Workplace Guidelines

September 15, 2015
Process
Creating Workplace Guidelines

City Manager's Presentation | September 2015
Workplace Guidelines  | City of Alexandria
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 workplace 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**
# Measuring Workplace Guidelines Impact

## What's the impact of the new workplace guidelines?

### Implementation Example: Department of Housing changes under new workplace guidelines

<table>
<thead>
<tr>
<th>Current 2014 Tavern Square Occupancy</th>
<th>Future 2016 Occupancy</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headcount</td>
<td>15</td>
<td>16</td>
</tr>
<tr>
<td>Square footage</td>
<td>7309</td>
<td>5026</td>
</tr>
<tr>
<td>RSF/Person</td>
<td>487</td>
<td>314</td>
</tr>
</tbody>
</table>

| Rent at 421 King                      | $                      | 40.50    | $132,516 |
| Rent at 123 N. Pitt                   | $                      | 30.58    | $123,451 |
| Total 2014 Rent                       | $                      |          | $255,967 |

Reduced Rent Cost 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

<table>
<thead>
<tr>
<th>Current 2014 Tavern Square Occupancy</th>
<th>Future 2016 Occupancy</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headcount</td>
<td>21</td>
<td>25</td>
</tr>
<tr>
<td>Square footage</td>
<td>6696</td>
<td>5761</td>
</tr>
<tr>
<td>RSF/Person</td>
<td>319</td>
<td>230</td>
</tr>
</tbody>
</table>

| 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%   |
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.
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
**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**

**Private Office Type 1**
- for positions that:
  - have ceremonial/representational requirements
  - are mostly in the office
  - > 50% of time is spent counseling others

**Private Office Type 2**
- for positions that:
  - are mostly out
  - > 50% of time is spent counseling others

**Workstation Type 1**
- for positions that:
  - are mostly in the office
  - involve both heads-down and interactive work

**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

**Service Counter**
- for positions that:
  - have their primary seat at a public service counter

**Other considerations**
- Can be used as team rooms by others when unoccupied
- Personal storage/filing can be lockable

**Alternate work settings: Focus and collaboration spaces**

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

**Team room**

**Meeting room**

**Overall Results**

- Workstation Type 1: 5%
- Workstation Type 2: 10%
- Office Type 1: 20%
- Office Type 2: 25%
- Service Counter: 15%

**Space Types**

**Homework**
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

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

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
- **Team Room (4 -6 people)**: 100 - 225 SF
- **Conference Room (up to 8 people)**: 250 - 275 SF
- **Conference Room (10-12 people)**: 300 - 375 SF
- **Conference Room (14-16 people)**: 400 - 500 SF
- **Extra-large Conference Room (18+ people)**: varies
- **Extra large conference room (50+ people)**: varies

- **Conference Room (10-12 people)**: 1 per 30-75 personnel seats. At least one provided per location
- **Conference Room (14-16 people)**: 1 per 100-150 personnel seats. At least one provided per location
- **Conference Room (up to 8 people)**: 1 per 30-75 personnel seats
- **Conference Room (10-12 people)**: 1 per 30-75 personnel seats
- **Conference Room (14-16 people)**: 1 per 100-150 personnel seats
- **Conference Room (18+ people)**: As needed. Determined by detailed departmental programming.
- **Extra-large Conference Room (50+ people)**: 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
- **Pantry/informal Work Area**: 150 - 400 SF
- **Mother’s Room**: 80 - 110 SF

<table>
<thead>
<tr>
<th>Function</th>
<th>Size</th>
<th>Allocation</th>
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</thead>
<tbody>
<tr>
<td>1 per 50-75 personnel seats</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 per 100-150 personnel seats</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 per facility</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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

![Sample Layout](image-url)

**Figure 31**

- Team rooms accommodate 4-5 person meetings
- Locate higher panels perpendicular to windows to maximize views and daylight penetration

![Sample Layout](image-url)

**Figure 32**

- Standard offices accommodate 2-3 person meetings
- Shared work areas for team collaboration
- Layout/drawing reference space over files
Providing City of Alexandria Employees With State of the Art Workspace