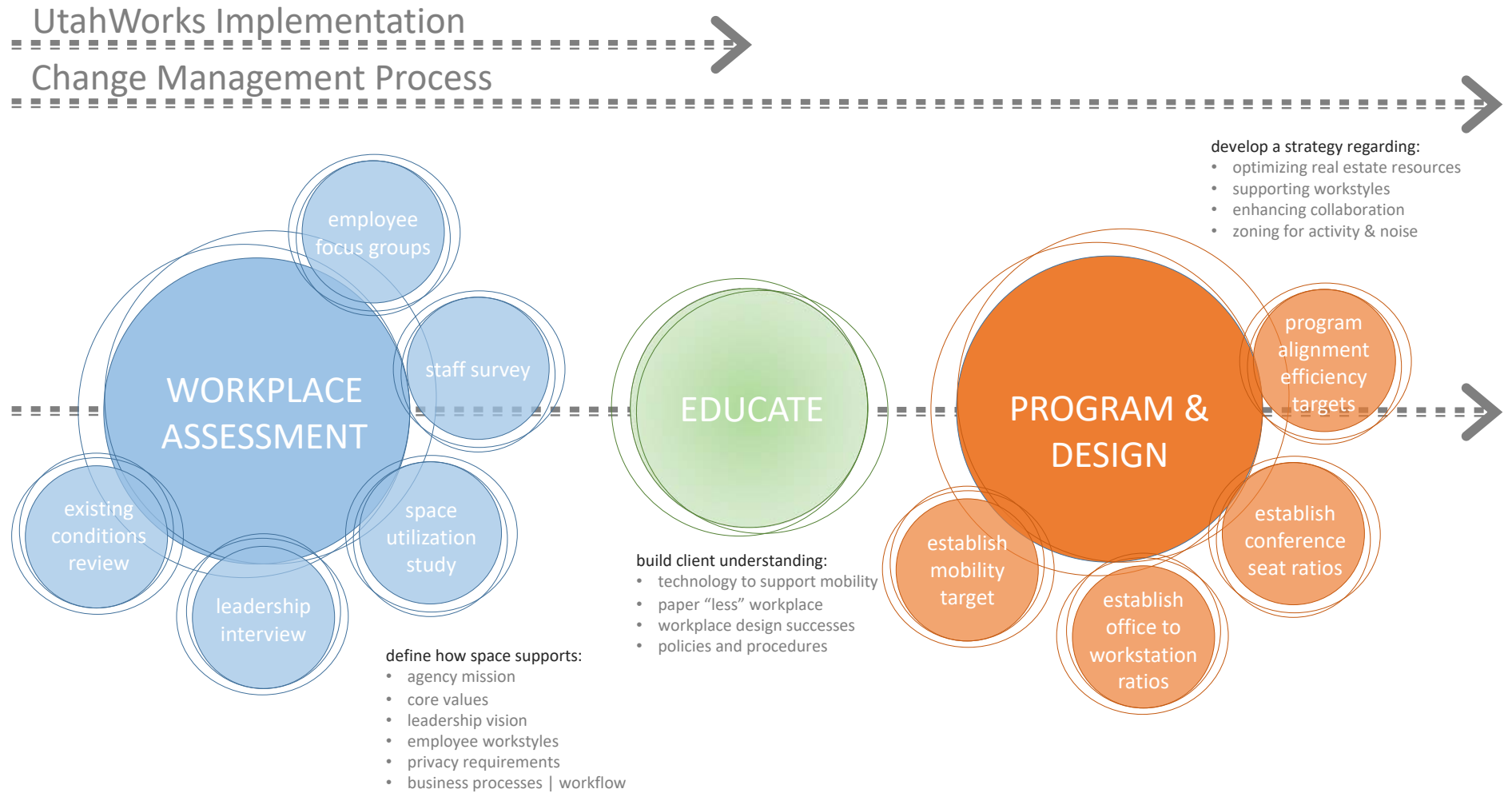
19%

A low 19% **utilization of collaboration spaces** demonstrates low internal mobility and **reinforces opportunities for more flexible work** and potential need for improving collaboration spaces

5.6

Average number of users in collaboration settings shows meetings are medium in size and, **a mismatch with current collaboration spaces,** which are typically larger

	In	Away	Out
Workforce Services Metro	44.8%	37.8%	17.4%
Salt Lake Regional Building 1	67.7%	13.8%	18.5%
Rehabilitative Services	63.2%	16.8%	20.0%
Salt Lake Regional Building 2	55.7%	21.4%	22.9%
UDC Admin	49.2%	21.2%	29.6%
Heber Wells	54.8%	7.2%	38.0%
Tax Commission	52.7%	8.9%	38.4%
UDOT Traffic Ops	43.0%	13.9%	43.1%
Calvin Rampton	40.9%	14.3%	44.8%
South County Workforce	39.5%	15.3%	45.2%
Workforce Services 1385	38.9%	15.5%	45.6%
Unified State Labs Module 2	39.4%	12.6%	48.0%
Cannon Health	39.3%	11.3%	49.3%
Unified State Labs Module 1	37.5%	12.1%	50.4%
Workforce Services Admin	41.5%	8.0%	50.5%
Multi-Agency State Office	35.7%	10.5%	53.7%
Department of Natural Resources	34.1%	11.3%	54.6%
UDOT Region II Project Develop	25.2%	12.5%	62.4%

UtahWorks Implementation

Change Management Process

WORKPLACE ASSESSMENT

employee focus groups

staff survey

existing conditions review

space utilization study

leadership interview

EDUCATE

PROGRAM & DESIGN

program alignment efficiency targets

establish mobility target

establish conference seat ratios

establish office to workstation ratios

develop a strategy regarding:
- optimizing real estate resources
- supporting workstyles
- enhancing collaboration
- zoning for activity & noise

build client understanding:
- technology to support mobility
- paper "less" workplace
- workplace design successes
- policies and procedures

define how space supports:
- agency mission
- core values
- leadership vision
- employee workstyles
- privacy requirements
- business processes | workflow

2.2. GOVERNANCE

2.2.1. GLOBAL GOVERNANCE

The State of Utah's space standards and workplace change approaches are developed and governed by DFCM to deliver on the State's Executive and Legislative mandates. The space standards (i.e. space types, sizes and configurations) in this document (see section 5) are the typical solutions that the State of Utah provides for all office projects. These workplace strategy processes and space standards will evolve in response to shifting State priorities, advancements in technology, workplace design best practices, and changing work patterns (e.g. culture change, remote work and mobility). It is recommended that this playbook be kept current and augmented with process and tool updates following significant projects and/or on an annual basis.

2.2.2. PROJECT GOVERNANCE

The application of the workplace strategy approach and space standards may vary to a limited degree across projects in an effort to address unique requirements. Once a project is designated, DFCM will work closely with clients (e.g. Departments) to determine the necessary steps for developing workplace strategy and applying space standards, along with the overall design process. Conducting a robust workplace strategy development and change process is recommended in most cases in order to ensure the success of new work environments.

Developing new office space and leading workplace change are highly cross-functional efforts that present unique problems and complex decisions. They also require some level of adaptation from occupants. Ensuring all stakeholders are clear on project objectives, activities, roles, and timelines will set the stage for an efficient and effective workplace change effort. A project charter, completed at the outset of a project will provide clarity and help secure stakeholder agreement across key project parameters.

Tools:

2.2 Charter Example

2.3. LEADING WORKPLACE CHANGE

As work has evolved in recent decades so has the importance of work environments. We demand more performance from our physical and technological environment today than at any time in modern history. Modern environments must balance a wide range of work styles and tools, while achieving efficiency, enabling productivity, reinforcing culture and elevating the employee experience.

Delivering new work environments inevitably results in new ways of working for users, and potential shifts in group identity and culture. Therefore, it's not surprising that workplace change elicits significant anxiety for users, in some cases leading to vocal and active resistance. In addition, designing the right space can be a challenge, complicated by organizational politics, near-term demands and passing trends.

Expanding workplace possibilities, getting the space right, and supporting user adoption of new environments is rooted in development of a workplace strategy, and application of workplace standards through design, all executed with significant stakeholder engagement. At a macro level, leading workplace change must address the following elements:
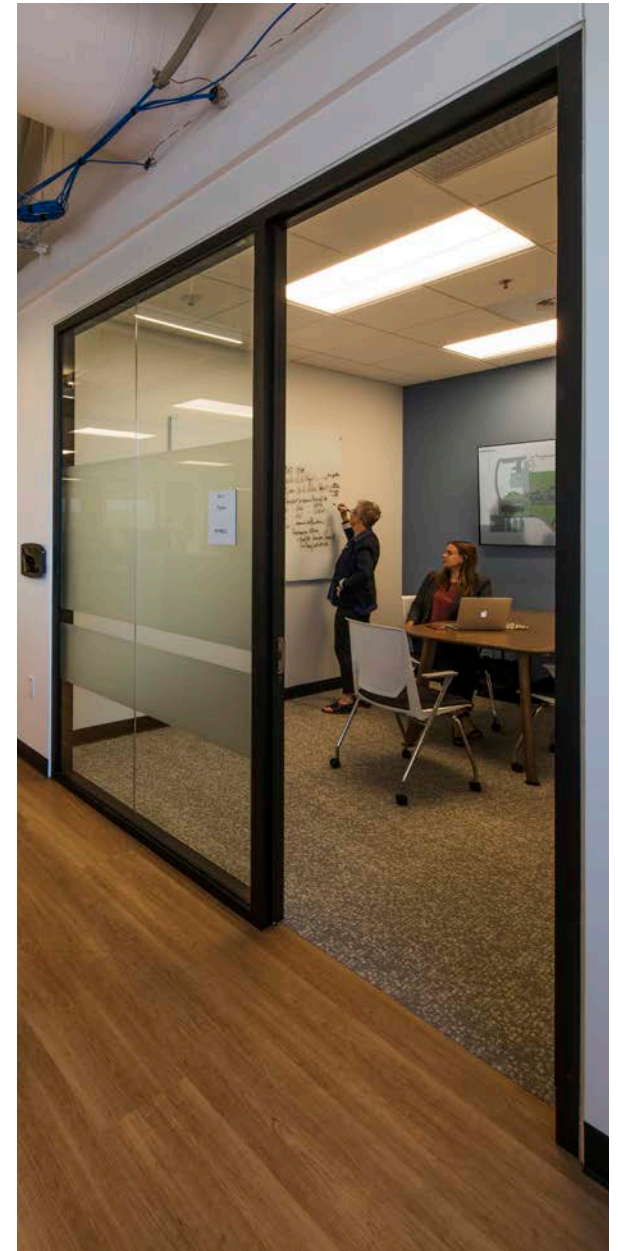
- Capture the factors that influence space solutions
  - º Mobility patterns
  - º Collaboration patterns
  - º Anticipated evolution of work patterns

º Leadership vision for the workplace

º Employees' desired future workplace experience

º Leadership support for workplace solutions

º Change readiness across stakeholder groups

• Engage stakeholders to set the stage for change

º Expanding workplace possibilities by informing stakeholders

º Ensuring voices from all major groups are heard

º Involving employees in developing solutions

• Translate workplace assessment findings into design

º Quantitative programming inputs

º Qualitative design criteria

• Execute a change communications campaign

º Communicating the vision for the new workplace

º Providing rational behind decisions and solutions

º Demonstrating local leadership support for change

º Training users for new ways of working

º Orienting employees to their new environments

º Ensuring employees feel heard and valued through the change process

º Keeping users informed throughout the process

These key elements of workplace change are addressed by completing a series of steps that are covered in detail in sections 3, 6 and 7 of this playbook.

WORKPLACE ASSESSMENT & STAKEHOLDER ENGAGEMENT

3

3.1. LEADERSHIP INTERVIEWS

Leadership interviews provide key insights into organizations and provide DFCM with an early opportunity to inform stakeholders about new workplace opportunities. In some organizations, meeting with leaders is necessary in order to gain access to employees. Leadership conversations can be conducted as individual interviews or group interviews. Individual interviews may require several rounds in order to access several levels of leadership. Group interviews are efficient at engaging multiple levels of leadership quickly, but may inhibit candid participation.

All interviews should provide leaders with an overview of the project and its intent. Inquiry must focus on understanding a unit's objectives, priorities, challenges, opportunities, impending changes, significant initiatives, key processes, culture and values, and overall change readiness. Most importantly interviews must capture the desired outcomes for a unit's performance and culture, leadership's vision for the future work environment and how they will measure its success. Findings from all interviews should be presented as themes, and when relevant differentiate input of different groups for decision making and strategy development.

Tools:

3.1 Taylorsville SOB Leadership Interview Guide Example

3.2. WORKPLACE STRATEGY SURVEY

DFCM's Workplace Strategy Survey provides key insights into work patterns and the performance of current work environments. The survey explores work patterns that influence space planning, including internal and external mobility, collaboration patterns, workplace requirements, and outcome measures such as satisfaction with the work environment and workplace functionality. In addition, the survey establishes a baseline from which to measure future impact of workplace solutions through post occupancy surveys. The DFCM Workplace Strategy Survey enables broad data gathering with low disruption and should be administered to all targeted project location employees via a web-based survey platform.

Administration of the survey and analysis of data requires the following steps:

- Customize flexible portions of the survey (e.g. locations, demographics, organization) to reflect details of the given project

- Build the survey into a web-based survey administration tool and test for functionality (e.g. user friendliness and data collected)

- Determine distribution channel for survey (e.g. send link to recipient emails, cascading survey through leadership communications, etc.)

- Launch survey; typically, it's best to keep surveys open for up to 10 business days (2 weeks)

- Midway through the survey period, send a communication reminding participants to complete the survey

- Assess response rate throughout the survey period and send additional reminders if necessary

- Upon survey completion, download data for analysis (typically in a spreadsheet format)

- Analyze data to represent average and frequency of responses

- Run cross tabulation of data to show responses by relevant unit and other key variables

- Report data to show daily work patterns

- Identify implications for design solutions (i.e. mobility and share ratios)

Key survey results will be inputs into work style profiling for strategy development.

Tools:

3.2 DFCM Workplace Strategy Survey 2019 (with profiling inputs)

3.2 SOB Taylorsville Work Style Survey 2-12-20 (revised)

3.3. UTILIZATION STUDY

Space utilization studies consist of observation and recording of how often offices, cubicles/workstations, conference rooms, and other meeting or work areas are in use. These studies can also account for how a space is being used, either for individual or collaborative work, and which tools are in use. Due to the complexity and coordination involved in utilization studies, they may require a full-time resource for the duration of the study.

A space utilization study and analysis requires the following steps:

- Coordinate with local facilities managers to map the spaces which will be observed. This inventory should define if a space (e.g. office, workstation) is vacant, assigned or hoteling, and what unit (e.g. Division, team) it is assigned to.

- Determine which spaces are to be observed and in what sequence (walking map of the space). For larger projects (>200K SF), sampling rather than observing every space, may be required for efficiency. A minimum of 30% of space should be observed. When sampling it is highly advisable to determine which spaces will be observed with input from unit leaders to ensure they will represent the group's patterns.

- Once selected, assign each space an identifier and create a walking map of the floor to efficiently observe all spaces in sequence. Build a spreadsheet matching the walking path, which contains a log of each space along with times of the day.

- Develop tools and processes for data collection/backup, either manually through paper or automated through handheld technology. Paper based data collection is simple to initiate with a spreadsheet and floor map, however it can be time consuming, and potentially subject to errors when data is manually entered into a database. Handheld technology provides more accuracy and speed with direct input into a database, but will require a significantly greater initial investment for tool development.

- Recruit and train data collection team, which can be made up of temporary employees, Agency employees or facility staff. Given the time demands on employees and facilities staff, relying on temporary employees is most reliable and should be used, except for the smallest projects (e.g. less than 5K SF).

- Conduct data collection, and record whether each space is occupied (IN), occupied but person is temporarily away (AWAY), or unoccupied (OUT). Also record number of individuals and activity in the space, either Formal Collaboration, Individual Work, Informal Collaboration, Virtual Collaboration, Other.

- Repeat data collection steps for each space at least four times per day (e.g. 9AM, 10:30AM, 1:30PM, 3:00PM) for two weeks on a defined schedule to maintain consistency and obtain an adequate data set for the analysis to follow.

- Analyze data to show average utilization rates by time of day, and day of week, also analyze to show activity patterns across space types.

- Run cross tabulation of data to show occupancy by group and location, and other relevant factors.

- Present data to show occupancy patterns by group and location. Data visualization tools (e.g. Tableau, Domo) are particularly useful in displaying and exploring data in real-time.

The findings of Space Utilization studies will provide a point of comparison to self-reported utilization rates from the Workplace Strategy Survey. Key space utilization study results will be inputs into work style profiling for strategy development.

Tools:

3.3 2018-8-31_DFCM_Utilization Study Deliverable

3.3 Utilization Study Training (RA)

3.4. FOCUS GROUPS/DISCOVERY WORKSHOPS

Focus Groups/Discovery Workshops are effective for gaining a deep understanding of employees' perspective on workplace requirements and readiness for workplace change. They also provide an early opportunity to raise awareness around workplace best practices and solutions (e.g. Activity Based Working). Most importantly they are an effective means of giving voice to employees, which in turn can garner support and enthusiasm for changes in the workplace. Evidence shows that employees who are given a chance to provide input about workplace solutions are more likely to successfully adapt when these are implemented.

DFCM has conducted different types of workplace strategy focus groups/discovery workshops across projects, with specific methodology tied to vendors. All approaches are similar in that they consist of facilitated meetings that elicit rich input on current and future workplace solutions through substantial employee engagement. The engagements mainly differ in their pre-determined structure, and the form of their output.

- Focus groups, follow a detailed agenda but otherwise rely on employee input to guide the conversation and solutions. As such they are more exploratory and dive deeper into uncovering unit specific culture, employee experience and organizational challenges that ultimately impact workplace solutions. Focus groups will produce output with greater variability in form and content.

- Discovery Workshops, refer to a process created by Herman Miller, and provide a highly structured framework for eliciting employee input along a series of workplace factors that can influence the character and design of a space. As such they are more prescriptive in their range of output with a greater focus on space, versus exploring unique culture, employee experience and organizational challenges. Discovery Workshops will produce standard output, that is more controlled in its range of content.

