Workplace Guidelines

September 15, 2015

CITY OF ALEXANDRIA · VIRGINIA
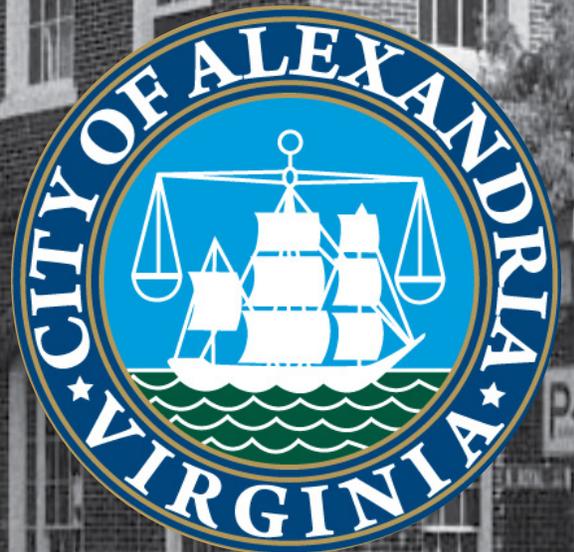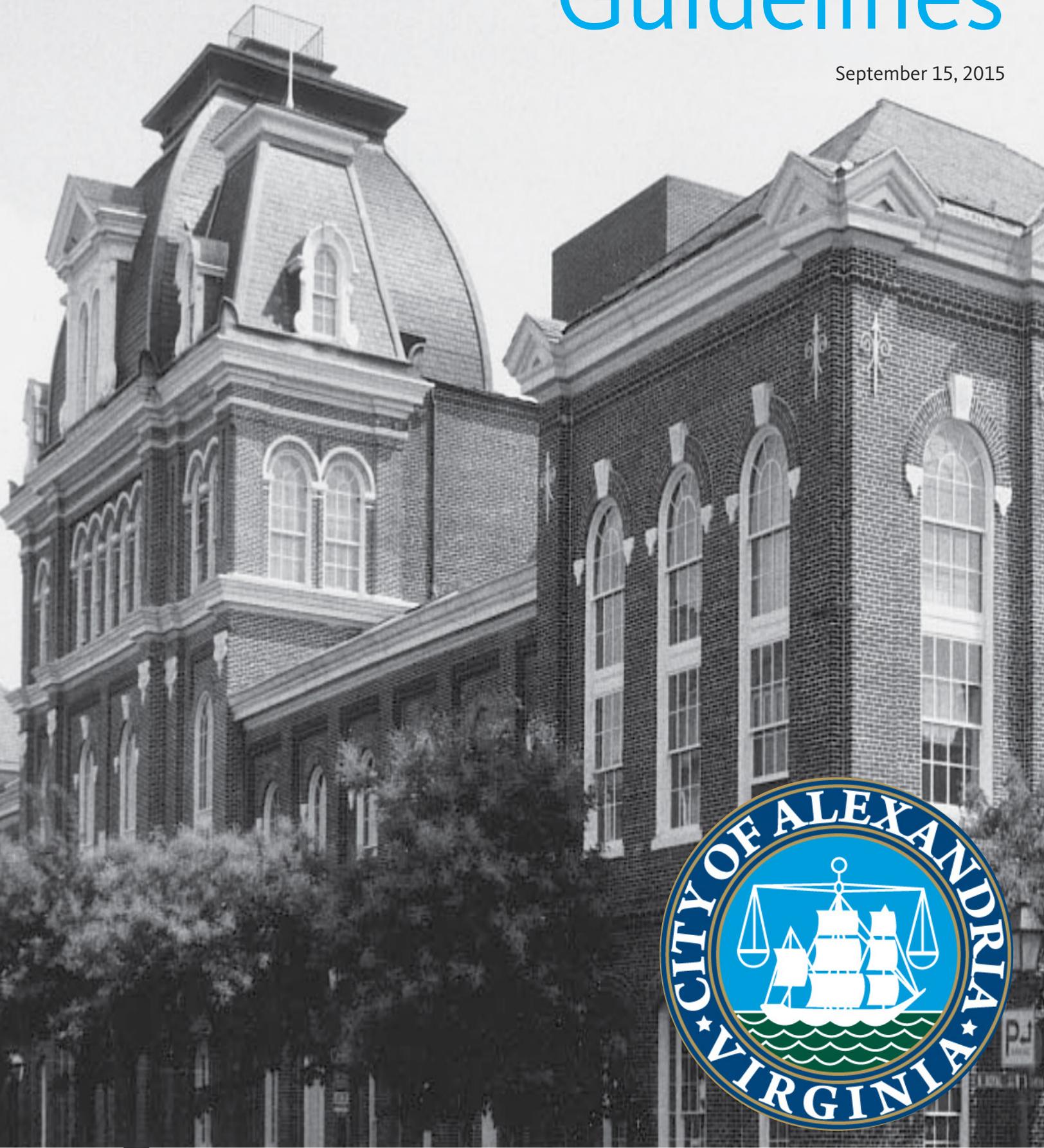
Process

