Moving Forward
Workplace Modernization Initiative
Board Briefing

DCA Facilities & Property Management
September 1st, 2016

Why is modernizing the workplace important? What is the challenge we are facing?

The County's workspace standards are dated:

How we work has evolved (work habits, technology, communications etc.).

Workplaces elsewhere have evolved and we are currently slow to catch up.

We face the danger of failing to attract and retain great employees.

There are many advantages to a more modern workplace.

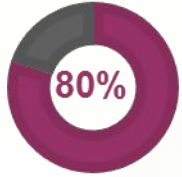65% of people are unsatisfied with their work
Towers Watson Study

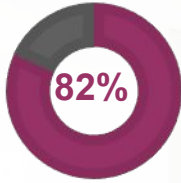Overall, 70% of people are not reaching their full potential at work
Gallop Poll

5 generations at work

HermanMiller

80% of work that will be done outside the traditional office by 2020

82% people feel the need to partner with others to get their work done
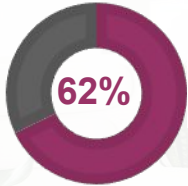
62% of people spend time working away from their desk on an average day
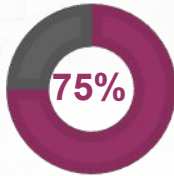
75% of innovation ideas are from interactions that are face to face

HermanMiller

What are the advantages to a more modern workplace?

Drivers for Changing the Workplace:

Increased Collaboration and Innovation

Higher Productivity

Diversity of Spaces Supports Inclusive Culture

Increased Attraction and Retention

Flexibility for Future Changes

Financial Prudence

Who Else has Modernized?

City of Portland (starting)

State of Oregon

Kaiser

Nike

Intel

Most private businesses

Who is engaged in the Workplace Modernization Initiative?

Sponsor: DCA Facilities & Property Management

Core Team:
- Facilities
  - Client Services Manager
  - Strategic Management Project Manager
  - Moves Adds & Changes (MACs) Team
- Pacific Furnishings (County's contracted systems furniture vendor)
- Herman Miller (major systems furniture manufacturer)

Stakeholder Engagement:
- All Departments (representatives)
- Risk, HR, Wellness, Labor Relations, Sustainability, IT (representatives)

What is the Workplace Modernization Initiative?

Development of new standards and guidelines for how we design and use space within the county to better promote the health, happiness and productivity of our employees while supporting the programs they deliver.

New Systems Furniture Standards (furniture "kit of parts")

New Interior Design Guidelines

New Materials and Color Palettes

County-Wide Effort

Project-Specific Effort

County & Projects

BUSINESS DRIVERS	ASSESSMENTS	DEVELOP STANDARDS	PLACE DEVELOPMENT	EVALUATE

BUSINESS DRIVERS

+ Purpose statement
+ Business priorities
+ Establish appropriate means to align Living Office possibilities

CHARACTER ASSESSMENT

+ Define key current realities
+ Reflect on past realities
+ Envision future realities
+ Associate an abstract landscape that reflects future planning

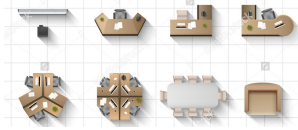**MODES OF WORK ASSESSMENT**

+ Assess priority modes with departments
+ Align settings that support these modes
+ Determine appropriate setting types using our matrix and decision tree

SYNTHESIS, EVALUATION, SELECTION

+ Synthesize county-wide info; prepare report
+ Evaluate needs and drivers
+ Select "kit of parts" that works for various needs and drivers
+ Document in a Systems Furniture Standard

TRADITIONAL PROGRAMMING
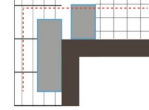
+ Number of employees and seats needed
+ Number of departments
+ Sq. ft. allocated to each employee
+ Align adjacencies needed
+ Reference data from IWMS
+ Review additional constraints

PLACEMAKING & FLOW
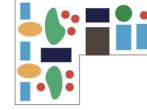
+ Apply settings that support modes of work for each dept.
+ Review character assessment at its relationship to settings and placement
+ Identify furniture solutions that support each setting
+ Review landscape checklist to assure there is proper traffic flow and naturally human elements have been considered

FURNITURE PLAN, FINAL DRAWINGS & SPECIFICATIONS

+ Prepare detailed furniture plan
+ Finalize layouts and furniture selections
+ Prepare final quote and documents for order entry

1 YR REVIEW

+ Review and evaluate how the new landscape is supporting business drivers, work flow and overall goals and objectives