Both approaches effectively serve the underlying purpose of engaging employees, raising awareness around workplace solutions and ultimately setting workplace change in motion.

Regardless of approach, these facilitated employee engagements must address the following:

- The pros and cons of the current space
- The unit's business priorities
- The activities that need to be prioritized in solo work
- The activities that need to be prioritized in collaboration
- How the nature of work is likely to change
- The current workplace experience
- The desired workplace experience
- Aspects of culture that must be reinforced

- Employee reactions to workplace trends
- Q&A and myth busting
- Optional: if available, survey and utilization data can be shared to spark solutioning discussions with participants

To achieve their desired outcome, focus groups/discovery workshops should be led by experienced facilitators with deep knowledge in workplace strategy and workplace change management. Facilitators should also be adept at acknowledging a range of perspectives and respectfully addressing resistance in a live, unscripted and ambiguous setting.

A detailed guide should be created to direct the facilitation of these engagements. Sessions are best conducted in 90-180 min periods, with about 10-12 participants. Ideally, they would be conducted in a physical space that offers flexibility for reconfiguration, and small team work. Food and sensory fidget toys are effective for keeping participants awake and involved during sessions. Focus groups can also be adapted for virtual delivery with smaller groups (6-8 participants).

Conducting sessions by unit allows team members to learn about their internal perspectives, further reinforcing them. This approach drives analysis and solutioning more precisely by group. Conducting cross-functional/unit sessions allows participants to understand varying perspectives across the broader organization. It will drive analysis and

solutioning at a more macro level. As a rule of thumb, planning effective focus groups/ discovery workshop will take twice the time allotted for the session.
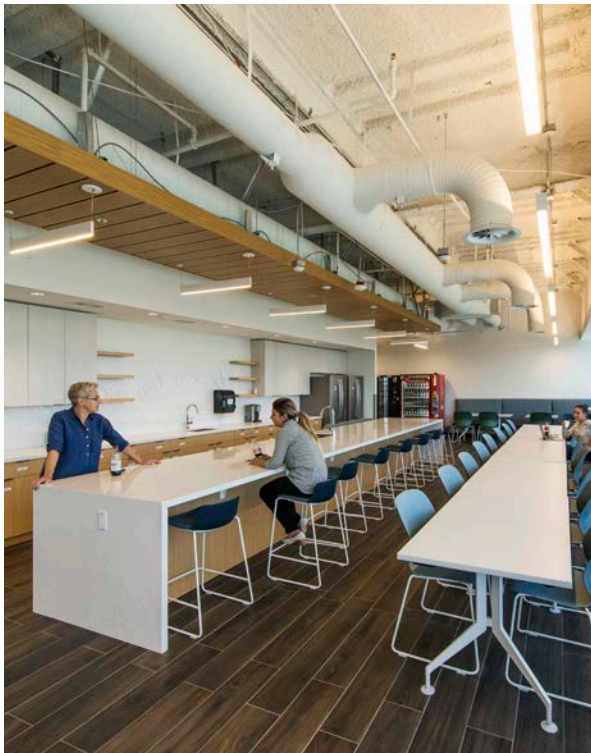
Findings from focus groups/discovery workshops must be presented as aggregated themes, with attempts to link to other workplace assessment findings.

Tools:

[3.4 UDAF Focus Group Guide](#)

[3.4 2018-11-09_DFCM_UDAF_Interview and Focus Groups](#)

[3.4 SOB Amex Report 09.01.19](#)

3.5. WORK STYLE PROFILING & RECOMMENDATIONS

Work Style Profiling and Recommendations, consist of synthesis and conclusions from workplace strategy assessments to facilitate decision making around workplace solutions, and support programming for design. These involve two sets of activities including:

1. Building Work Style Profiles using a tool to highlight work style differences across units

2. Providing workplace recommendations spanning space, technology and cultural practices, based on challenges and opportunities observable through all workplace strategy studies.

<u>Work Style Profiling</u>

Work Style Profiling is useful in providing a high-level and directional picture of how different units work, specifically with respect to mobility and collaboration. Work Style Profiling can be approached in different ways, rather than yielding scientific precision, it is designed to provide a relative and approximate portrayal of how groups work, which leaders (e.g. DFCM, Agency, GOBM...) can use to pursue different workplace solutions and arrangements (e.g. Assigned versus Free Address space solutions, Telework, etc...).

DFCM projects have relied on a well-used Work Style Profiling framework that combines collaboration and mobility patterns to identify work styles. More specifically, the framework plots mobility, from none to highly mobile, as well

as collaboration, from infrequent and virtual, to frequent and face-to-face, in order to determine profiles. The four Work Style Profiles produced, directly link to categories used by the State's "A New Workplace" telework program which is led by GOMB. Developing Work Style Profiles during the course of DFCM workplace strategy efforts can directly support GOMB's work in rolling out Telework across Agencies. Specifically, referring to Work Style Profiles will enable GOMB to better support Agencies in identifying units for Telework participation.

The workplace Profiles developed and used by DFCM and GOMB include:

- **Resident**: Groups that spend considerable time in their primary workspace with high levels of solo work, and lower levels of collaboration, often with immediate team members. Suitable space solutions include assigned individual workstations/offices within a neighborhood, supported by traditional meeting spaces. Employees with this profile could be candidates for Remote Work if their work does not tie them to a specialized setting (e.g. lab, machinery, manufacturing line...).

- **Adaptable**: Groups that spend considerable time in their primary workspace and have higher levels of internal collaboration, often with immediate team members. Suitable workplace solutions include primarily assigned and some unassigned individual workstations/offices within a neighborhood, supported by informal collaboration spaces

and virtual collaboration tools in addition to traditional meeting spaces. Employees with this profile have potential for Remote Work but are not ideal candidates.

- **Mobile**: Groups that spend considerable time away from their primary workspace, potentially offsite, and have high levels of internal collaboration, often with immediate team members. Suitable workplace solutions include assigned and mostly unassigned workstations/offices, supported by informal collaboration spaces and robust mobile and collaboration tools in addition to meeting spaces. Employees with this profile are potential candidates for Remote Work if their work does not tie them to a specialized setting (e.g. lab, machinery, manufacturing line...).

- **Remote**: Groups that spend considerable time away from their primary workspace, often offsite, and have lower levels of internal collaboration, often extending beyond their team or their Department. Suitable workplace solutions include unassigned workstations/ offices, supported by traditional meeting spaces and robust mobile and collaboration technology. Employees with this profile are ideal candidates for Remote Work.

Profiling Matrix Tool

To build Work Style Profiles, DFCM has relied on a tool that generates profiles once populated with input from survey and utilization study findings. The tool plots profiles based on weighting and scoring of inputs. Specific inputs into the tool may vary across projects, based on

studies conducted and the specific output of projects – for instance not all projects rely on survey and utilization studies, and observations and questions may vary to an extent. Therefore, each project may require adjustment of tools and fine tuning of weighting to complete profiling based on available data.

The most recently used profiling tool relies on eleven inputs, eight of which are drawn from the survey and

	Weighting	Type of Activity
Utilization / Mobility	5%	Out of Office full day
	5%	Commuting 4 days or less
	50%	Time @ Primary Workspace
	5%	% Spent Working from Home
	35%	Utilization (utilization study)
	100%	Weighted Percentage

Collaboration	10%	Collaboration w/Team
	50%	F2F
	5%	Virtual (survey)
	35%	Unscheduled Meetings (survey)
	0%	Solo (utilization study)
	0%	In-Person Collaboration (utilization study)
	100%	Weighted Percentage

Department Work Style Profiles
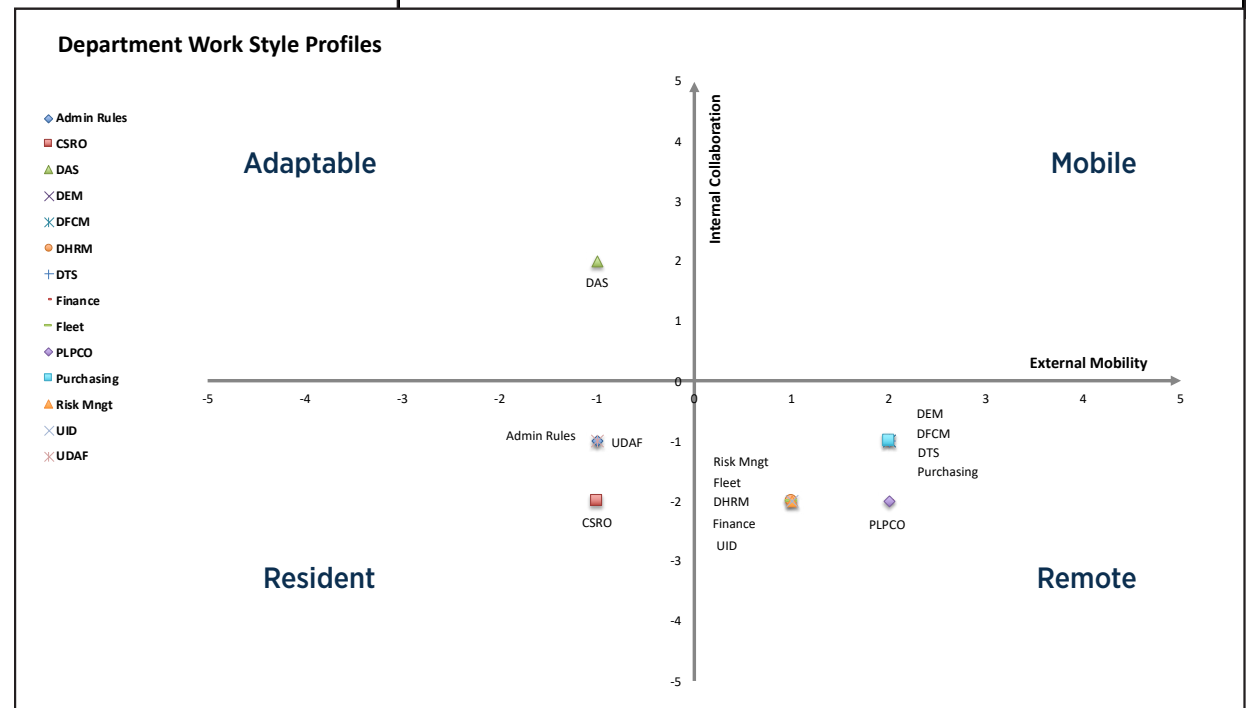
three which are drawn from utilization studies. Inclusion of an item and its weighting can be adjusted based on availability and confidence in the data. Note: for TSOB analysis weighting of "Time @ Primary Workspace" was increased and "Utilization" decreased, due to lower confidence in available utilization study findings.

Conducting profiling requires the following steps:

- In profiling tool, in "Util & Mobility" and "Collaboration" tabs, label columns to match Agencies or Units as necessary

- Extract data from Workplace Strategy Survey and Space Utilization findings reports, and enter data into appropriate fields in "Util & Mobility" and "Collaboration" tabs, taking care to avoid manipulating embedded formulas

- In "Weighting" tab, update columns to match columns in "Util & Mobility" and "Collaboration" tabs. Check and adjust weighting to ensure applicability. Check scores to ensure all calculations are working correctly.

- In "Profiles" tab, check and adjust Department column and mobility and collaboration scores. Check matrix to ensure profiling of Agencies or Units is correct relative to one another and not surprisingly skewed based on qualitative understanding of their work patterns.

- Cut and paste matrix into communications and presentation with Agency or Unit leadership to spur conversation.

Tool:

3.5_SOB_Workplace_Profiling_6-12-20_(all SOB with weighted avgs)

Programming Inputs

The Profiling Matrix Tool also provides a means for translating Survey and Utilization inputs directly into suggested Desk Sharing and Collaboration space ratios. In addition, the tool can be used to generate guidelines for how those Collaboration seats are distributed across meeting room sizes.

Generating programming inputs requires the following steps:

- In the profiling tool, in "Programming Inputs" tab, update columns with corresponding data from the survey for each Agency or Unit

- Ensure that the correct number of survey respondents are entered in order to generate correct weighted averages

- Weighted averages for each dimension (e.g. desk sharing, collaboration seats, etc…) will serve as the recommended figure to serve as input in initial rounds of programming

Tool:

3.5_SOB_Workplace_Profiling_6-12-20_(all SOB with weighted avgs)

Recommendations

Recommendations capture the suggested workplace solutions for a project based on interpretation of workplace study findings. Final reporting of recommendations can take different forms, however most reports should include an executive summary that captures challenges, opportunities, a deeper dive into each summary theme to clarify findings and implications. Typically, the workplace findings of most relevance will be mobility and collaboration patterns, requirements around noise, privacy and distraction, and current satisfaction with various workplace factors. In addition, the report must present recommendations for specific workplace features, programming inputs for design, and guidance on workplace change potential. In many instances planning for projects will put forth specific questions that should be directly answered in recommendations, for instance potential for telecommuting, square footage requirements, potential for activity-based environments, readiness of various groups to undergo workplace change, and beyond. Depending on the project, employee engagement, quantitative data, profiling and programming inputs can be combined into a single report, or presented in separate study reports.

Tools:

3.5_SOB_Workplace_Profiling_6-12-20_(all SOB with weighted avgs)

3.2 SOB Taylorsville Work Style Survey 2-12-20 (revised)

3.4 2018-11-09_DFCM_UDAF Interview and Focus Groups

3.6. WORKPLACE STRATEGY SOLUTIONS WORKSHOP

It can be beneficial to mark the transition between assessment and design through a Workplace Strategy Solutions Workshop. Workplace change projects are fundamentally cross-functional exercises that require commitment, expertise and collaboration from workplace, technology, and people functions, in addition to Agency leaders. The primary objective of Workplace Strategy Solutions Workshop is to outline specific components of workplace strategy, by engaging project stakeholders in a concerted way to reach agreement, prior to initiating the design process.

The workshop should be used to guide the cross-functional team in interpreting workplace data on solutions and workplace changes. More specifically, the workshop should address mobility such as desk sharing ratios, types of space, technology and AV solutions, key work practices and workplace guidelines, and high-level change communications planning.
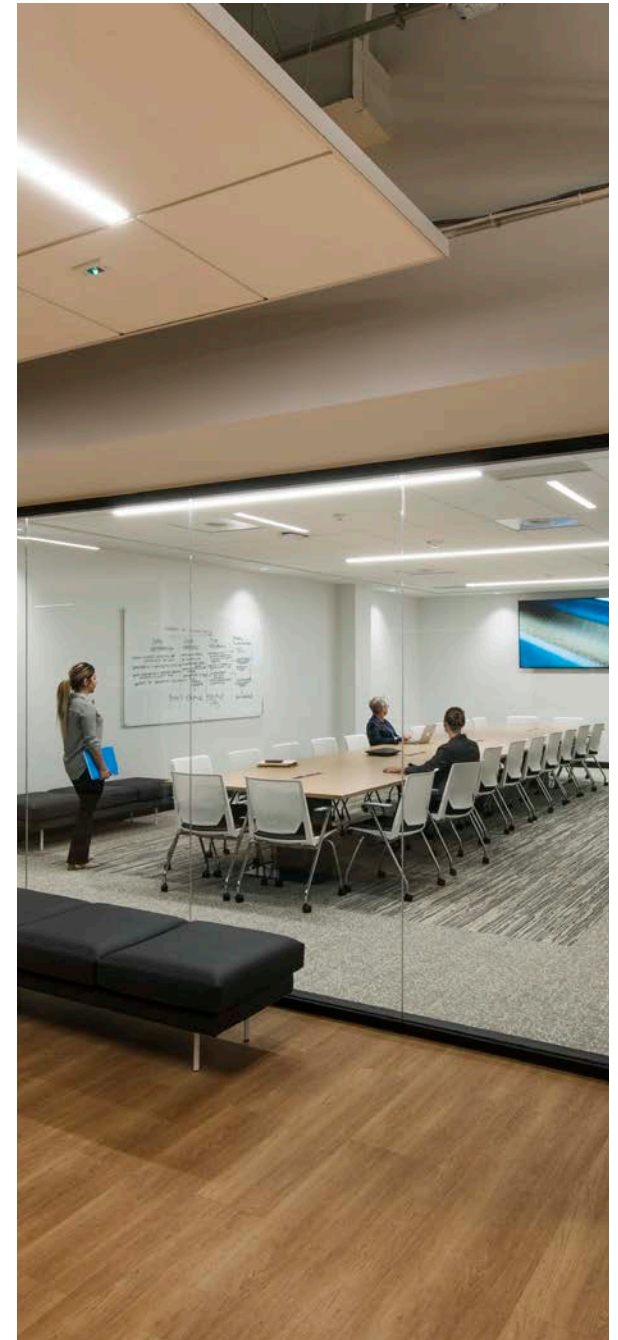
Depending on the project the cross-functional team convened for the Solutions Workshop may be extended into a steering committee to set direction for design and workplace change communications efforts for the duration of the work. Workshop participants should include senior representatives from DFCM, DTS, Agencies, workplace and design teams, communications, and other key stakeholders.

The solutions workshop should include presentation of material, facilitated discussions of workplace options and scenarios. Depending on the sophistication of the project and the number of stakeholders involved, detailed solution discussions may occur in a single group or in breakout session by sub-teams. The deliverable from the workshop should be a detailed document describing the recommended Workplace Strategy solution components for deployment in chosen locations. Once workplace solutions recommendations have been developed, key stakeholders should be engaged for formal review and approval.

To date, in lieu of a Solutions Workshop, focus areas have been addressed by DFCM and its design partners, as separate components throughout workplace strategy meetings and the iterative design process with Agency leadership.

Tools:

3.6 WS Solutions Design Workshop Process Example

DESIGN & PROGRAMMING APPROACH *4*

LEVERS TO DEPLOY THE DFCM WORKPLACE STRATEGY

DFCM Space Utilization and Deployment Studies demonstrate **opportunities to positively impact employee productivity and satisfaction, while improving building efficiencies, avoiding costs and mitigating the negative environmental impacts of daily commutes.** Opportunities specifically exist in matching space types and sizes to work requirements, leveraging mobility and introducing activity based environments that better support mobility, collaboration and variable demands of work.