Creating Workplace Guidelines

focus Group 2
**November
5th
2015**

preliminary
workplace setting
recommendations
**January 23rd
2015**

implementation
plan
**February 24th
2015**

workplace
trends & best
practices
presentation
**October 14th
2014**

interviews
**December 1st
2014**

first draft
**February
11th
2015**

City Manager
approval

work place
guidelines

city manager
appointing
steering
committee
**September 10th
2014**

site tours
**October 30th
2014**

focus Group 3
**December
9th
2014**

focus Group 5
**February 17th
2015**

workplace
settings survey
**November 19th
2014**

focus Group 4
**January 27th
2015**

town halls
**April 21st
April 23rd
June 16th
2015**

Feedback

Town Hall Meetings

Meetings were held at four (4) sites within the City during March, April, and June 2015:
- City Hall
- Beatley Public Library
- 2525 Mt Vernon Avenue (DCHS staff site)
- 2900 Business Center Drive (RPCA and T&ES staff site)

Questionnaire: Four questions were distributed to attendees during the Town Hall meetings and additional copies forwarded to City staff via City-web inviting comments/feedback:
- Are you satisfied with your current workstation and/or work areas?
- Are you satisfied overall with the draft guidelines?
- Do you think the draft work place guidelines will improve your overall work atmosphere?
- Should the City Manager approve these draft Workplace Guidelines for the City of Alexandria's employees?

Responses were as follows:
- **19 individuals responded**
- 59 comments were received, **57 comments were already incorporated into the Guidelines**
- **2 comments were added** to the guidelines, the following were:
  - That lockers and showers shall be included within the support spaces
  - That there will be an orientation and training for employees during the implementation of the Guidelines - the note was inserted as a Change Management recommendation within the Guidelines

Summary of the most frequent comments were as follows:
1. Acoustical properties within work station areas;
2. The need for support spaces and technology,
3. Natural light and aesthetics
4. Security and privacy vs low panels
5. *Other concerns: Hoteling, HVAC, parking, future long range implementation, 2020, test locations*

Total votes	Are you satisfied with your current workstation and/or work area?	Are you satisfied overall with the draft guidelines?	Do you think the draft work place guidelines will improve your overall work atmosphere?	Should the City Manager approve these draft work place guidelines for the City of Alexandria's employees?
Yes	13	10	8	9
No	5	8	11	8
No opinion	1	1	0	0
No response	0	0	0	2
Total signed votes				
Yes	4	6	4	6
No	4	2	4	2
No opinion	0	0	0	0
No response	0	0	0	0
Total anonymous votes				
Yes	9	4	4	3
No	1	6	7	6
No opinion	1	1	0	0
No response	0	0	0	2

53% of respondents recommended the implementation of workplace guidelines

Measuring

Workplace Guidelines Impact

What's the impact of the new workplace guidelines?

Implementation Example: Department of Housing changes under new workplace guidelines			
	Current 2014 Tavern Square Occupancy	**Future 2016 Occupancy**	**% change**
Headcount	15	16	**7%**
Square footage	7309	5026	**-31%**
RSF/Person	487	314	-36%
	Current Rent Rates	**Current Rent Cost**	
Rent at 421 King	$ 40.50	$ 132,516	
Rent at 123 N. Pitt	$ 30.58	$ 123,451	
Total 2014 Rent		$255,967	
		Reduced RentCost due to Reduced SF	
New rent at Tavern Square assuming current rates		$ 176,015	-31.2%