LEVER ONE
SPACE SIZE

Office and workstation sizes tend to be large across the State's real estate portfolio. These larger settings reflect the demands of a previous generation of work requirements. **Right sizing spaces to match the current demands of work** is a key factor in increasing the overall efficiency of work environments. In addition, **moving toward fewer office and smaller workstation sizes** yields more flexibility in accommodating organizational changes and churn, resulting in fewer deviations from workplace standards.

LEVER TWO
WORKSTATION TO OFFICE RATIO

Many buildings across the State's portfolio have a high percentage of enclosed offices. **Redistributing the percentage of offices to workstation within an environment can have a number of positive effects**, including more transparency, the potential for collaboration, more social activity, and greater access to natural light for all employees. In addition the space savings can be distributed to accommodate collaborative and social activity in a variety of other spaces accessible to a wider number of employees.

LEVER THREE
HIGHER MOBILITY

The relatively low utilization rate across much of the State's portfolio demonstrates that many employees are already mobile and conducting work in the field or at other locations. This mobility can be leveraged through alternative workplace strategies to increase overall workplace efficiency. Greater mobility, for instance in telecommuting, is typically a benefit for employees and yields increased productivity and satisfaction, alongside space savings. The deployment of Utah Works prior to design helps design teams gauge mobility levels.

LEVER FOUR
CHOICE IN THE WORKPLACE

The majority of the State's portfolio is currently comprised of a limited number of space types, typically including individual spaces and larger conference spaces. These space types are a mismatch with modern work requirements and invariably can limit the range of work activity. Providing a greater variety of settings matched to the work of each agency (e.g. Activity Based Work environments) will allow employees to choose the environments that best support their activities through the course of the day.

DEPLOYING ALTERNATIVE WORKPLACE STRATEGY (AWS)

Applying strong, strategic Change Management Engagement Plan

Document Real Estate Portfolio

Assess baseline space allocation, occupancy and mobility patterns

Apply State Space Standards to address levers one and two

Utilize UtahWork's Mobile Workplace Toolkit to address lever three and four

DESIGN PROCESS

The Workplace Change Process begins by completing Workplace Assessment tasks defined in Chapter Three, including:

- Conduct Leadership Interview(s)
- Discuss Growth Planning
- Review Existing Conditions & Space Assignments
- Conduct Employee Survey
- Conducting Focus Groups

Once these tasks are completed and reported on to the project leadership, the Design Process can begin by following these four steps.

> **During the Capital Budget Estimate (CBE) or Feasibility Study process,** where time or access to professional services will not allow for a more nuanced review of space needs, one can use an abbreviated method for Determining Approximate Space Needs; see **Appendix 8.3.**

STEP ONE
ESTIMATING SEAT COUNT

Existing and proposed employee mobility goals may have been gathered during leadership interviews and/or employee engagement. Employees desire for greater mobility and/or the adoption of policies may be the result of the employee survey. These findings, plus the review of an agencies engagement in the State's "A New Workplace" telework program and applying desk sharing ratios, will assist the design team to determine appropriate seat count. The Statewide telework goal is 40% of eligible employees.

- Document the existing headcount data from the workplace assessment phase.
- Document Utah Works engagement (i.e. how many agency staff work in a location other than workspace under design?) or apply the mobility target (State goal: 40% of eligible employees).

- Define total headcount as: resident, adaptable, mobile, or remote (RAMR).
- Apply Desk Sharing Ratios to each Utah Works type (RAMR), or apply an overarching Desk Sharing Ratio to an entire agency.

REFRESHER

See Section 3.5 Workstyles Profiling & Recommendations for definitions of Workplace Profiles for Remote, Mobile, Adaptable, and Resident.

DESK SHARING RATIOS

It is understood that each agency will have adopted A New Workplace | Utah Works at different rates, from low adoption to high adoption. Agencies or organizations will range from those who have high demand or work practices that require more employees to be resident (work primarily in the office to those organization that have more aggressively adopted mobility options for their employees. In the **Conservative** range the blended desk sharing targets are at 1.45 people to 1 desk (1.45:1), in the **Moderate** range the blended desk sharing ratio is closer to 1.56 people to 1 desk (1.56:1), and at the **Aggressive** range the blended desk sharing ratio is 1.68 to 1 desk (1.68:1). The following charts will help design team determine adoption and how to apply desk sharing ratios based on that understanding.

CONSERVATIVE	MODERATE	AGGRESSIVE
OVERALL 30% MOBILITY	OVERALL 40% MOBILITY	OVERALL 50% MOBILITY

CONSERVATIVE

Mobile: 10% of population @ 2:1 Desk Sharing target

Remote: 20% of population @ 2.5:1 Desk Sharing target

Adaptable: 35% of population @ 1.5:1 Desk Sharing target

Resident: 35% of population @ 1:1 Desk Sharing target

Blended Desk Sharing Target of 1.45:1

MODERATE

Mobile: 13% of population @ 4:1 Desk Sharing target

Remote: 30% of population @ 1.5:1 Desk Sharing target

Adaptable: 27% of population @ 2.5:1 Desk Sharing target

Resident: 30% of population @ 1:1 Desk Sharing target

Blended Desk Sharing Target of 1.56:1

AGGRESSIVE

Mobile: 17% of population @ 4:1 Desk Sharing target

Remote: 33% of population @ 2.5:1 Desk Sharing target

Adaptable: 25% of population @ 1.5:1 Desk Sharing target

Resident: 25% of population @ 1:1 Desk Sharing target

Blended Desk Sharing Target of 1.68:1

STEP TWO
WORKSTATION TO OFFICE RATIO

It is State policy that **employees have open workstations with few exceptions.** Office assignment is based on functional needs, most commonly isolation of frequent discussions of confidential matters. Occasionally needs for privacy may include to aid concentration or to secure and/or isolate confidential documents. The **office to workstation target is 25:75** and may vary widely by agencies.

Offices will only be assigned if one of the following criteria is met, or a combination there of:

- Position requires frequent (60% of day or more), confidential meetings with citizens or clients which cannot be accommodated in available conference rooms space.

- Position requires frequent (60% of day or more), confidential conversations relative to internal matters or supervision of staff which cannot be accommodated in available conference rooms space.

- Position engaged in sensitive investigations involving regular and frequent (60% of day or more), confidential conversations which cannot be accommodated in available conference rooms space.

STEP THREE
SPACE SIZE

Allocation of workspace area is based on the type of work activity and function, not position or title. The design process should begin with the design team working closely with the client to understand staff work processes, product and workflow to complete the department's mission. To determine the type of appropriate workstation or office, the design team and client must agree to the desired space necessary to support work at the desk.

Workstations | offices range in size, including:

- **Open Office, 36 NSF,** (net square feet), for mobile or part-time employees.
- **Open Office, 46 NSF,** suitable for the many employees whose work is primarily digital.
- **Open Office, 64 NSF,** suitable for the majority of employees; supports collaboration.
- **Open Office, 80 NSF,** large workstation can accommodate storage or equipment needs.
- **Private Office, 80 NSF,** supports need for confidentiality and one-on-one meetings.
- **Private Office, 120 NSF,** typical for the majority, with room for meetings up to 3.
- **Private Office, 150 NSF,** supports confidentiality and separate small meeting area for 4.

STEP FOUR
CHOICE IN THE WORKPLACE

In an open office environment, meeting productivity goals requires the appropriate number and size of meeting spaces for acoustical control, to support collaboration, and to allow for isolation when confidential conversations or meetings are held. Typically meetings average 5.6 participants, so plan wisely. In addition, small phone booths and unassigned offices support irregular need for privacy or to support focused work efforts. **The conference room seat to work seat count (open office + private office) ratio target is 1.6:1.**

COLLABORATION SEAT RATIOS

STEP 1: Using the Seat Count, apply the Overall Collaboration Seat Ratio to determine total collaboration seats (conference, meeting, huddle, phone booths, etc.). The following ratios are suitable for applying at entire building level.

- Average – 1.6 Individual Seats to 1 Collaboration Seat (1.6:1)
- Range – 1.5 to 1.7 Individual Seats per 1 Collaboration Seat

STEP 2: Take the total collaboration seat count and calculate the collaboration space type count:

Small 2-person collaboration spaces

- Average – 37%
- Range – 25% to 56%

Medium 6-person collaboration spaces

- Average – 42%
- Range – 30% to 59%

Large 7-person + collaboration spaces

- Average – 21%
- Range – 13% to 32%

Phone Rooms

- 15:1. Achieve or exceed a ratio of 15 individual seats for 1 phone room

STEP FIVE
SUPPORT & SPECIALTY SPACE

Determining the type, size and distribution of support and specialty space, while not dictated by Space Standards, is important to the implementation of Workplace Change. Organizations and design teams should plan for fewer, more centralized locations for support and specialty spaces.

Support Spaces range in size, including:

- **Print | Copy Area, 120 NSF,** is scalable and can be joined with Work Room.
- **Work Room, 100 NSF,** is scalable and can be joined with Print | Copy.
- **Storage Area, 120 NSF,** (may want to modify to be sm, med, lg file storage area)
- **Storage Area, 300 NSF** (may want to modify to be sm, med, lg storage area)
- **Waiting Area, 120 NSF,** can be joined with reception.
- **Reception Area, 400 NSF,** can be joined with reception.
- **Break Room, 200 NSF,** (may want to modify to be sm, med, lg break room)
- **Lactation Room, 80 NSF**
- **Lockers, including Bike Storage**

STEP SIX
PLANNING & PROGRAMMING GROSSING FACTORS

During the architectural programming phase, it is critical to use appropriate grossing factors to calculate space needs. Factors vary according to building type and function, and should be recommended by an experienced programmer. Square footage definitions and general factors are below.

TI/LEASE SCENARIOS

To estimate the total needed area for a department/agency within a tenant improvement (TI) scenario or lease situation include recommended Circulation Factors (CF) by multiplying Net Square Feet (NSF) of each room/space by Circulation Factor to get Department Gross Square Feet (DGSF) or NSF x CF = DGSF.

RECOMMENDED CIRCULATION FACTORS

Factors to apply to individual spaces during architectural programming to determine Department Gross Square Feet

Individual Space NSF Factor (CF)	Circulation
1 to 499 NSF	1.50
500 to 999 NSF	1.25
1000 NSF and greater	1.10

NEW BUILDING OR TOTAL BUILDING SCENARIOS

When a department/ agency requires a new building, the process for developing the total Building Gross Square Footage (GSF) requires taking the Department Gross Square Feet and multiplying it by the Building Grossing Factor (BGF) or DGSF x BGF = GSF.

TYPICAL BUILDING GROSSING FACTORS

Multiplier to apply to DGFS to calculate building GSF; varies according to building type

Building Type Factor	Grossing
Administrative/Office	1.20
Courthouse	1.34
Laboratory	1.40

Current Program (as of 2018 CBE)

Staff Projections	
Executive Administration	12
Administrative Services	15
Animal Industry	30
Plant Industry	38
Regulatory Services	55
Marketing / Economic Development	9
Total Staff	**159**

SCENARIO
EXISTING CONDITIONS

TOTAL USF: 34,235

TOTAL HEADCOUNT: 159

TOTAL SEATS: 159

USF PER SEAT: 215

Private Offices & Open Workstations	Count	SF/Space	Total SF	Metric
PO-1 Sr. Executive Large Office	1	240	240	
PO-2 Sr. Executive Medium Office	1	180	180	Office seats as a % of total
PO-3 Director Office	11	150	1,650	
PO-4 Standard Office	53	120	6,360	
PO-5 Small Office	3	80	240	
Subtotal Office	**69**		**8,670**	**43%**
OO-1	4	120	480	
OO-2	10	80	800	Work station seats as a % of Total Seats
OO-3	53	64	3,392	
OO-4	23	48	1,104	
OO-5	0	36	0	
Subtotal Work Station	**90**		**5,776**	**57%**
Total	**159**		**14,446**	**100%**

Conference Space	Count	SF/Space	Total SF	Seats	Metric
CF-1 Large Conference Room (15-seat)	3	300	900	45	
CF-2 Medium Conference Rm (12-seat)	2	225	450	24	
CF-3 Meeting Room (8-seat)	3	180	540	24	
CF-4 Meeting Room (6-seat)	1	150	150	6	
CF-5 Meeting Rm / Alcove (5-seat)	3	120	360	15	
CF-6 Booth / Lounge (4-seat)	0	80	0	0	# of Conf. Seats divided by Ofc. Seats
CF-7 Informal Meeting (4-seat)	0	60	0	0	
Informal Break (4-seats)	0	60	0	0	
Informal Meeting (2-seat)	0	48	0	0	
Total	**12**		**2,400**	**114**	**0.72**

100% NON-MOBILE

PARTICIPATION RATE

Lab / Specialty Space	Count	Avg. SF	Total SF
Laboratory	20	252	5035
Lab Support	14	127	1784
Event Space / Townhall	1	4500	4500
Subtotal	**35**		**11,319**

Support Space	Count	Avg. SF	Total SF
Storage	10	217	2170
Wellness Room	1	400	400
Copy / Supply	5	168	840
Break Area / Lounge	3	243	730
Event & Support	2	455	910
Entry Vestibule / Lobby	2	510	1020
Subtotal	**21**		**6,070**

Building Services	Count	Avg. SF	Total SF
Mechanical / Electrical / Comm	12	385	4620
Support	13	150	1950
Subtotal	**25**		**6,570**

Space Summary	Totals
TOTAL Usable SF / Space Requirements	34,235
Grossing Factor (Circulation+Load)	1.65
Total Rentable Square Footage (RSF)	56,488
RSF/Seat = total gsf/seats	355
USF/Seat = total nsf/seats	215

Private Offices

Open Workstations

Conference Space

baseline scenario

Private Offices

Workstations

Conference Space
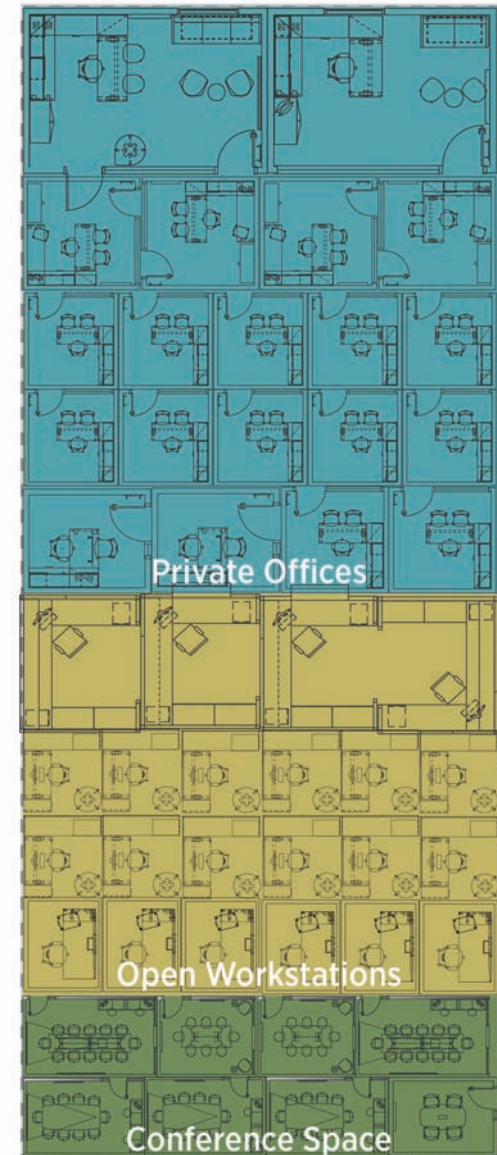
AWS 1 - Conservative
40/60 - 1.3:1 @ 30% Participation

Staff Projections	
Executive Administration	12
Administrative Services	15
Animal Industry	30
Plant Industry	38
Regulatory Services	55
Marketing / Economic Development	9
Total Staff	**159**

Private Offices & Open Workstations	Count	SF/Space	Total SF	Metric
PO-1 Sr. Executive Large Office	0	240	0	
PO-2 Sr. Executive Medium Office	2	180	360	
PO-3 Director Office	5	150	750	Office seats as a % of total
PO-4 Standard Office	40	120	4,800	
PO-5 Small Office	12	80	960	
Subtotal Office	**59**		**6,870**	**40%**
OO-1	0	120	0	
OO-2	0	80	0	
OO-3	0	64	0	Work station seats as a % of Total Seats
OO-4	78	48	3,744	
OO-5	11	36	396	
Subtotal Work Station	**89**		**4,140**	**60%**
Total	**148**		**11,010**	**100%**

Conference Space	Count	SF/Space	Total SF	Seats	Metric
CF-1 Large Conference Room (15-seat)	2	300	600	30	
CF-2 Medium Conference Rm (12-seat)	1	225	225	12	
CF-3 Meeting Room (8-seat)	2	180	360	16	
CF-4 Meeting Room (6-seat)	1	150	150	6	
CF-5 Meeting Rm / Alcove (5-seat)	2	120	240	10	
CF-6 Booth / Lounge (4-seat)	1	80	80	4	
CF-7 Informal Meeting (4-seat)	1	60	60	4	# of Conf. Seats divided by Ofc. Seats
Informal Break (4-seats)	2	60	120	8	
Informal Meeting (2-seat)	2	48	96	8	
Total	**12**		**1,835**	**98**	**0.66**

Lab / Specialty Space	Count	Avg. SF	Total SF
Laboratory	20	252	5035
Lab Support	14	127	1784
Event Space / Townhall	1	4500	4500
Subtotal	**35**		**11,319**

Support Space	Count	Avg. SF	Total SF
Storage	10	217	2170
Wellness Room	1	400	400
Copy / Supply	5	168	840
Break Area / Lounge	3	243	730
Event & Support	2	455	910
Entry Vestibule / Lobby	2	510	1020
Subtotal	**21**		**6,070**

Building Services	Count	Avg. SF	Total SF
Mechanical / Electrical / Comm	12	385	4620
Support	13	150	1950
Subtotal	**25**		**6,570**

Space Summary	Totals
TOTAL Usable SF / Space Requirements	30,234
Grossing Factor (Circulation+Load)	1.65
Total Rentable Square Footage (RSF)	49,886
RSF/Seat = total gsf/seats	337
USF/Seat = total nsf/seats	190

SCENARIO
APPLIED 2020 SPACE STANDARDS

TOTAL USF: 30,234
TOTAL HEADCOUNT: 159
TOTAL SEATS: 148
USF PER SEAT: 190

70% NON-MOBILE

30% MOBILE

PARTICIPATION RATE

SCENARIO
MODERATE

TOTAL USF: 28,080

TOTAL HEADCOUNT: 159

TOTAL SEATS: 126

USF PER SEAT: 177

100% NON-MOBILE

50% NON-MOBILE

PARTICIPATION RATE

AWS 2 - Moderate
35/65 - 1.7:1 @ 50% Participation

Staff Projections	
Executive Administration	12
Administrative Services	15
Animal Industry	30
Plant Industry	38
Regulatory Services	55
Marketing / Economic Development	9
Total Staff	**159**

Private Offices & Open Workstations	Count	SF/Space	Total SF	Metric
PO-1 Sr. Executive Large Office	0	240	0	
PO-2 Sr. Executive Medium Office	2	180	360	Office seats as a % of total
PO-3 Director Office	0	150	0	
PO-4 Standard Office	33	120	3,960	
PO-5 Small Office	9	80	720	
Subtotal Office	**44**		**5,040**	**35%**
OO-1	0	120	0	
OO-2	0	80	0	
OO-3	0	64	0	Work station seats as a % of Total Seats
OO-4	67	48	3,216	
OO-5	15	36	540	
Subtotal Work Station	**82**		**3,756**	**65%**
Total	**126**		**8,796**	**100%**

Conference Space	Count	SF/Space	Total SF	Seats	Metric
CF-1 Large Conference Room (15-seat)	2	300	600	30	
CF-2 Medium Conference Rm (12-seat)	1	225	225	12	
CF-3 Meeting Room (8-seat)	2	180	360	16	
CF-4 Meeting Room (6-seat)	1	150	150	6	
CF-5 Meeting Rm / Alcove (5-seat)	2	120	240	10	
CF-6 Booth / Lounge (4-seat)	1	80	80	4	# of Conf. Seats divided by Ofc. Seats
CF-7 Informal Meeting (4-seat)	2	60	120	8	
Informal Break (4-seats)	2	60	120	8	
Informal Meeting (2-seat)	1	48	48	4	
Total	**13**		**1,895**	**98**	**0.78**

Lab / Specialty Space	Count	Avg. SF	Total SF
Laboratory	20	252	5035
Lab Support	14	127	1784
Event Space / Townhall	1	4500	4500
Subtotal	**35**		**11,319**

Support Space	Count	Avg. SF	Total SF
Storage	10	217	2170
Wellness Room	1	400	400
Copy / Supply	5	168	840
Break Area / Lounge	3	243	730
Event & Support	2	455	910
Entry Vestibule / Lobby	2	510	1020
Subtotal	**21**		**6,070**

Building Services	Count	Avg. SF	Total SF
Mechanical / Electrical / Comm	12	385	4620
Support	13	150	1950
Subtotal	**25**		**6,570**

Space Summary	Totals
TOTAL Usable SF / Space Requirements	28,080
Grossing Factor (Circulation+Load)	1.65
Total Rentable Square Footage (RSF)	46,332
RSF/Seat = total gsf/seats	368
USF/Seat = total nsf/seats	177

Private Offices

Workstations

Conference Space
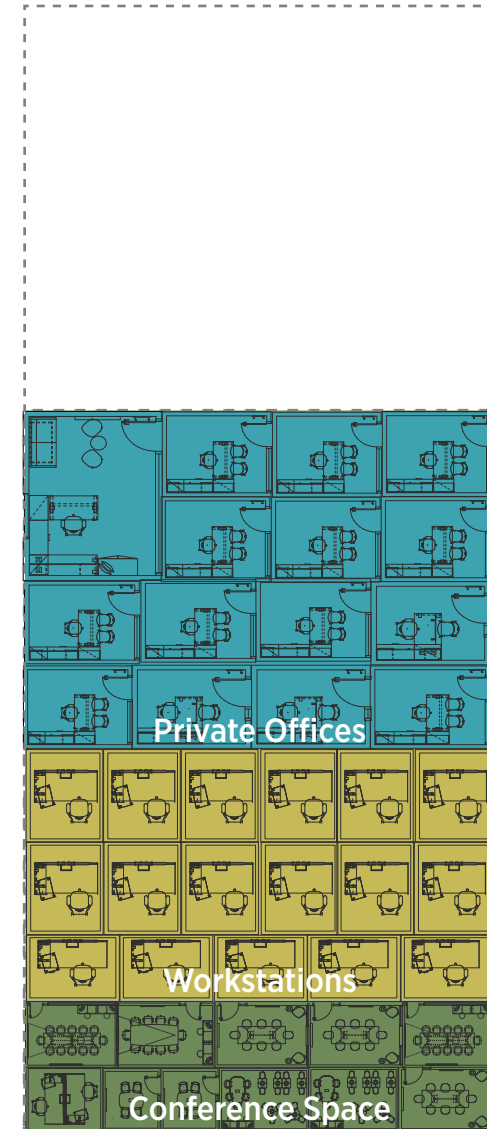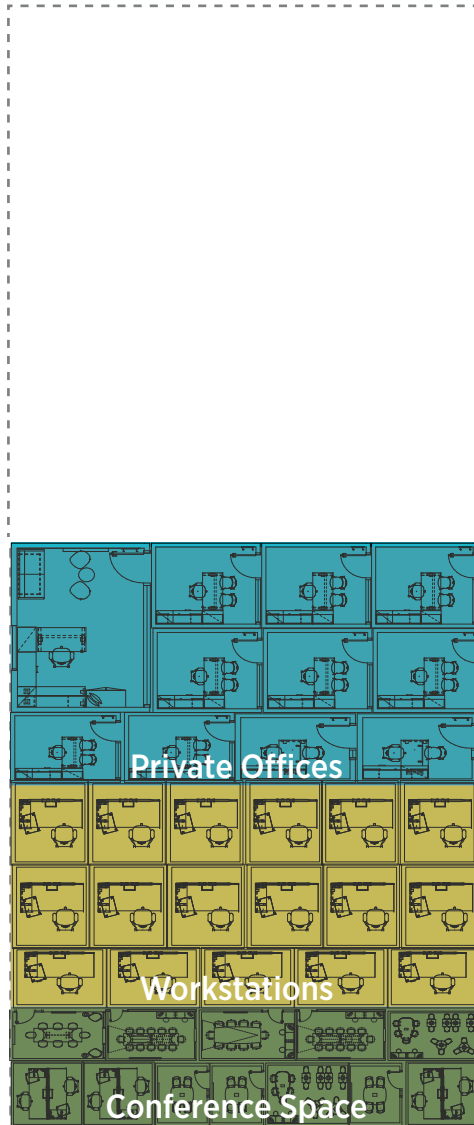
AWS 3 - Aggressive
30/70 - 2:1 @ 70% Participation

Staff Projections

Executive Administration	12
Administrative Services	15
Animal Industry	30
Plant Industry	38
Regulatory Services	55
Marketing / Economic Development	9
Total Staff	**159**

Private Offices & Open Workstations	Count	SF/Space	Total SF	Metric
PO-1 Sr. Executive Large Office	0	240	0	
PO-2 Sr. Executive Medium Office	2	180	360	
PO-3 Director Office	0	150	0	Office seats as a % of total
PO-4 Standard Office	23	120	2,760	
PO-5 Small Office	6	80	480	
Subtotal Office	**31**		**3,600**	**30%**
OO-1	0	120	0	
OO-2	0	80	0	Work station seats as a % of Total Seats
OO-3	0	64	0	
OO-4	54	48	2,592	
OO-5	18	36	648	
Subtotal Work Station	**72**		**3,240**	**70%**
Total	**103**		**6,840**	**100%**

Conference Space	Count	SF/Space	Total SF	Seats	Metric
CF-1 Large Conference Room (15-seat)	2	300	600	30	
CF-2 Medium Conference Rm (12-seat)	1	225	225	12	
CF-3 Meeting Room (8-seat)	1	180	180	8	
CF-4 Meeting Room (6-seat)	0	150	0	0	
CF-5 Meeting Rm / Alcove (5-seat)	2	120	240	10	
CF-6 Booth / Lounge (4-seat)	3	80	240	12	# of Conf. Seats divided by Ofc. Seats
CF-7 Informal Meeting (4-seat)	2	60	120	8	
Informal Break (4-seats)	3	60	180	12	
Informal Meeting (2-seat)	3	48	144	12	
Total	**14**		**1,785**	**104**	**1.01**

Lab / Specialty Space	Count	Avg. SF	Total SF
Laboratory	20	252	5035
Lab Support	14	127	1784
Event Space / Townhall	1	4500	4500
Subtotal	**35**		**11,319**

Support Space	Count	Avg. SF	Total SF
Storage	10	217	2170
Wellness Room	1	400	400
Copy / Supply	5	168	840
Break Area / Lounge	3	243	730
Event & Support	2	455	910
Entry Vestibule / Lobby	2	510	1020
Subtotal	**21**		**6,070**

Building Services	Count	Avg. SF	Total SF
Mechanical / Electrical / Comm	12	385	4620
Support	13	150	1950
Subtotal	**25**		**6,570**

Space Summary		Totals
TOTAL Usable SF / Space Requirements		26,014
Grossing Factor (Circulation+Load)		1.65
Total Rentable Square Footage (RSF)		42,923
RSF/Seat = total gsf/seats		417
USF/Seat = total nsf/seats		164

Private Offices

Workstations

Conference Space

SCENARIO
AGGRESSIVE

TOTAL USF: 26,014

TOTAL HEADCOUNT: 159

TOTAL SEATS: 103

USF PER SEAT: 164

30% NON-MOBILE

70% MOBILE

PARTICIPATION RATE

DFCM WORKPLACE STANDARDS & USE GUIDELINES

5

5.1 APPLICATION OF SPACE STANDARDS

This document presents updated standards for the planning and design of office space for State of Utah agencies. The standards are sized and configured to accommodate employee activities and functions.

Allocation of workspace area is based on the type of work activity and function, not position or title. **It is State policy that employees have** **open workstations with few exceptions.** Office assignment is based on functional needs, most commonly isolation of frequent discussions of confidential matters. While enclosed offices do allow for small meeting space, collaboration space should be allocated in locations servicing all staff.

The new space standards establish ranges for workspace, collaboration space, and support space size, giving organizations and their design professionals an opportunity for a variety of spaces supporting diverse organization needs. As agencies and organizations adopt and refine their telework practices and mobility options, an effort should be made to support desk sharing and free-addressing. Consideration should be made for space, furniture, and technology to support mobile employees. This may include planning for lockers, access to technology in meeting rooms, room scheduling software, and the location of workstations to support teleworkers.

5.2 STANDARD SPACE TYPES

Private Office

- 80 sf Private Office
- 120 sf Private Office
- 150 sf Private Office
- 180 sf Private Office

Open Office

- 36 sf Open Office
- 48 sf Open Office
- 64 sf Open Office
- 80 sf Open Office

Collaboration Space

- 36 sf Open Collaboration, 2-seat
- 48 sf Enclosed Collaboration, 2-seat | Phone Booth
- 60 sf Open Collaboration, 4-seats
- 80 sf Open Collaboration, 2-seats
- 80 sf Enclosed Collaboration, 4-seats
- 120 sf Enclosed Collaboration, 5-seats
- 150 sf Enclosed Collaboration, 7-seats
- 180 sf Enclosed Collaboration, 8-seats
- 280 sf Enclosed Collaboration, 15-seats
- 450 sf Enclosed Collaboration, 22-seats

Support Space

- 120 sf Print | Copy Area
- 100 sf Work Room
- 120 sf Storage Area (may want to modify to be sm, med, lg file storage area)
- 300 sf Storage Area (may want to modify to be sm, med, lg storage area)
- 120 sf Waiting Area
- 400 sf Reception Area
- 200 sf Break Room (may want to modify to be sm, med, lg break room)
- Lactation Room
- Lockers, including Bike Storage

80 SF PRIVATE OFFICE (PO-80)

UPPER STORAGE
FIXED WORK SURFACE 24"d x 60"w
TASK CHAIR
ADJUSTABLE HEIGHT WORK SURFACE: 48"w x 30"d
FILE CABINET (2) DRAWER
GUEST CHAIR
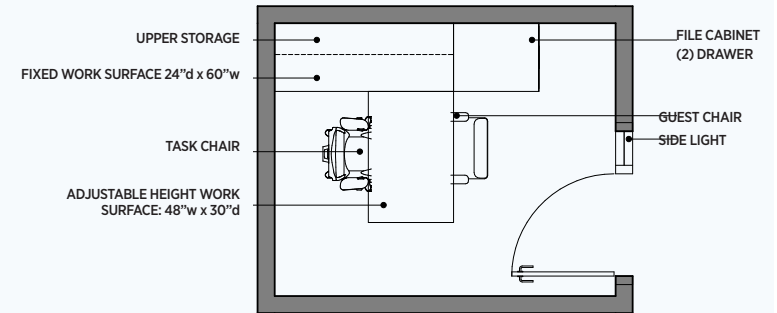SIDE LIGHT

OPTION 1

PERSPECTIVE

Description
- Small enclosed office
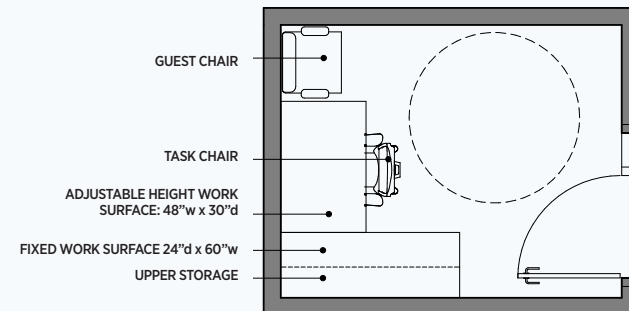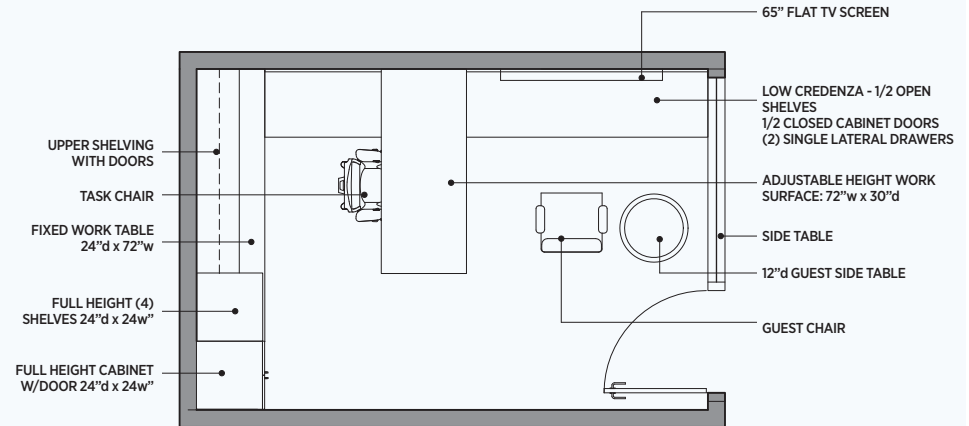- Height adjustable surface
- Permanent storage
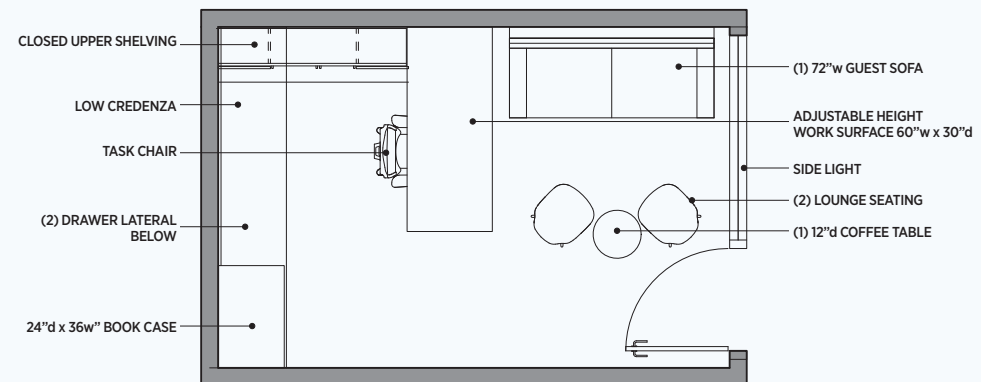- One guest chairs

Usage Guidelines
- Assigned office
- Intended for use by employees assigned to the space (Adaptable and Resident workers)
- Space must remain free of clutter and excessive personalization due to visibility

GUEST CHAIR
TASK CHAIR
ADJUSTABLE HEIGHT WORK SURFACE: 48"w x 30"d
FIXED WORK SURFACE 24"d x 60"w
UPPER STORAGE

OPTION 2

80 sf PRIVATE OFFICE

120 SF PRIVATE OFFICE (PO-120)

UPPER STORAGE
CLOSET SHELVING

LOW CREDENZA - 1/2 OPEN SHELVES
1/2 CLOSED CABINET DOORS
(2) SINGLE LATERAL DRAWERS

TASK CHAIR

(2) GUEST CHAIRS

SIDE LIGHT

ADJUSTABLE HEIGHT WORK
SURFACE: 60"w x 30"d
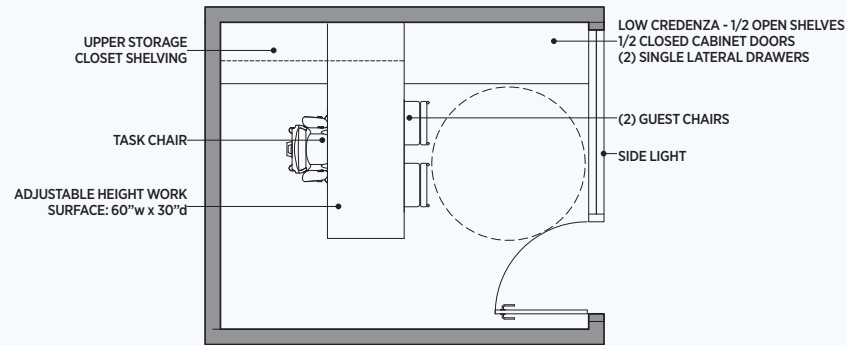
OPTION 1

PERSPECTIVE

Description

- This is the standard enclosed office size
- Height adjustable surface
- Permanent storage
- Two guest chairs

Usage Guidelines

- Assigned office
- Intended for use by employees assigned to the space (Adaptable and Resident workers)
- Space must remain free of clutter and excessive personalization due to visibility
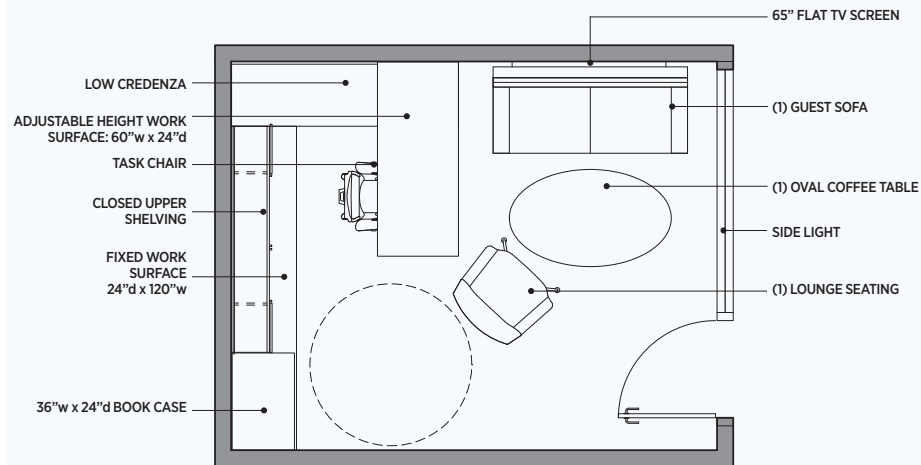
PRIVATE OFFICE *120 sf*

PERSPECTIVE

This large office standard has an efficient wrap around workspace while providing room for meetings of 4 to 5 people, either at upholstered seats or a table and chairs. One length of worksurface consists of an adjustable height workstation. Storage consists of a two-drawer lateral file that can accommodate an upholstered top. An optional bookcase is shown.