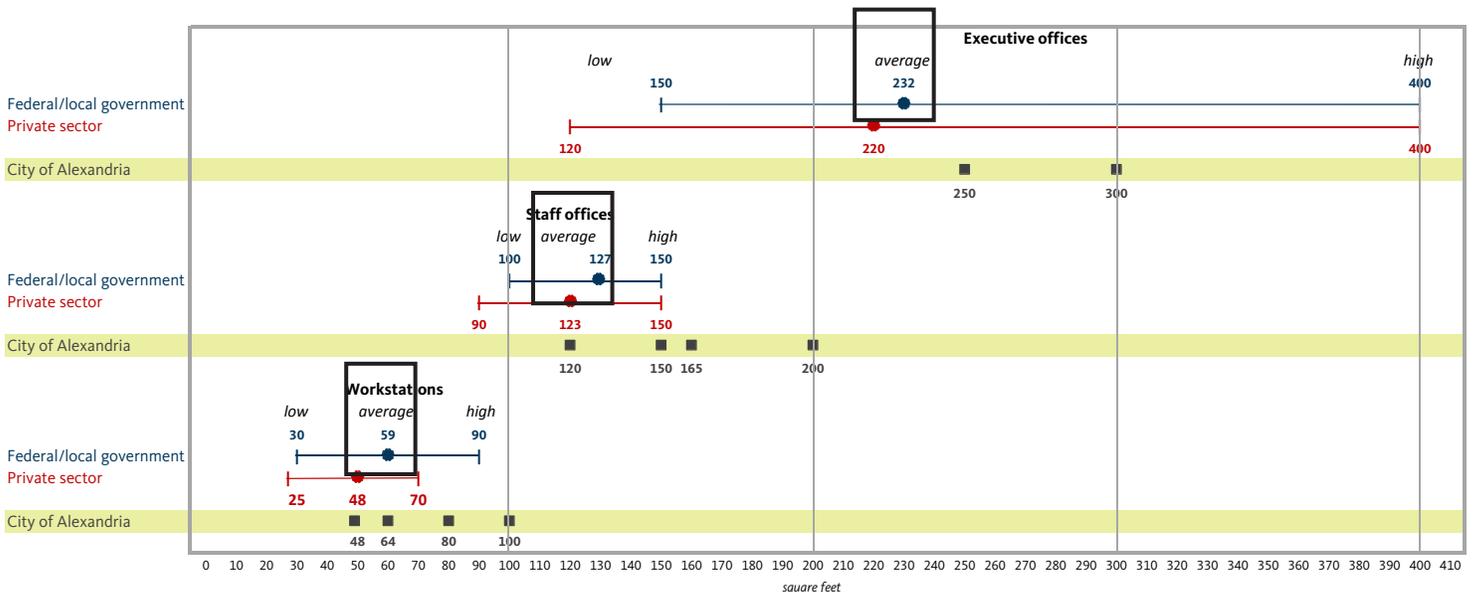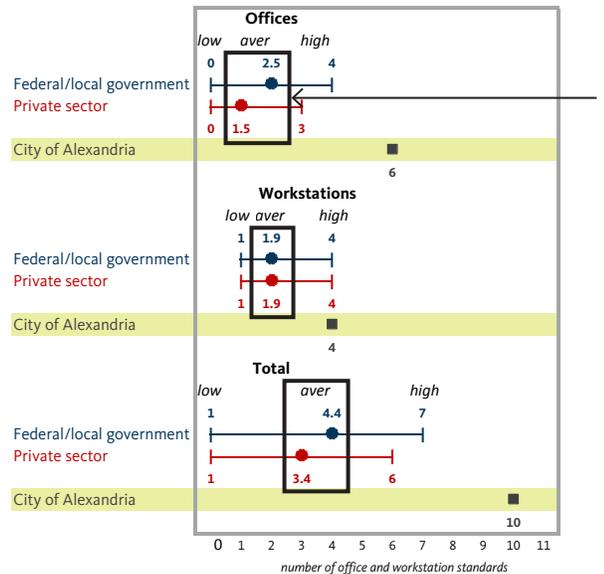| Implementation Example: Department of General Services changes under new workplace guidelines			
	Current 2014 Tavern Square Occupancy	**Future 2016 Occupancy**	**% change**
Headcount	21	25	**19%**
Square footage	6696	5761	**-14%**
RSF/Person	319	230	-28%
	Current Rent Rates	**Current Rent Cost**	
Rent at 110 N. Royal	$ 32.20	$ 215,611	
Total 2014 Rent		$ 215,611	
		Reduced Rent Cost Due to Reduced SF	
New rent at Tavern Square assuming current rates		$ 185,504	-14.0%