Description
- Small enclosed office
- Height adjustable surface
- Permanent storage
- One guest chairs

Usage Guidelines
- Assigned office
- Intended for use by employees assigned to the space (Adaptable and Resident workers)
- Space must remain free of clutter and excessive personalization due to visibility

150 sf PRIVATE OFFICE

150 SF PRIVATE OFFICE (PO-150)

65" FLAT TV SCREEN

LOW CREDENZA - 1/2 OPEN SHELVES
1/2 CLOSED CABINET DOORS
(2) SINGLE LATERAL DRAWERS

UPPER SHELVING WITH DOORS

TASK CHAIR

ADJUSTABLE HEIGHT WORK SURFACE: 72"w x 30"d

FIXED WORK TABLE 24"d x 72"w

SIDE TABLE

12"d GUEST SIDE TABLE

FULL HEIGHT (4) SHELVES 24"d x 24w"

GUEST CHAIR

FULL HEIGHT CABINET W/DOOR 24"d x 24w"

OPTION 1

CLOSED UPPER SHELVING

(1) 72"w GUEST SOFA

LOW CREDENZA

ADJUSTABLE HEIGHT WORK SURFACE 60"w x 30"d

TASK CHAIR

SIDE LIGHT

(2) LOUNGE SEATING

(2) DRAWER LATERAL BELOW

(1) 12"d COFFEE TABLE

24"d x 36w" BOOK CASE

OPTION 2

180 SF PRIVATE OFFICE (PO-180)
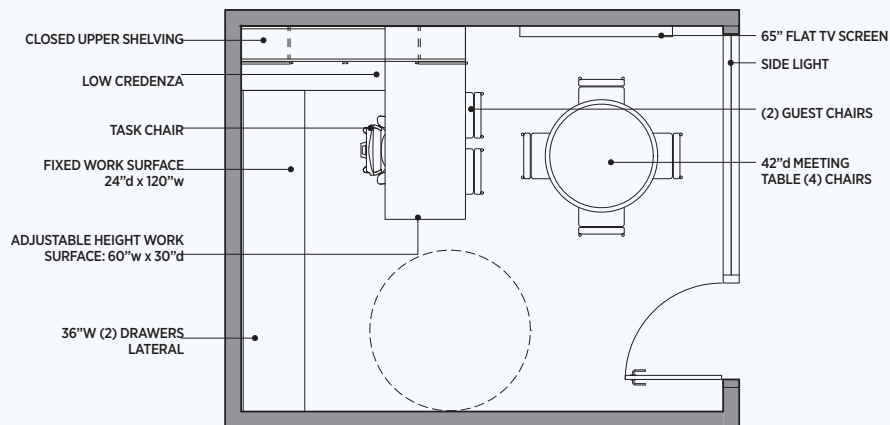
65" FLAT TV SCREEN

LOW CREDENZA

ADJUSTABLE HEIGHT WORK SURFACE: 60"w x 24"d

TASK CHAIR

CLOSED UPPER SHELVING

(1) GUEST SOFA

(1) OVAL COFFEE TABLE

SIDE LIGHT

FIXED WORK SURFACE 24"d x 120"w

(1) LOUNGE SEATING

36"w x 24"d BOOK CASE

OPTION 1

CLOSED UPPER SHELVING

LOW CREDENZA

TASK CHAIR

FIXED WORK SURFACE 24"d x 120"w

ADJUSTABLE HEIGHT WORK SURFACE: 60"w x 30"d

36"W (2) DRAWERS LATERAL

65" FLAT TV SCREEN

SIDE LIGHT

(2) GUEST CHAIRS

42"d MEETING TABLE (4) CHAIRS

OPTION 2

PERSPECTIVE

This large office standard has an efficient wrap around workspace while providing room for meetings of 4 to 5 people, either at upholstered seats or a table and chairs. One length of worksurface consists of an adjustable height workstation. Storage consists of a two-drawer lateral file that can accommodate an upholstered top and can be supplemented with a two-drawer ped. An optional bookcase is shown

Description
- Large enclosed office
- Height adjustable surface
- Permanent storage
- Configurations may include Flat TV Screen with coffee table and lounge seating, or table with four chairs, or guest sofa with coffee table and lounge seating

Usage Guidelines
- Assigned office
- Intended for use by employees assigned to the space (Adaptable and Resident workers)
- Space must remain free of clutter and excessive personalization due to visibility

PRIVATE OFFICE *180 sf*

36 SF OPEN OFFICE (OO-36)

DESK MOUNTED MODESTY SCREEN 48"h

MOBILE FILE CABINET WITH CUSHION TOP

ADJUSTABLE HEIGHT TABLE 30"d x 72"w

TASK CHAIR

OPTION 1

PERSPECTIVE

Open office configuration suitable for a mobile or part-time employee. An adjustable height workstation is outfitted with a privacy screen to provide a modicum of seated height and standing height visual privacy. Storage options include mobile pedestal file cabinet, which can be outfitted with a seat cushion, or a wardrobe.

DESK MOUNTED MODESTY SCREEN 48"h

48"H HIGH DENSITY PULL-OUT STORAGE LOCKER

END OF RUN 72"w x 48"h SCREEN
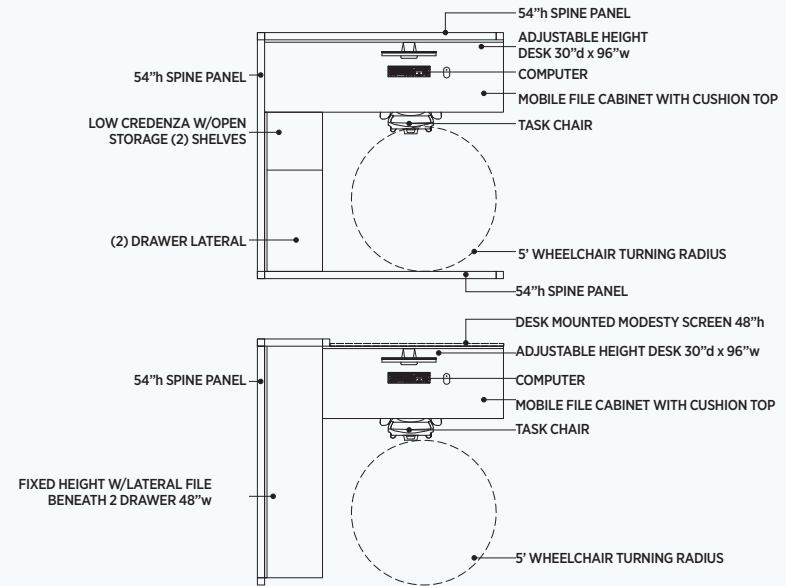
ADJUSTABLE HEIGHT TABLE 30"d x 56"w

TASK CHAIR

OPTION 2

Description
- Small workstation
- Seated privacy
- One work surface
- Height adjustable surface privacy panel
- Mobile and temporary storage with lock
- Stocked with disinfectant wipes and sanitizer

Usage Guidelines
- Free Address workstation
- Intended for day use by Remote and Mobile workers
- Free Address spaces must be free of individual personalization
- Space must be vacated of personal items if remaining
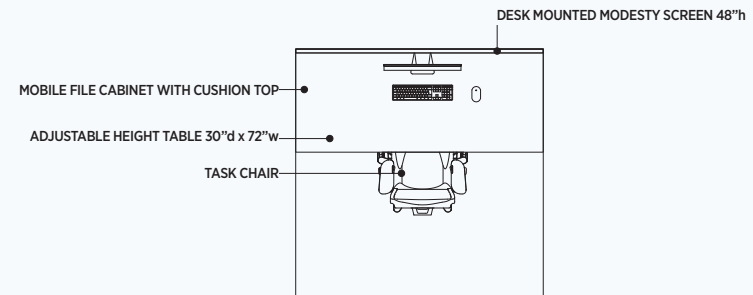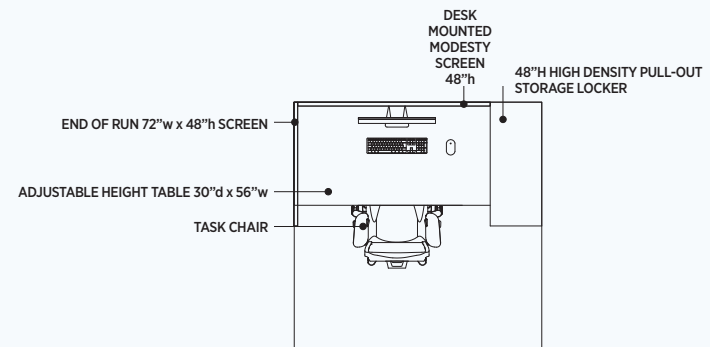
36 sf OPEN OFFICE

48 SF OPEN OFFICE (OO-48)

OPTION 1

- 54"h SPINE PANEL
- HEIGHT ADJUSTABLE LEG INTEGRATED INTO LOWER STORAGE
- DESK MOUNTED MODESTY SCREEN 48"h
- COMPUTER
- TASK CHAIR
- ADJUSTABLE HEIGHT DESK 30"d x 72"w
- CUSHION TOP 2 DRAWER LATERAL FILE 36"w
- OPEN UPPER SHELF & LOW CREDENZA

OPTION 2

- FIXED WORK SURFACE 24"d x 66"w
- 54"H SPINE PANEL
- ADJUSTABLE HEIGHT DESK 30"d x 72"w
- DESK MOUNTED MODESTY SCREEN 48"h
- COMPUTER
- TASK CHAIR
- MOBILE FILE CABINET WITH CUSHION TOP
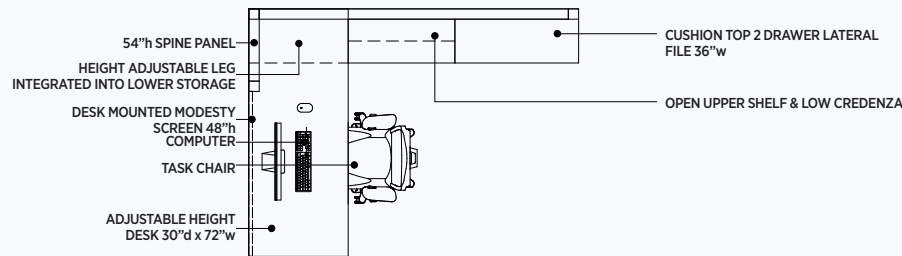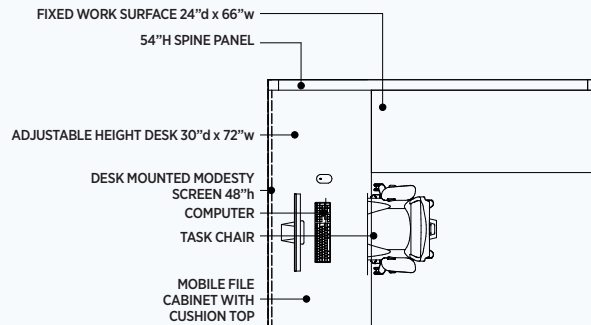
PERSPECTIVE

Open office configuration suitable for a mobile or resident employee. An adjustable height workstation is outfitted with a privacy screen to provide seated height and standing height visual privacy. Storage options include either a mobile pedestal file cabinet or a two-drawer lateral file, both of which can be outfitted with a seat cushion. Associated privacy screen can be accommodated with a upper shelf or a partition.

Description

- Standard workstation
- Seated privacy
- Two work surfaces
- Height adjustable surface privacy panel
- Mobile and permanent storage
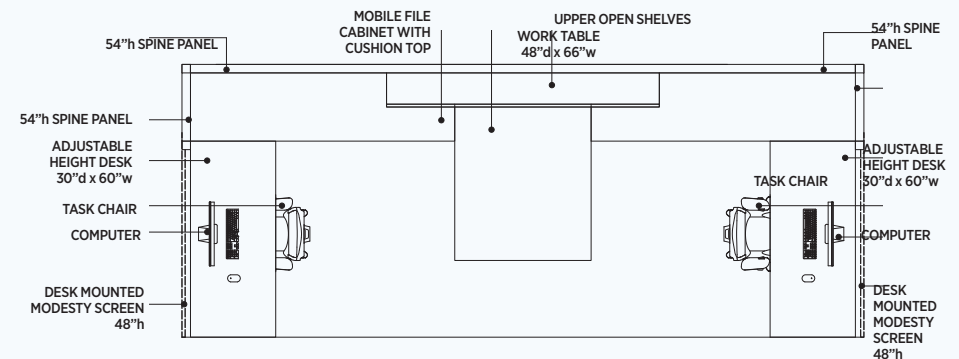
Usage Guidelines

- Assigned or Free Address workstation
- Intended primarily for use by employees assigned to the space (Adaptable and Resident workers)
- Free Address workstations may be for day use by Remote and Mobile employees
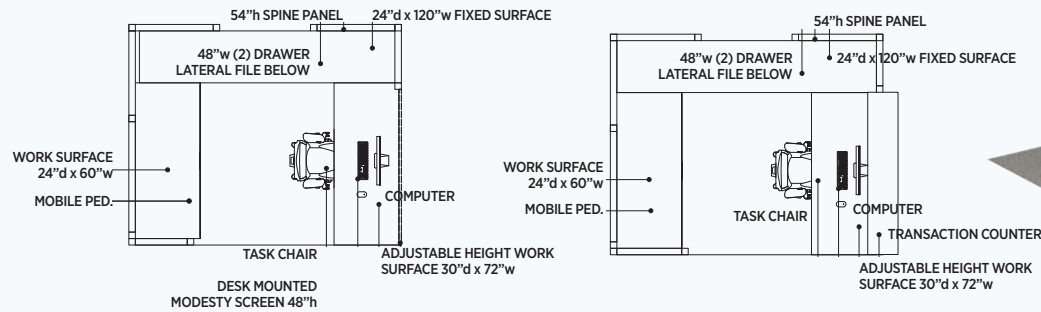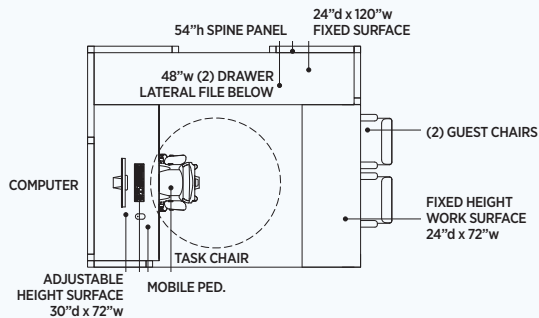- Space must remain free of clutter and excessive personalization due to visibility

OPEN OFFICE *48 sf*

64 SF OPEN OFFICE (OO-64)

- 54"h SPINE PANEL
- ADJUSTABLE HEIGHT DESK 30"d x 96"w
- COMPUTER
- MOBILE FILE CABINET WITH CUSHION TOP
- TASK CHAIR
- 54"h SPINE PANEL
- LOW CREDENZA W/OPEN STORAGE (2) SHELVES
- (2) DRAWER LATERAL
- 5' WHEELCHAIR TURNING RADIUS
- 54"h SPINE PANEL

- DESK MOUNTED MODESTY SCREEN 48"h
- ADJUSTABLE HEIGHT DESK 30"d x 96"w
- COMPUTER
- MOBILE FILE CABINET WITH CUSHION TOP
- TASK CHAIR
- 54"h SPINE PANEL
- FIXED HEIGHT W/LATERAL FILE BENEATH 2 DRAWER 48"w
- 5' WHEELCHAIR TURNING RADIUS

OPTION 1 & 2

PERSPECTIVE

This is the standard open office configuration suitable for a resident employee. An adjustable height workstation is outfitted with a privacy screen and adjacent partition walls to provide seated height visual privacy. Storage options include either a mobile pedestal file cabinet and/or a two-drawer lateral file, both of which can be outfitted with a seat cushion. Partition walls are 48" high and can be a combination of solid, glass or whiteboard surfaces.

Description
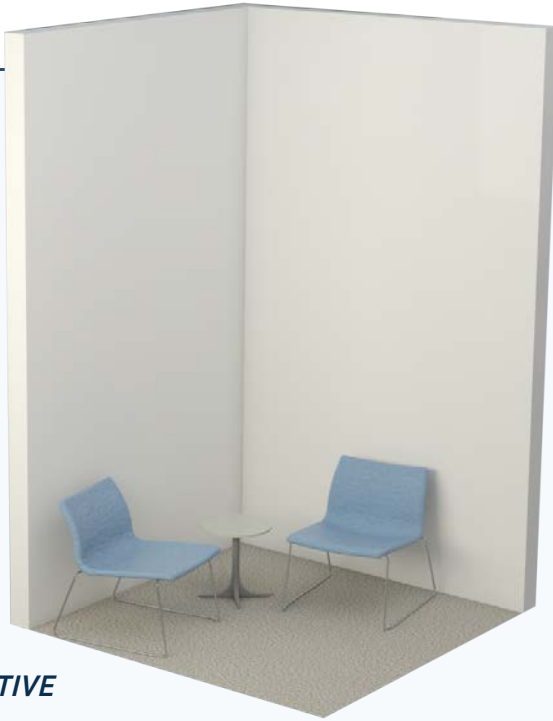- Standard workstation
- Seated privacy
- Two work surfaces
- Height adjustable surface privacy panel
- Mobile and permanent storage

Usage Guidelines
- Assigned or Free Address workstation
- Intended primarily for use by employees assigned to the space (Adaptable and Resident workers)
- Free Address workstations may be for day use by Remote and Mobile employees
- Space must remain free of clutter and excessive personalization due to visibility

- 54"h SPINE PANEL
- MOBILE FILE CABINET WITH CUSHION TOP
- UPPER OPEN SHELVES WORK TABLE 48"d x 66"w
- 54"h SPINE PANEL
- 54"h SPINE PANEL
- ADJUSTABLE HEIGHT DESK 30"d x 60"w
- TASK CHAIR
- COMPUTER
- DESK MOUNTED MODESTY SCREEN 48"h
- TASK CHAIR
- ADJUSTABLE HEIGHT DESK 30"d x 60"w
- COMPUTER
- DESK MOUNTED MODESTY SCREEN 48"h

OPTION 3 - TEAM CONFIGURATION

64 sf OPEN OFFICE

80 SF OPEN OFFICE (OO-80)

54"h SPINE PANEL   24"d x 120"w FIXED SURFACE

48"w (2) DRAWER LATERAL FILE BELOW

WORK SURFACE 24"d x 60"w

MOBILE PED.

COMPUTER

TASK CHAIR

ADJUSTABLE HEIGHT WORK SURFACE 30"d x 72"w

DESK MOUNTED MODESTY SCREEN 48"h

54"h SPINE PANEL

48"w (2) DRAWER LATERAL FILE BELOW   24"d x 120"w FIXED SURFACE

WORK SURFACE 24"d x 60"w

MOBILE PED.

TASK CHAIR

COMPUTER

TRANSACTION COUNTER

ADJUSTABLE HEIGHT WORK SURFACE 30"d x 72"w

OPTION 1 & 2

54"h SPINE PANEL

24"d x 120"w FIXED SURFACE

48"w (2) DRAWER LATERAL FILE BELOW

COMPUTER

(2) GUEST CHAIRS

FIXED HEIGHT WORK SURFACE 24"d x 72"w

TASK CHAIR

ADJUSTABLE HEIGHT SURFACE 30"d x 72"w

MOBILE PED.

OPTION 3

PERSPECTIVE

This large open office configuration suitable for a resident employee. An adjustable height workstation can be outfitted with a privacy screen and adjacent partition walls to provide seated height visual privacy. Storage options include either a mobile pedestal file cabinet and/or a two-drawer lateral file, both of which can be outfitted with a seat cushion. Partition walls are 48" high and can be a combination of solid, glass or whiteboard surfaces. Worksurfaces can be remove and replaced with additional storage as needed by occupant.

Description
- Large workstation
- Seated privacy
- Three work surfaces
- Height adjustable surface privacy panel
- Mobile and permanent storage
- Possible configurations may include transaction counter, guest chairs

Usage Guidelines
- Assigned workstation
- Intended for use by employees assigned to the space (Adaptable and Resident workers)
- Space must remain free of clutter and excessive personalization due to visibility

OPEN OFFICE *80 sf*

36 SF COLLABORATION (CO-36)

12"d ROUND SIDE TABLE   (2) LOUNGE CHAIR

PERSPECTIVE

This 36 SF open collaboration area supports short, informal conversations and as a waiting area.

Description
- Small open collaboration space
- Two lounge chairs and side table

Usage Guidelines
- Un-reservable space
- Intended for ad hoc 1-1 conversations
- Maybe used by all employees at any time
- Space must be vacated of personal items if remaining unused for any period of time

OPTION 1

36 sf **COLLABORATION**

48 SF COLLABORATION (CO-48)

OPTION 1

(2) GUEST CHAIRS 36"d ROUND TABLE 5' WHEELCHAIR TURNING RADIUS

LAPTOP TABLE 18"w x 12"d LOUNGE CHAIR

SIDE LIGHT

OPTION 2

SIDE LIGHT

OPTION 3

24"x72" WORK TABLE (2) GUEST CHAIRS 5' WHEELCHAIR TURNING RADIUS

SIDE LIGHT
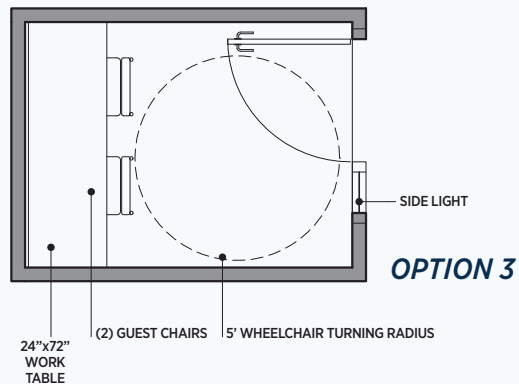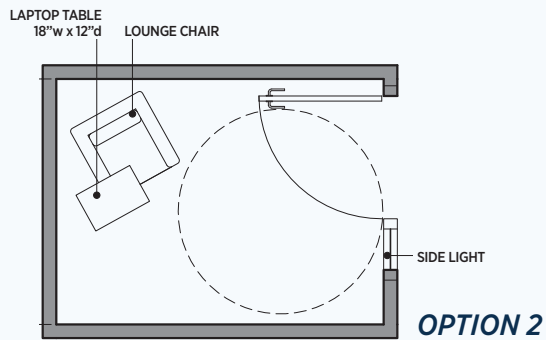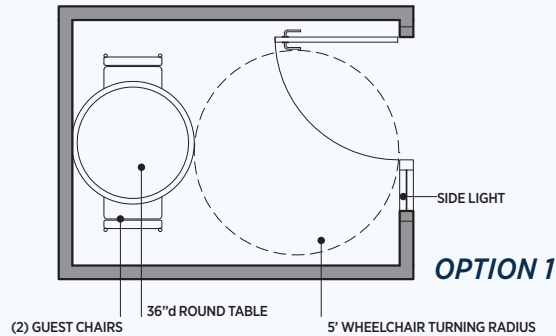
PERSPECTIVE

This 48 SF enclosed collaboration room, typically referred to as a Phone Booth or telephone room, serves as a space for small meetings or telephone conversations. The collaboration area accommodates bring-your-own-device (BYOD) with no additional technology.

Description

- Phone room, small enclosed collaboration space
- Configurations may include one lounge chair with table, table with 2 chairs, worksurface with two chairs

Usage Guidelines

- Un-reservable space
- Intended primarily for private face-to-face or phone conversations
- Can be used for focused work by all employees at any time
- Space use is limited to 2 hours
- by any user during the day
- Space must be vacated of personal items if remaining unused for 15 or more minutes
- Space must remain free of group or individual personalization

COLLABORATION *48 sf*

60 SF COLLABORATION (CO-60)

36" X 42" BAR HEIGHT TABLE

(2) 36" LATERAL FILE, 3 DRAWERS HIGH

24" MOBILE WHITE BOARD

(4) BACK-LESS STOOLS

OPTION 1

PERSPECTIVE

This 60 SF open collaboration area serves as a space for small meetings or informal conversations. The collaboration area accommodates bring-your-own-device (BYOD) with no additional technology. The are under the work surface can serve as a "parking" area for mobile peds or as fixed locations for two three-drawer lateral files.

Description
- Bar height open collaboration
- Four stools
- Mobile or permanent storage

Usage Guidelines
- Primarily reservable space
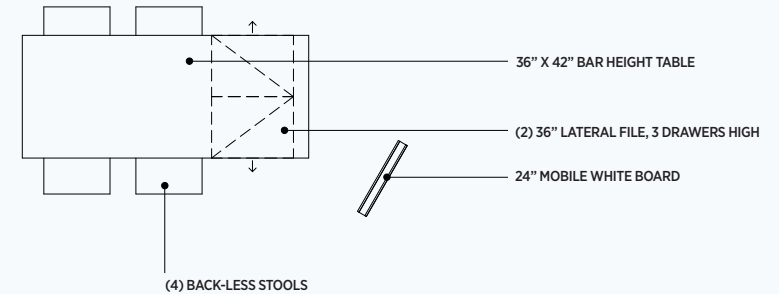
60 sf COLLABORATION

80 SF COLLABORATION (CO-80)

(2) HIGH-BACKED PRIVACY LOUNGE CHAIR

MOBILE WHITE BOARD

(2) LAPTOP TABLES
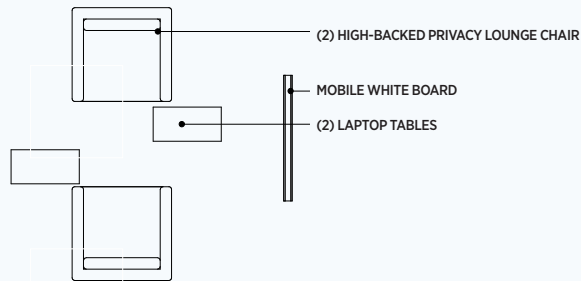
PERSPECTIVE

OPTION 1

This 80 SF open collaboration area serves as a space for small meetings or informal conversations. The collaboration area accommodates bring-your-own-device (BYOD) with no additional technology.

Description
- Small enclosed collaboration rooms
- Configuration may include table and 4 chairs with whiteboard, table and 4 or 5 chairs with wall mounted monitor and whiteboard

Usage Guidelines
- Primarily reservable space
- Some may be un-reservable near workstations
- Space must remain free of group or individual personalization
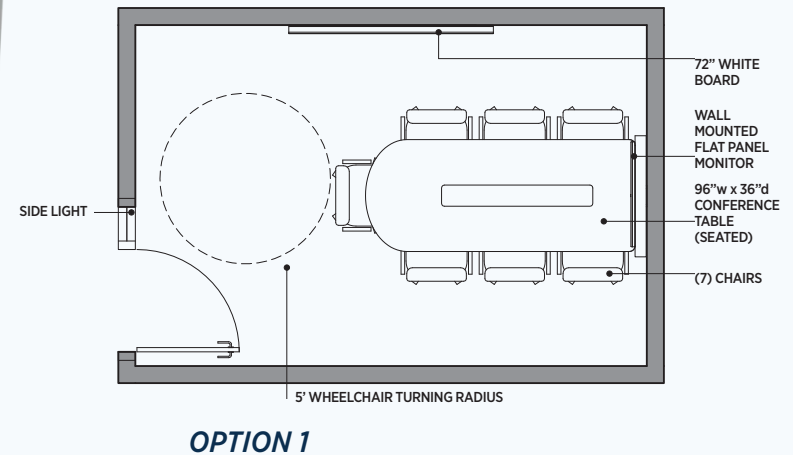
COLLABORATION *80 sf*

80 SF COLLABORATION (CO-80)

- SIDE LIGHT
- 48" GLASS WHITE BOARD
- WALL MOUNTED FLAT PANEL MONITOR
- 48"w x 30" d CONFERENCE TABLE
- (4) GUEST CHAIRS - SLED BASE
- 5' WHEELCHAIR TURNING RADIUS

OPTION 1
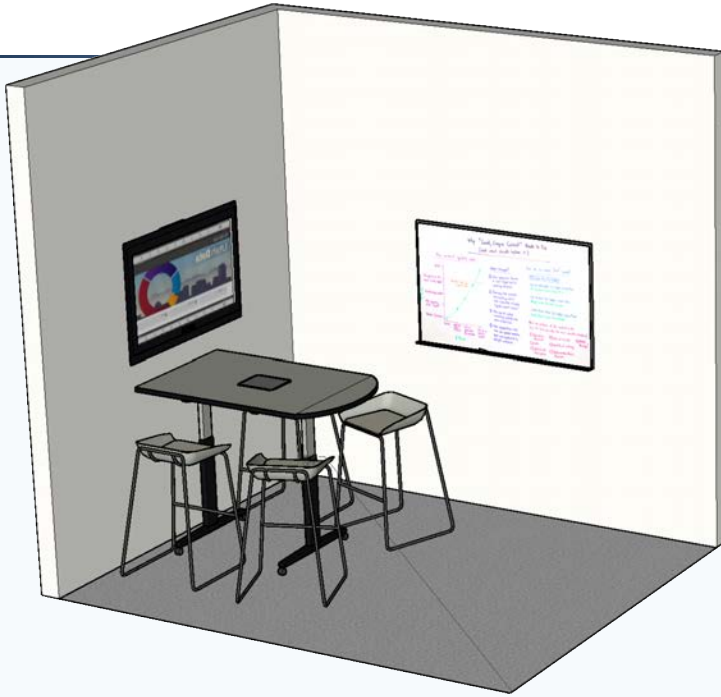
PERSPECTIVE

This 80 SF enclosed collaboration room serves as a space for small meetings or informal conversations. The collaboration area can either be configured as a bring-your-own-device (BYOD) room with no additional technology or as a meting room with an AV system. *(AV System: large screen monitor, sound bar, integrated control system with touch panel and BYOD support.)*

Description

- Small enclosed collaboration rooms
- Configuration may include table and 4 chairs with whiteboard, table and 4 or 5 chairs with wall mounted monitor and whiteboard

Usage Guidelines

- Primarily reservable space
- Some may be un-reservable near workstations
- Space must remain free of group or individual personalization

- GLASS WHITE BOARD
- 36" MEETING TABLE W/ CHAIRS
- (4) GUEST CHAIRS W/ CASTERS
- 5' WHEELCHAIR TURNING RADIUS

OPTION 2

80 sf COLLABORATION

120 SF COLLABORATION (CO-120)

72" WHITE BOARD

WALL MOUNTED FLAT PANEL MONITOR

SIDE LIGHT

72"w x 36"d BAR HEIGHT CONFERENCE TABLE

(5) TASK STOOLS W/ FIXED ARMS

5' WHEELCHAIR TURNING RADIUS

PERSPECTIVE

OPTION 1

This 120 SF enclosed collaboration room serves as a space for small meetings. The five seat conference table can either be specified as seated or standing height. A 72" whiteboard can be supplemented with glass on the door and/or side light with a frosted panel. The collaboration area must serve needs of telephone calls, digital display sharing at flat panel monitor, and video conferencing. *(AV System: large screen monitor, sound bar with integrated camera and microphone, software CODEC, integrated control system with touch panel and BYOD support.)*

Description
- Small enclosed collaboration rooms
- Configuration may include table and 4 chairs with whiteboard, table and 4 or 5 chairs with wall mounted monitor and whiteboard

Usage Guidelines
- Primarily reservable space
- Some may be un-reservable near workstations
- Space must remain free of group or individual personalization

COLLABORATION 120 *sf*

PERSPECTIVE

150 SF COLLABORATION (CO-150)

72" WHITE BOARD

WALL MOUNTED FLAT PANEL MONITOR

96"w x 36"d CONFERENCE TABLE (SEATED)

(7) CHAIRS

SIDE LIGHT

5' WHEELCHAIR TURNING RADIUS

OPTION 1

This 150 SF enclosed collaboration room serves as meeting space for up to 7. The conference table can either be specified as seated or standing height. A 72" whiteboard can be supplemented with glass on the door and/or side light with a frosted panel. The collaboration area must serve needs of telephone calls, digital display sharing at flat panel monitor, and video conferencing. *(AV System: large screen monitor, sound bar with integrated camera and microphone, software CODEC, integrated control system with touch panel and BYOD support.)*

Description
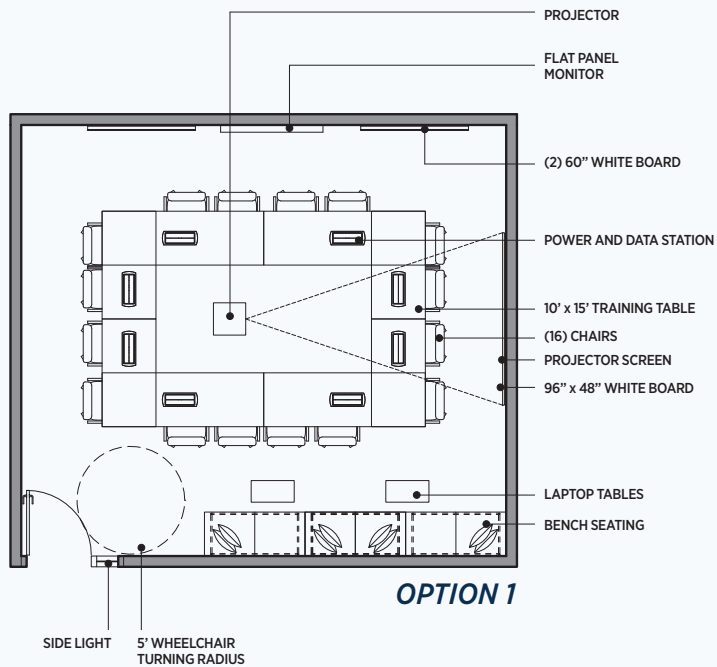- Medium enclosed collaboration rooms
- Configuration may include table and 7 or 8 chairs with wall mounted monitor and whiteboard