Research

Best Practices

- The City of Alexandria has a total of **10 different sizes** for offices and workstations
  - 6 office sizes ranging from 120 SF to 300 SF
  - 4 workstation sizes ranging from 48 SF to 100 SF
- Current trends show a total of **3-6 different sizes** for offices and workstations; in both the public and private sector, there are 1-3 office sizes and 1-3 workstation sizes
- Research shows, industry-wide, the average staff office is **120 to 130 SF**, while the City of Alexandria ranges from **120 to 300 SF** today

The recommendation is to reduce both the number of office and workstation standards and their sizes.

On average, both government and private industry have a fewer number and smaller workplace standards than the current City of Alexandria standards.

Offices

low   aver   high

Federal/local government   0   2.5   4
Private sector   0   1.5   3
City of Alexandria   6

Workstations

low   aver   high

Federal/local government   1   1.9   4
Private sector   1   1.9   4
City of Alexandria   4

Total

low   aver   high

Federal/local government   1   4.4   7
Private sector   1   3.4   6
City of Alexandria   10

0 1 2 3 4 5 6 7 8 9 10 11

number of office and workstation standards

Executive offices

low   average   high

Federal/local government   150   232   400
Private sector   120   220   400
City of Alexandria   250   300

Staff offices

low   average   high

Federal/local government   100   127   150
Private sector   90   123   150
City of Alexandria   120   150   165   200

Workstations

low   average   high

Federal/local government   30   59   90
Private sector   25   48   70
City of Alexandria   48   64   80   100

0 10 20 30 40 50 60 70 80 90 100 110 120 130 140 150 160 170 180 190 200 210 220 230 240 250 260 270 280 290 300 310 320 330 340 350 360 370 380 390 400 410

square feet

Focus Group Work

Focus Group 1 - Trends
October 14th 2014

- The Focus Group was given a presentation by Gensler on current workplace design trends in the private and public sectors.

Site Tour
October 30th 2014

- The Focus Group toured three different work places to see how current workplace best practices look and feel when put to use.

Focus Group 2 - Forming Guiding Principles
November 5th 2014

- At this meeting the Focus group had an interactive exercise to distill reactions to the site tour. Covering likes, dislikes and obstacles to success.

- Obstacles: Operations, Finance, Culture, Technology

Likes
- Openness and natural light
- Variety and flexibility of space; support for collaboration
- Technology support within the workplace
- Spaces based on function not title or grade; reflect organizational flattening

Dislikes
- Work areas with lack of breathing room
- High panel "cube farm" feel
- Lack of privacy in open areas
- Lack of ability to service high volume external traffic; long security procedures
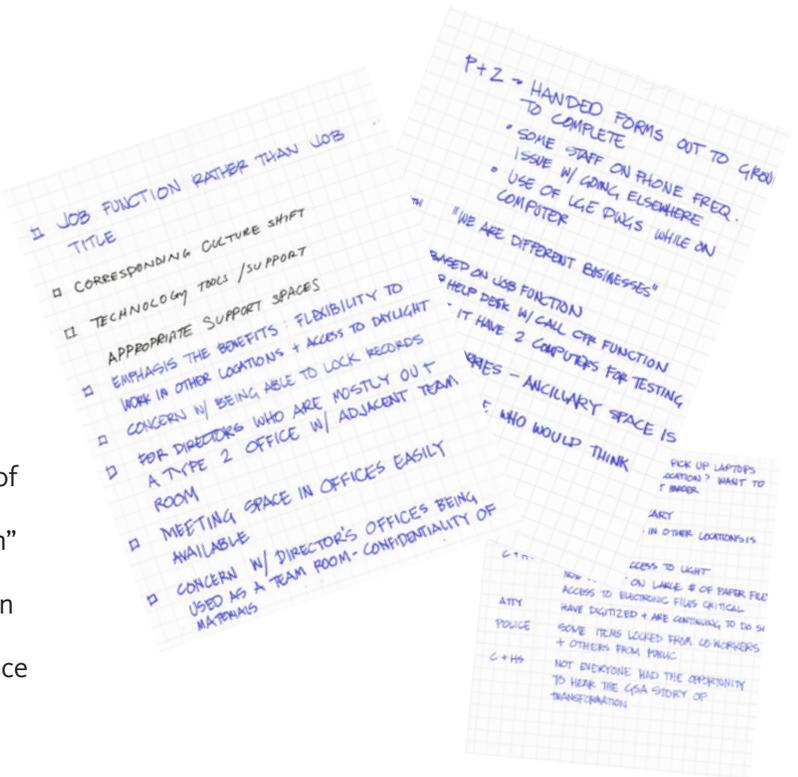
Space Types