Usage Guidelines
- Reservable space
- Space must remain free of group or individual personalization

150 sf COLLABORATION

180 SF COLLABORATION (CO-180)

96" WHITE BOARD

48" d STANDING & STANDING HEIGHT TABLES

WALL MOUNTED FLAT PANEL MONITOR

84"w x 36"d STANDING & SEATED HEIGHT TABLE

SIDE LIGHT

(4) GUEST CHAIRS - FIXED LEGS

(4) HIGH BACK STOOLS - FIXED LEGS

OPTION 1

96" WHITE BOARD

WALL MOUNTED FLAT PANEL MONITOR

120"w x 36"d CONFERENCE TABLE

SIDE LIGHT

(9) CHAIRS
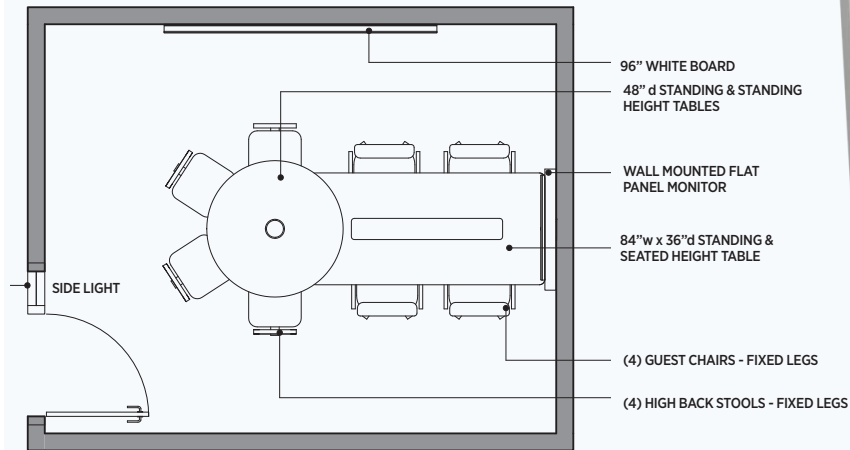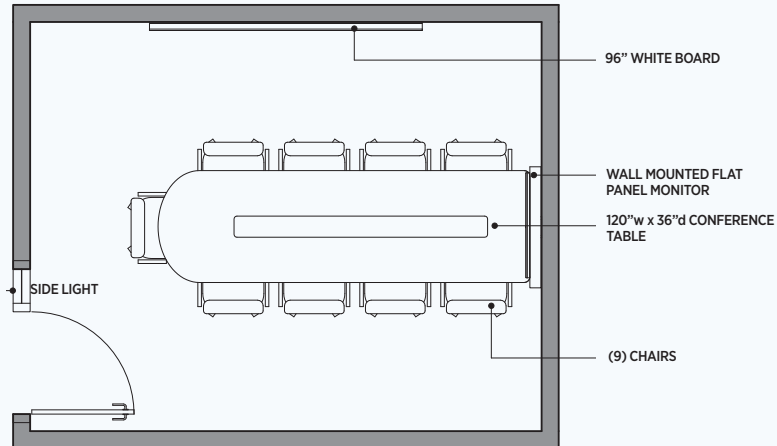
OPTION 2

PERSPECTIVE

This 180 SF enclosed collaboration room serves as meeting space for up to 9. The conference table can either be specified as seated and/or standing height. A 72" whiteboard can be supplemented with glass on the door and/or side light with a frosted panel. The collaboration area must serve needs of telephone calls, digital display sharing at flat panel monitor, and video conferencing. *(AV System: large screen monitor, sound bar with integrated camera and microphone, software CODEC, integrated control system with touch panel and BYOD support.)*

Description
- Medium enclosed collaboration rooms
- Configuration may include table and 7 or 8 chairs with wall mounted monitor and whiteboard

Usage Guidelines
- Reservable space
- Space must remain free of group or individual personalization

COLLABORATION *180 sf*

PERSPECTIVE

This 280 SF enclosed conference/boardroom serves as meeting space for up to 15. The conference table is at seated height. A 72" whiteboard can be supplemented with glass on the door and/or side light with a frosted panel. The room must serve needs of telephone calls, digital display sharing at flat panel monitor, and video conferencing. *(AV System: large screen monitor, sound bar with integrated camera and microphone, software CODEC, integrated control system with touch panel and BYOD support.)*

280 SF COLLABORATION (CO-280)

LIGHTING CONTROL

FLAT PANEL MONITOR

CONTROL PANEL

96" WHITE BOARD

(10) CHAIRS

144"w x 48"d CONFERENCE TABLE

5' WHEELCHAIR TURNING RADIUS

(4) LAPTOP TABLES
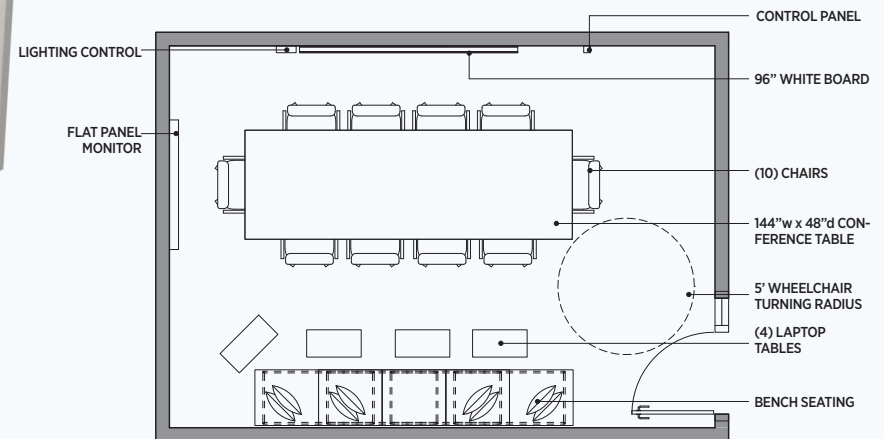
BENCH SEATING

OPTION 1

Description
- Large enclosed collaboration rooms
- Configuration may include table and 10 chairs with wall mounted monitor and whiteboard, and bench seating

Usage Guidelines
- Reservable space
- Space must remain free of group or individual personalization

280 sf COLLABORATION

450 SF COLLABORATION (CO-450)

PROJECTOR
FLAT PANEL MONITOR
(2) 60" WHITE BOARD
POWER AND DATA STATION
10' x 15' TRAINING TABLE
(16) CHAIRS
PROJECTOR SCREEN
96" x 48" WHITE BOARD
LAPTOP TABLES
BENCH SEATING

OPTION 1

SIDE LIGHT   5' WHEELCHAIR TURNING RADIUS

PERSPECTIVE

This 450 SF enclosed conference/boardroom serves as meeting space for up to 15. The conference table(s) is at seated height and can be reconfigured. Multiple 72" whiteboard can be supplemented with glass on the door and/or side light with a frosted panel. The room must serve needs of telephone calls, digital display sharing at flat panel monitor, and video conferencing. (*AV System: large screen monitor, sound bar with integrated camera and microphone, software CODEC, integrated control system with touch panel and BYOD support.*)

Description
- X-Large enclosed collaboration rooms
- Configuration may include table and 16 chairs with wall mounted monitor and whiteboard, and bench seating

Usage Guidelines
- Reservable space
- Space must remain free of group or individual personalization

COLLABORATION *450 sf*

WORKPLACE CHANGE COMMUNICATIONS | *6*

6. WORKPLACE CHANGE COMMUNICATIONS

Workplace change communication (also referred to as change management) is plausibly the most important factor in driving workplace change and supporting adoption of new ways of working. While change communications can be conceptually separated from workplace strategy development and design, in practice the two areas are at a minimum parallel exercises, and ideally an integrated process.

It has been well documented that between 2/3 and 3/4 of all change efforts fail to reach their desired objectives. It is also well documented that the primary factor in this lack of performance is implementation rather than the merit of technical solutions. A common myth in organizations is that people resist change. This statement while convenient, masks the truth. People don't resist change, they actually welcome it in many instances. Space change while not always appearing significant can cause immense anxiety in those it impacts. Taking into consideration the actual source of resistance, which comes from uncertainty regarding their ability to be successful in the future setting, we can see that employees are facing a perceived loss of control over an environment they have become accustomed to. Without addressing this underlying uncertainty around success, achieving a positive response to workplace change will encounter significant challenges.

A successful approach to workplace change is rooted in early, frequent and substantial stakeholder engagement, and substantive communication around workplace solutions.

This dual orientation towards engagement and information sharing should underlie all touchpoints with employees and leaders who will be impacted by workplace change.

How do we translate this dual orientation into practice? People overwhelmingly support solutions they have provided input into versus those they have not. Consequently, genuinely engaging stakeholders and reflecting their input in solutions and decisions through communications is essential for success. This begins with meaningful engagement through workplace strategy studies (focus groups, interviews, etc...) and culminates in an extended change communications campaign to provide exposure to solutions and share information. Without substantial engagement early in the project and through workplace strategy assessments, all change communications activities will be perceived and treated by employees as change mitigation steps, leading to predictable challenges.

The remainder of this section details the communications and engagement steps that should occur throughout a workplace change project.
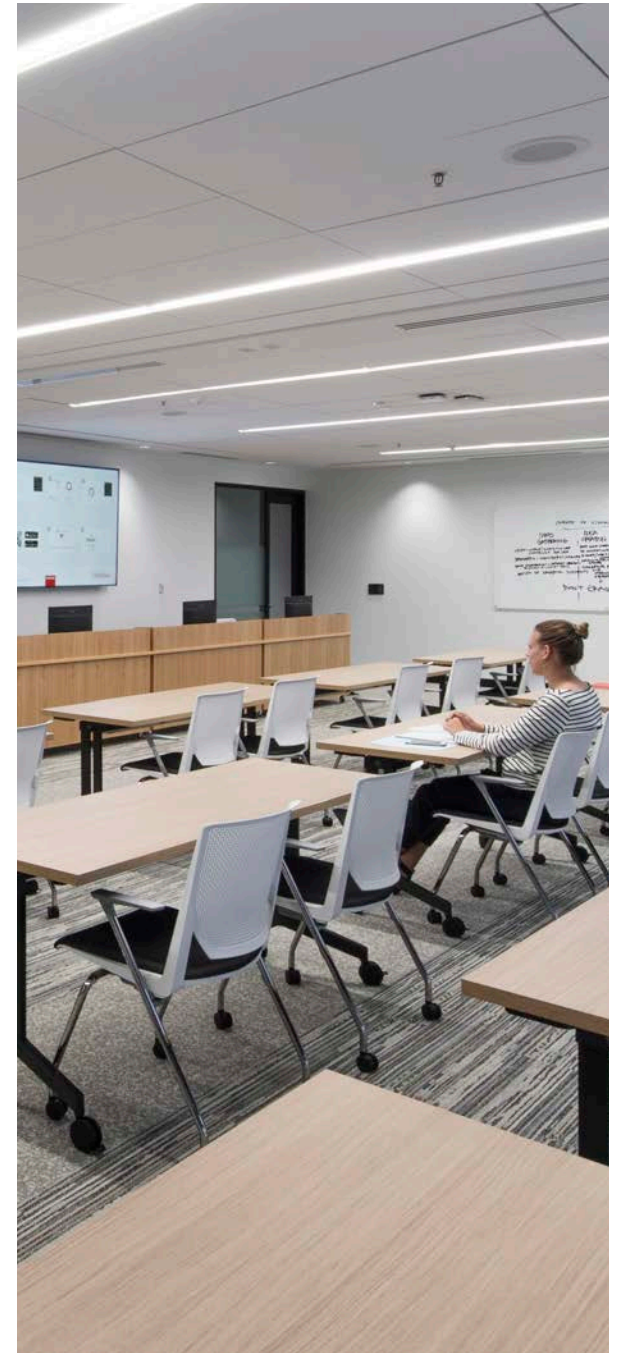
6.1. STAKEHOLDER ASSESSMENT

A stakeholder assessment is a process, typically conducted at the start of a project, in order to understand the context, interests, concerns and special information or engagement requirements of impacted stakeholders. A completed stakeholder assessment is a useful reference in guiding project planning, engagements, and the timing and content of change communications. Absent stakeholder assessment, change communications can miss the mark, ultimately failing to anticipate each groups' (e.g. unit and hierarchy) potentially unique information needs.

This process is guided by a set of basic questions that frame the perspective of each unit, including their priorities, primary concerns, level of support, and engagement needs. The stakeholder assessment may be a one-time exercise early in a project, and is also intended as a living document in complex projects with changing stakeholders.

Tools:

6.1 Stakeholder Assessment Example

6.2. CHANGE COMMUNICATIONS PLANNING

Comprehensive change communications planning drives the rigor required to ensure the right communications and engagements are occurring, and with the right timing and content. Without robust change communications planning, projects run the risk of missing critical opportunities and becoming reactive in their information sharing.

Change communications planning must clearly document objectives, timing, audience, messages, and format for communications and engagement activities. Depending on the complexity of the change process, it is often useful to plan the overall change narrative in order to tell a macro level story surrounding workplace change. The overall change narrative is most effective when linking workplace change to broader organizational, and potentially societal changes.

A change communications plan is a living document and should be continuously adapted to stay in sync with the overall project and stakeholder information needs.

Tools:

6.2 TSOB Communications Plan (working doc) June 2020

6.2 SOB Decant Communications Planning 5-2-19 v3

6.3. COMMUNICATIONS

Communications are at the heart of all change efforts. They are a primary path for communicating the change narrative (e.g. why and how the State of Utah is changing the workplace) and providing detailed project information (e.g. move planning details). Communications will be based on planning and in direct response to information requirements. Depending on the project it will be useful to have multiple means of distributing information to employees including:

- direct emails
- cascading messages through leaders
- videos
- websites
- wikis
- internal social media
- and other channels

While the change communications phase of a project may not appear on the project schedule until after the start of design, actual communications begin when the project is announced and as employees are engaged in workplace strategy assessments, highlighting the importance of early change communications planning.

6.3.1. EMAIL COMMUNICATIONS

In recent projects, email messages have been DFCM's most common means of communicating with employees regarding workplace change projects. The person an email communication comes from is an important factor in how messages are received. Having DFCM directly

send messages ensures they happen on time and with precise messaging. Distributing messages through Agency leaders can potentially be subject to delays, but are more likely to be read by employees. It is recommended that all email messages reinforce the projects' high-level change narrative and reflect employee input in decision making and solutions.

A regular cadence of email communications is vital, starting with the announcement of the project and extending through post-occupancy. The interval between emails depends heavily on the pace of the project, however, for most DFCM projects a three to four week interval is sufficient early on, accelerating to bi-weekly and weekly within a month of the move. Early project emails typically focus on the change narrative, schedules, workplace assessments, and translation of research into design. The mid-point of a project typically provides an opportunity to communicate about spaces, the building, location, transportation and other FAQs. Leading up to a transition to a new space, communications will shift toward workplace best practices, followed by detailed move information. Within the first week of a move, messages must focus on welcoming employees and orienting them to their new environment. Post occupancy messages typically focus on addressing issues and questions in the new workplace, including ongoing construction and other items related to support adoption of new work environments.

Tools:

6.3a Taylorsville SOB - Design Programming

Launch for Leaders 6-26-19

6.3b Programming and Design Process Update for the Taylorsville SOB 7-19-19

6.3c Taylorsville SOB - Update 8-15-19

6.3d Taylorsville SOB - Update 9-16-19

6.3e Tani Downing DAS update 10-10-19

6.3f Taylorsville SOB - Update 10-21-19 v5

6.3g Taylorsville SOB - Update 12-3-19 FINAL (RA)

6.3h Taylorsville SOB - Update 12-17-19 v2

6.3i Taylorsville SOB - Update 1-14-20 v3

6.3k Taylorsville SOB - Update 1-28-20

6.3l TSOB Phase 1 Occupants - Update 3-18-20 v2

6.3m TSOB Phase 1 Occupants - Update 3-25-20

6.3.2. WEBSITES

The DFCM website can serve as a good high-level resource page for the project, allowing employees to access information on their own terms. A website is also a good tool for sharing large images and videos. Since the DFCM website is accessible by all, its content must to a degree be relevant for the general public – for instance the workplace change narrative, and project photos may be suitable for the website while move logistics present unintelligible detail. The website is typically updated to reflect significant milestones in the project. An internally accessible website or shared virtual space may be beneficial across some projects for sharing more detailed information.

Tool:

6.3 DFCM TSOB Website Ph2 June 2020

6.3.3. VIDEOS, SOCIAL MEDIA, AND OTHER COMMUNICATIONS

While email and websites are typical modes for project communication, videos, wikis, internal social media and other channels may be highly effective for some stakeholder groups. Videos are effective for visually presenting workplace solutions, and wikis and social media allow ongoing conversations and engagement around a project. They can also be used to conduct micro surveys and other forms of engagement. Use of these different modes should be determined based on Agency preferences and familiarity with tools. Care should be taken to regularly present and reinforce the workplace change

narrative in these more interactive and fluid two-way communications tools.

6.3.4. KEY MESSAGES/FAQS

A workplace change project can generate substantial communications content. At the same time many questions about the project will begin to circulate in the early stages of the project. Ensuring all project and Agency leaders are communicating the same information is key to guiding the change narrative and reducing rumors, which in turn raises employees' confidence and reduces anxiety around workplace change. In addition, experience shows that repeating a few key messages often can have significant impacts since repetition is likely to reinforce and embed key points.

Developing a list of FAQs and Key Messages is highly recommended in order to support Agency and project leaders in communicating consistent messages. Key Messages will initially be driven by the macro change narrative and will shift to addressing specific questions as FAQs emerge. Depending on the volume of two-way communications, FAQs and standard responses may be tracked for efficiency in response. Key Messages and FAQs should be distributed to leaders and change committee members as new information comes to light, allowing them to better support the change.

> **Tool:**
>
> 6.3 TSOB Phase 2 FAQs 5-21-20

6.3.5. CASCADING COMMUNICATIONS

As a general best practice, sensitive workplace change or project information should be released to Agency leaders prior to being broadly distributed. This is common courtesy and allows leaders the opportunity to better reinforce the project by preparing and communicating key messages. Cascading communications is particularly important when it is necessary to demonstrate leadership support for participation (e.g. in surveys), and/or signal approval of contentious workplace solutions. In these instances, messages must be crafted so as to come from Agency leads rather than to present as DFCM messages. Cascading messages must be used judiciously and based on Agency culture and required level of leadership reinforcement.

6.3.6. WORKPLACE USAGE GUIDELINES

In most projects that involve workplace change, employees will encounter spaces that they may not have had in their previous office environments. Furthermore, they will bring work practices that have been adapted to align with the limitations of their previous work environments. While workplace usage guidelines and best practices will be covered in workplace trainings, and distributed through emails, it is necessary to continue reinforcing them in the physical space. To this end, signage throughout the environment is useful for reminding employees on the intended use of spaces, and will support establishing of new work practices to align with new spaces.

Tool:

6.3 Sample Space Descriptions v4

6.3.7. NEW WORKPLACE GUIDES AND WELCOME MESSAGES

Day one in a new, dramatically different work environment can be a confusing and challenging experience, similar to the first day at a new job. Providing care and support is a must. While the majority of this is done through onsite presence, communications can make a remarkable impact. More specifically, it is recommended that DFCM as the owner of all of the State's spaces, send a message welcoming all employees to their new work environment. This type of messages can be coordinated or even co-written with Agency leaders.

In addition, a workplace guide containing details to help employees orient and acclimate to the new space is typically well received. The guide should cover details on setting up one's space, getting tech and furniture support, navigating the floor plan and becoming familiar with its space types and usage. It is recommended that welcome messages and new workplace guides be provided in hardcopy format for all employees at their new space on day one.

Tool:

6.3 Jim Russell TSOB Welcome Letter

6.3 TSOB Welcome Brochure (Digital)

6.4. WORKPLACE CHANGE STAKEHOLDER ENGAGEMENTS

In addition to communications, direct engagement with the leaders and employees who will experience workplace change is vital for supporting transitions. Engagements in this context refer to the meetings and other events that allow direct interaction and dialogue between project leaders (e.g. DFCM, project managers, workplace strategist, design team) and future space occupants. The direct interaction with users should aim to achieve several outcomes including, clarifying and reinforcing the change narrative, painting a vivid picture of the workplace vision, facilitating a deep dive into project details (e.g. research and design), familiarizing users with workplace features (e.g. layout, furniture), generating interest and enthusiasm, facilitating dialogue and surfacing questions and challenges. These engagements are separate from stakeholder assessment data gathered, defined in Chapter 3.

Most importantly, the personal connection that occurs as part of these engagements conveys a level of care and service that can significantly raise employees' comfort with change. To be effective, engagements should be led by experienced individuals with workplace change knowledge and an ability to field employee concerns gracefully. While this section focuses on later workplace change engagements, engagement with stakeholders must also be woven into all phases of a project, including workplace assessment and design.

6.4.1. SPACE TOURS (BENCHMARK SPACES)

Providing leaders and employees insight into workplace advancements and best practices can be an extremely effective step in broadening options and solutions around workplace change. It is common to find leaders and employees who may have been working in their current work environments for a decade or more. As a result, they may not have been exposed to new approaches to work environments leading some to be skeptical of change and new solutions. Tours can provide users with tangible examples of different spaces and best practices, broadening strategy and design options, and demonstrating effectiveness of various solutions in successful companies; although spaces visited may not match space standards, but will be used to build the new space concepts.

To ensure credibility, tour locations need to be carefully selected to ensure relevance to the project and Agency. The tour itself must also be well planned and led to ensure key messages are received. The timing of tours can vary and should be aligned with project objectives. Early tours (e.g. during workplace assessment) can lead to a more progressive workplace vision, but can also lead clients to move too quickly into design without the benefit of data. Later tours (e.g. during change communications) can help groups gain comfort with potential new settings but may miss the opportunity to expand workplace vision before design.

Tool:

6.4 Site Tour Talking Points (benchmark spaces)

6.4.2. CHANGE COMMITTEES

Change Committees consist of a group of individuals (leaders and/or employees) who act as their Agency's' representatives throughout the change process. In this role Change Committee members are responsible for supporting two-way communication between project leaders and employees, reinforcing key messages, sharing work environment details, working to establish workplace protocols for their groups, and contributing to planning and logistics for relocation activities. Messages around change are often best received when coming from trusted peers or leaders, for this reason Change Committee representatives fill a vital role in the workplace change process.

Change committee representation will vary based on Agency. In some instances, employees who are nodes within their groups are best positioned to influence peers, while in other situations leadership communication is most effective. During the course of a project, Change Committees will typically convene every two to three weeks depending on the pace of the project. Meetings will generally focus on previewing information with Change Committee members prior to their broader release to employees. Following occupancy, Change Committee meetings will focus on identifying challenges with the new space and how employees can be supported in adapting to new environments.

Tool:

6.4 TSOB Change Committee Kickoff 9-20-19

6.4 TSOB Change Committee Meeting 10-8-19

6.4 TSOB Change Committee Intro DTS 4-7-20

6.4 TSOB Change Committee Meeting Phase 2 Kickoff 5-21-20

6.4.3. ALL HANDS

Disparities in knowledge across and within Agencies can have a negative impact on workplace change efforts, often leading to the spread of rumors and misinformation. Therefore, a key factor for success is ensuring that all stakeholders are equally informed. This is particularly important in the early phases of change communications when employees have many questions about their future work environments.

All Hands sessions can be an effective and efficient means of revealing many aspects of workplace change to large groups at once. They can also serve as launch events for the change communications activities that will follow. While All Hands session content will vary across projects, in general they should communicate the future workplace vision, and make the case for workplace change and how the State's priorities have been translated into design. While All Hands will answer many questions, they will

spur curiosity and generate more questions. For maximum effectiveness All Hands content should be previewed with Change Committees to ensure awareness of the information being revealed, to allow anticipation and preparation for fielding employee questions following the session.

Tool:

6.4 TSOB All Hands 10-28-19 (final) v6

6.4 TSOB All Hands 5-27-20 (final) v6

6.4.4. LUNCH AND LEARN SESSIONS

All individuals process change at a different pace and providing continuous opportunities to engage with the project can be effective in helping ensure no one is left behind. Lunch and Learn sessions are informal meetings that can be used to extend these touchpoints with employees. They can serve as flexible question and answer sessions, and can also be opportunities for a deep dive into specific areas of interest for employees, for instance workplace research findings. While informal, these should still be considered as opportunities to reinforce the workplace vision and overall change narrative. The timing and design of these opportunities should be determined based on assessment of stakeholder needs for information and change support. Lunch and Learn sessions should be led by informed project members who can answer questions in detail.

6.4.5. WORKPLACE TRAINING

Workplace change invariably requires employees to adjust some aspects of how they work. This is most common when moving from older environments with heavy concentrations of enclosed offices and high-walled cubicles to more modern environments with fewer enclosed offices and generally lower workstation walls. As a result, employees must be offered workplace trainings to provide them with the knowledge and skills to be effective in their new space.

While the content of trainings will vary, they generally must focus on explaining the changes that employees will encounter in the new spaces, the logic behind them and how best to use them. For implementation of DFCM's space standards, this typically requires focus on floor plan zoning concepts, the expanded range of space types and their use, guidelines for using specific spaces, guidelines for personalization of space, and the behavioral changes that are necessary for productivity. To be effective, these training sessions must be designed based on adult learning principles and include substantial opportunities for participants to engage in discussion, surface concerns and generate their own solutions for working in new environments. Training sessions are typically 90-120 min long and involve up to 25 individuals, providing the ability to facilitate conversation in both large group and across five to six small teams. Trainings are an important stakeholder engagement opportunity and must be led by

individuals with solid knowledge in workplace strategy and design along with experience in delivering trainings and facilitating large group discussion.

Tool:

6.4 DFCM New Workplace Training 11-14-19 (Final)

6.4 Working Effectively in TSOB v2

6.4.6. WORKPLACE ORIENTATIONS/TOURS

Once a space is ready for occupancy, an orientation or tour can be a real benefit and exciting event for employees. Day one in a new space is typically consumed with unpacking, setup and potential technical issues, often causing employees to miss opportunities to take-in and fully appreciate the entire space. An orientation or tour before a move helps to alleviate this, and provides a celebratory event to welcome employees to the new space. Due to tight design and construction schedules many spaces are not completed far enough in advance for a full tour. However, when possible orientations should be offered, and in some instances, they may be combined with trainings and other activities to drive greater engagement and interest.

Tool:

6.4 DFCM TSOB site tour talking points 12-26-19

PROGRAM EVALUATION 7

7. PROGRAM EVALUATION

Post occupancy evaluation provides DFCM with essential feedback on space performance and is an important component of long-term workplace development. These evaluations serve two purposes, first they provide valuable information on how a space is performing and how it can be improved to support its occupants, second, they help DFCM refine its workplace strategies, space standards and change communications approaches. Post occupancy evaluation can vary in timing and approach across projects, however generally it should consist of both quantitative and qualitative measures, across a period of time to provide balanced feedback.

7.1. POST OCCUPANCY FOCUS GROUPS

Post occupancy focus groups are opportunities for project leaders to directly engage with employees and hear about the benefits and challenges of the new space. Overall post occupancy focus groups are very effective and provide rich data and context about the space. They are most effective when conducted after employees have had sufficient time to work in new environments, which typically occurs within four to six weeks following a move. These sessions are best when structured to assess overall impressions and dive deep into the functioning of various spaces and features. Subsequent focus groups (e.g. six months after a move) can be conducted to solicit input on space, and will provide perspective on how groups have adapted to the new environments. Early focus

groups rarely product actionable insights but can provide benefits in demonstrating care for employees.

Tools:

7.1 TSOB POE Focus Group Ph1 Guide 3-3-20

7.2. POST OCCUPANCY SURVEY

Measuring space performance post occupancy lies at the heart of continuous improvement. Unfortunately, it can often fall by the wayside as project leaders redirect their attention to current work. Understanding how a space is performing allows DFCM to initiate changes where they matter, and more importantly to refine and evolve workplace standards to best serve employees and deliver on the State's objectives.

To allow for a pre and post comparison, DFCM's post occupancy evaluation leverages a portion of its standard workplace survey. Post occupancy questions are comprised of the "Outcome" section from the original survey which assess satisfaction with various aspects of the environment, are repeated to provide a direct comparison between the performance of pre and post move work environments. The survey administration process is identical to the original survey (refer to section 3). Due to the efficiency and value of surveys it is recommended that they be conducted three months, six months and one year after move-in.

Tool:

7.2 DFCM Workplace Strategy POE Survey

APPENDIX　**8**

8.1 TERMINOLOGY

BUILDING GROSSING FACTOR
Multiplier which accounts for building common elements and space such as: major circulation (vestibules, stairs, main corridors, elevators), custodial closets, toilet rooms, mechanical, electrical and communications spaces, and exterior walls.

CIRCULATION
All pathways connecting programmatic spaces, including offices, workstations, support spaces, entry and elevator lobbies, and egress locations.

DEPARTMENT GROSS SQUARE FEET (DGSF)
Planning block of NSF plus area for surrounding walls/furniture panels and immediate circulation – NSF X Efficiency/Circulation Factor = DGSF.

DESK-SHARING
The practice of leveraging individual workspaces by reducing the total number of seats per assigned headcount. There are many different desk-sharing strategies, such as free-address, hoteling, and shared-owned settings.

EFFICIENCY OR CIRCULATION FACTOR
Initial grossing factor applied to individual room/space NSF to calculate size f planning blocks which include walls and immediate circulation spaces. Ranges from 1.6 (for small spaces) to 1.1 (for large spaces).

ENCLOSED VS OPEN
An Enclosed workspace generally refers to an office or shared-office setting in which the workstation is fully surrounded by full-height partitions. Open refers to workstations in an open plan environment with minimal partitions between work settings.

FREE-ADDRESS
The practice of providing temporary seating to employees on a first-come basis. Free-address work settings do not need to be reserved through a formal reservation system.

GROSS SQUARE FEET (GSF)
Total area of a building measured from the outside surfaces of exterior walls – DGSF x Building Grossing Factor – GSF.

HEADCOUNT (HC)
The total number of employees, including full-time, part-time, interns, and contractors, that work at a designated office location.

HOTELING
The practice of providing temporary seatings to employees on an as-needed basis through a formal reservation system.

MOBILITY RATIO
The proportion of seats per headcount assigned to a specific facility location.

MOBILITY VS. TELEWORK
Mobility refers to an employee's ability to work freely outside and inside the office. Mobility also encompasses all remote work that is functionally required for a job. Telework is a subset of Mobility in which an employee works specifically at home or at a satellite work location near the employee's home.

NET SQUARE FEET (NSF)
The total area of workspaces (office and workstations), dedicated support (conference, supply, etc.) and shared support (entry lobby, shared support, break rooms, etc.). Does not include primary or secondary circulations, building core, and common building support spaces. The NSF measures the area contained within the outline of each identifies program space. Example: the Net Area (NSF) of an 6' x 6' workstation is 36 NSF.

RENTABLE SQUARE FEET (RSF)*
USF plus a portion of the building's shared space (lobbies, restrooms, corridors, stairs, mechanical rooms, etc.). This additional square footage is often referred to as "load factor" or "load".

SPACE ALLOCATION RATE
The total usable area if an organization divided by the total number of personnel (headcount - including all full-time and pert-time employees, interns, and any contractors the occupy space. Personnel excludes contractors that service the space, such as janitors and security guards).

SPACE ALLOCATION RATIO

Proportion of space, measured in Net Square Feet (NSF), dedicated to offices, workstation, collaboration space, general support, social support, and mission specific areas.

SPACE TYPES

Office or Private Office - Includes all individual and share workspaces that are fully enclosed.

Open Office or Workstations - Includes all individual and shared workspaces that are not fully enclosed, such as cubicles, open workstations, and touchdown stations.

Collaboration - Incorporates all open and enclosed collaboration spaces, including training rooms, open meting areas, focus rooms, huddle rooms/enclaves, and project rooms.

General Support - All common office support functions including in the Usable Square Footage (USF). Includes storage, supply, print and copy, receptions, mail rooms, libraries, lateral files and filing rooms, mother's/wellness rooms, and server/DTS rooms.

Social Support - Includes all break and recreation areas, such as break rooms, coffee bars, common areas, informal seating, and game rooms.

Mission Specific - Specialized rooms to support core business functions, such as laboratories and secure evidence storage.

Excluded - Building core, primary and secondary circulation, and all major amenities, such as fitness facilities, childcare, and cafeterias.

USABLE SQUARE FEET (USF)*

Area of a floor occupiable by a tenant area which is where a tenant normally houses personnel and/or furniture.

UTILIZATION RATE

The average usage of a space, often measured as a percentage of the total period that the space is available for use, such as the organization's business hours. This term is often misconstrued as "Space Allocation Rate."

* Definitions per ANSI/BOMA 265.1 - 1996 Standard Method for Measuring Floor Area in Office Buildings

8.2 DETERMINING APPROXIMATE SPACE NEEDS

When planning office space projects, it is helpful to have a guideline to determine overall approximate space needs, such as when crafting a Capital Budget Estimate (CBE) or Feasibility Study. Pre-programming work occurs early in the process when project definition is not complete, but an estimate of space needs is mandated. During programming, space needs will be confirmed and calculated more precisely using the tools defined in this Toolkit. These calculations are based on the total staff count for an agency.

Use the following as a guideline for very early project planning phases.

Select the lower end of the range (150 to 250 GSF/person) when there are one or a combination of: high number of non-resident or mobile employees, lower than average private offices (less than 30%), lower than average workstation size (less than 60 sf average), or a smaller than average need for support space – i.e. meeting/collaboration space, reception/waiting, copy/work space, or storage.

Select on the higher end of the range (250 to 320 GSF/person) when one or more of these elements above will be needed in the future to address unique agency needs: i.e. high percentage of private offices, greater need for meeting/collaboration space, specialty use (lab, courthouse, clinic, etc.). We recommend: **Usable or Department Gross Square Feet per person: 150 to 320,** depending on type of office space and major departmental or agency functions.

8.3 ACOUSTICAL CONTROL

Through building zoning and staff training, workers understand their responsibilities as active building users to help minimize noise in our work environments. Design can help control acoustical distraction through the use of sound deadening materials (ceiling, wall and floor surfaces), absorptive seated-height privacy workstation partitions, acoustically separated rooms, and the addition of white noise generating equipment. DFCM Design

Requirements state, when possible, design spaces to meet noise isolation criteria:

- If the desired degree of privacy is Confidentiality, where listeners cannot understand speech from an adjacent room or may not be aware of the presence of others in adjacent spaces, seek an STC rating above 55 (NIC > 47).

- If the desired degree of privacy is Normal, where listeners can occasionally hear the

activity sounds of others in an adjacent room or may be aware of the presence of others in adjacent spaces, seek an STC rating 52-55 (NIC 44-47).

Organizations have also supported employees need to do heads down work by purchasing headsets that connect to VOIP systems and have noise-cancelling capabilities.

8.4 SHARED MEETING SPACES – CONFERENCE ROOM

Seat Counts, defined on page ___, include all conference room seats for a department. Design professionals may want to consider combining resources between departments/divisions throughout the building/facility. The design suggestion is:

- keep smaller collaboration spaces (phone booths, small and medium-sized conference rooms up to 8-seats) near or within departments/divisions

- place larger collaboration spaces, which can be more centralized and thus become

shared resources, for example -- near floor reception, adjacent to public circulation zones, or the entry lobby.

Scheduling shared resources is best managed through a shared calendar system or with a dedicated room scheduling soft/hardware (Robin at TSOB).