Homework

Workplace Types

The proposed workplace standards for the City of Alexandria will include primary work settings with 2 office types, 2 workstation types and a service counter type. All of these workplaces will be supplemented by alternate work settings, including focus rooms and team and meeting rooms.

In order to create a more flexible work environment, the preference will be to assign staff to workstations whenever possible. .The selection criteria for each primary work setting indicates the categories of staff that could be appropriate for each.

Primary work settings: Offices, workstations or service counter

Alternate work settings: Focus and collaboration spaces
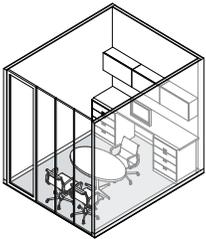
Private Office Type 1

for positions that:

- have ceremonial/representational requirements
- are mostly in the office
- > 50% of time is spent counseling others

Other considerations

Can be used as team rooms by others when unoccupied

Personal storage/filing can be lockable
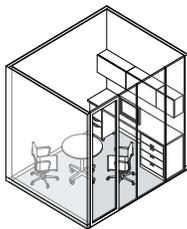
Private Office Type 2

for positions that:

- are mostly out
- > 50% of time is spent counseling others

Other considerations

Can be used as focus rooms by others when unoccupied

Personal storage/filing can be lockable
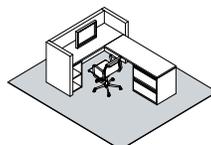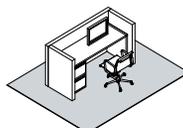
Workstation Type 1

for positions that:

- are mostly in the office
- involve both heads down and interactive work

Other considerations

Adjacent filing and/or large document layout space can be added

Desk return can serve as collaboration seat for side-by-side work with others
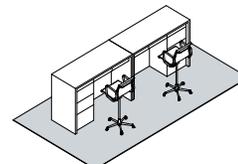
Workstation Type 2

for positions that:

- are frequently away from their desk or out of the office
- involve both heads-down and interactive work
- can include call center positions

Other considerations

Personal item storage can be accommodated in adjacent files or lockers

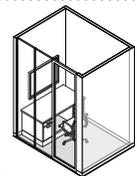Phone and focus rooms provide alternate work settings

Service Counter

for positions that:

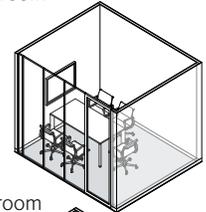- have their primary seat at a public service counter

Other considerations

Staff who only temporarily work at service counters should have another primary work setting assigned
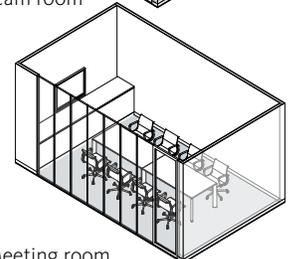
Focus room

Team room

Meeting room

City of Alexandria Workplace Standards   1

Overall Results

| | 45% | 40% | 35% | 30% | 25% | 20% | 15% | 10% | 5% | 0% |

Gensler

Workstation Type 1 | Workstation Type 2 | Office Type 1 | Office Type 2 | Service Counter
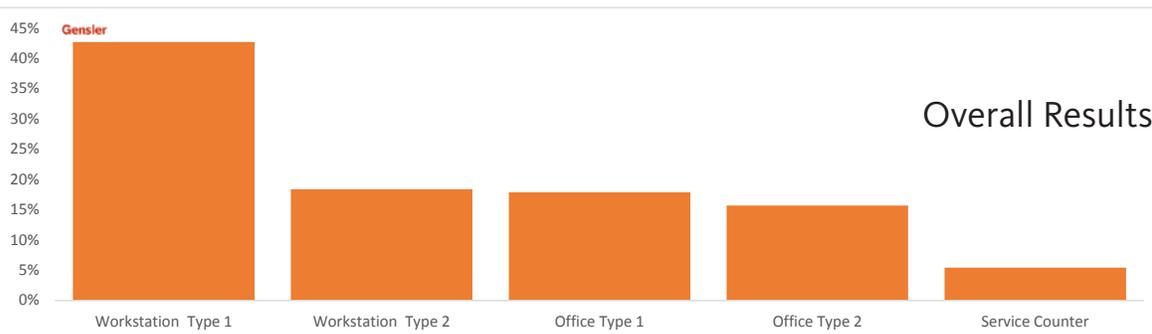
Focus Group Work

Focus Group 3 - Forming the Parameters
December 9th 2014

The Focus group reviewed the homework results and started to distill what shapes the guidelines and standards should take.

Focus Group 4 - Preliminary Review
January 27th 2014

Focus Group 5 - Final Review
February 17th 2014

Key Points
- Space assignment should be based on job function, not job title
- No large offices should be provided for any job function, including directors. Smaller offices can be supplemented by an adjacent team room as needed.
- A standard workstation should be the default space type.
- There needs to be sufficient support spaces to enable the new work space to succeed
- Confidentiality and security must be met in any work environment

Workplace Guidelines
Goals and Guiding Principles

- Providing a workplace that is welcoming, engaging and hospitable to staff and visitors.

- Providing a choice of work settings in the workplace.

- Providing access to daylight and outside views.

- Promoting innovation through collaboration. Integrating office technology.

- Assigning individual workspace based on functional need rather than position title.

- Retaining the concept of a specifically assigned seat for those who routinely work in the office.

- Ensuring that space assignment is as uniform and equitable as possible across departments and across City facilities.

- Encouraging sharing of collaboration spaces.

- Reducing the time and expense required to respond to organization change.

- Provide a safe and secure environment for employees and visitors.

WORKPLACE STANDARDS

Workplace Guidelines
Architectural Guidelines

Introduction: Where and how are the Guidelines Applied?

1. Offices

2. Privacy Panels

3. Copy/Printing Rooms

4. Break Rooms

5. Storage

6. Color

7. Mother's Room or breast-feeding room

8. Acoustic Privacy

9. Specialty Spaces

10. Furniture

11. Lighting

12. Universal Design & Accessibility

13. Technology

14. Security
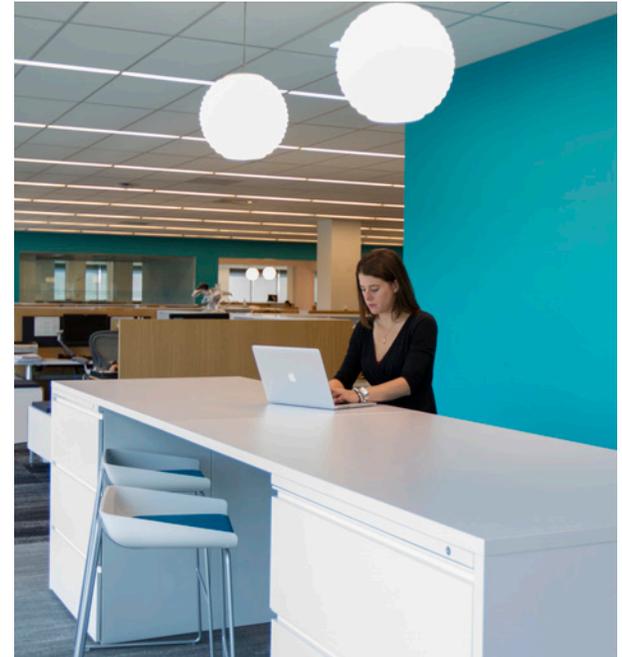
Space Types
Planning Considerations

Space Type	Size	Recommended Allocation
Workstation	48 - 64 SF	Default staff space assignment
Drop in Workstation	25 - 35 SF	Function based
Service Counter	3 to 5 linear feet of counter space	Function based
Private Office	90 - 110 SF	Function based
Private Office with adjacent Team Room	90 - 110 SF Office + 90 - 110 SF Team Room	Ceremonial function
Counseling/Interview Room	90 - 110 SF	Function based
Family Counseling Room	150 - 175 SF Office	Function based

The meeting space guidelines listed below are minimums based on industry standards, additional meeting space can be provided as needed

Meeting Space

Focus Room (1-2 people)	70 - 80 SF	1 per 15-30 workstation seats. At least one provided per location
Team Room (4 -6 people)	100 -225 SF	1 per 30-75 personnel seats. At least one provided per location
Conference Room (up to 8 people)	250 -275 SF	1 per 30-75 personnel seats
Conference Room (10-12 people)	300 - 375 SF	1 per 30-75 personnel seats
Conference Room (14-16 people)	400 - 500 SF	1 per 100-150 personnel seats
Extra-large Conference Room (18+ people)	varies	As needed. Determined by detailed departmental programming.
Extra large conference room (50+ people)	varies	As needed determined by detailed departmental programming. Placement to be determined by designer with consideration for security and public use. May be comprised of adjacent smaller rooms separated by operable partitions.

The support space guidelines listed below are minimums based on industry standards. Additional support space can be provided as needed.

Support Space

Copy/print/supply Room	120 - 180 SF	1 per 50-75 personnel seats
Pantry/informal Work Area	150 -400 SF	1 per 100-150 personnel seats
Mother's Room	80 - 110 SF	1 per facility

Table 1

Example
Sample Layout

- Open collaboration spaces and work spaces
- Band of closed offices and team rooms
- High acoustical panels/partitions act as a buffer between neighborhoods to mitigate sound transmission and implementation of 'white' noise
- Shared filing areas within neighborhood areas
- Individual storage at workstations
- Other support spaces beyond: copy/print, break room, additional staff storage, mother's/breast-feeding room, showers, and lockers
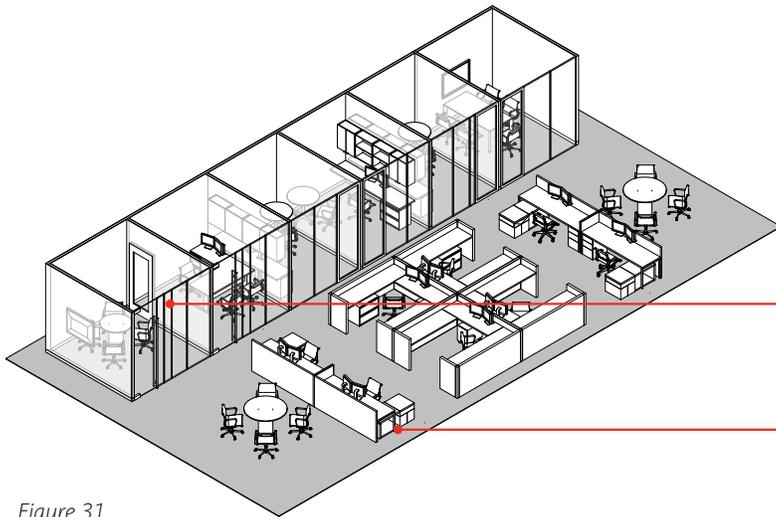
Team rooms accommodate 4-5 person meetings

Locate higher panels perpendicular to windows to maximize views and daylight penetration

Figure 31
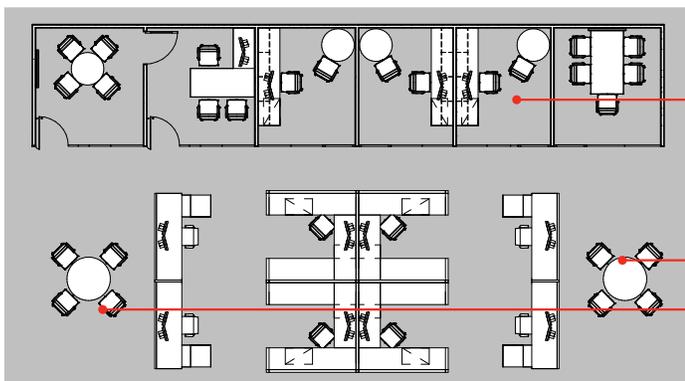
Standard offices accommodate 2-3 person meetings

Shared work areas for team collaboration

Layout/drawing reference space over files

Figure 32

Providing City of Alexandria Employees With State of the Art Workspace