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What are the business drivers for updating our workplace environment?
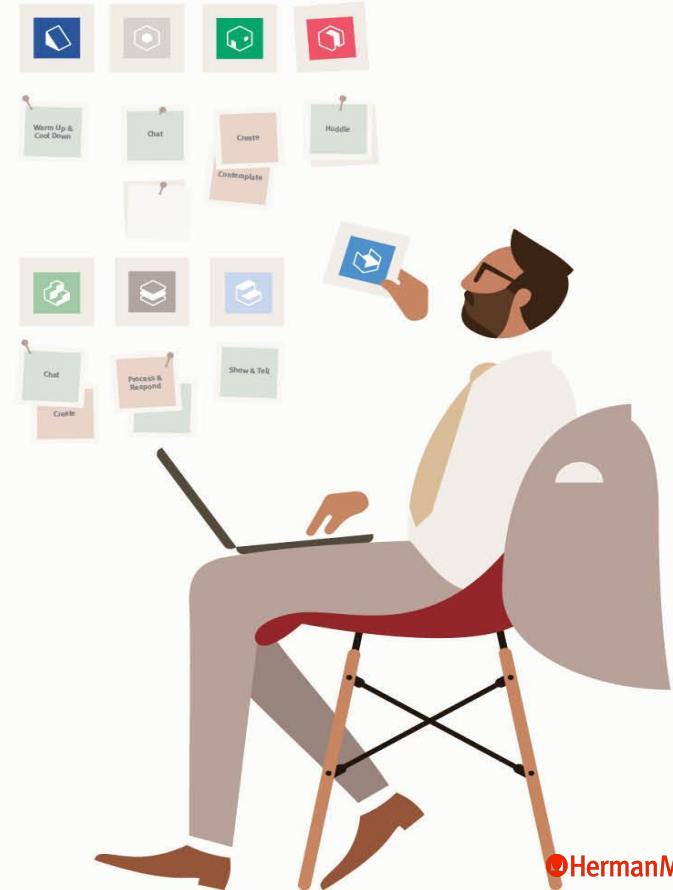
What are the activities we engage in when working?

Chat
An incidental and impromptu interaction

Converse
Purposeful interaction between 2-3 colleagues on defined topic

Co-Create
Generation of new ideas among groups in a range of scale and formality

Divide and Conquer
A common goal Individuals providing contributions, coming together to share.

Huddle
Impromptu 'scrum' to address urgent issue, set plan. Brief duration

Show and Tell
Planned gathering presentation and info sharing with team and clients

Warm Up Cool Down
Fill-in time between meetings. Pre and post meeting discussions

Process and Respond
Work which generates work, personal admin, emails, phone calls.

Contemplate
Respite for individual. Thinking space. Recharge.

Create
Production of new material or content.

HermanMiller

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What are the characteristics of our workplace?

DIRECTED — SELF-DIRECTED

CONSTANT — ADAPTABLE

PHYSICAL — VIRTUAL

UNIFORM — DIVERSE

FORMAL — CASUAL

INDEPENDENT — INTERDEPENDENT

LOCAL — GLOBAL

CLOSED — OPEN

HermanMiller

What type of settings will support the way we work?

Placemaking
Haven

A Haven is a small shelter where focused work can be done without distraction—or alternatively, a place to unwind.

HAVEN

- A vista encourages contemplation and offers inspiration.
- The setting provides space and power for tools and technology when applicable.
- A boundary enables focus.
- The space is optimized for one to three people.
- A Haven is easily identified in the landscape.

Related Activities
Contemplate
Converse
Create

Placemaking
Hive

A Hive is generally understood as a grouping of workstations and offers a setting for numerous people to harmoniously engage in individual and collaborative work.

HIVE

- Individual work points are purposefully grouped and connected.
- Spatial divisions vary with the character and purpose of the Hive.
- Optional filing and storage supports the needs of residents.
- Comfortable ergonomic seating allows people to work and concentrate for long periods of time.

Related Activities
Chat
Create
Process & Respond

Placemaking
Jump Space

A Jump Space consists of highly approachable work points that facilitate work for a distinct and discrete period of time between other activities.

JUMP SPACE

- Boundaries separate the space from the rest of the landscape.
- The setting provides space and power for tools and technology.
- A Jump Space is located near high-traffic areas of the landscape.
- Work points support two to eight people for brief periods of time.

Related Activities
Chat
Process & Respond

Placemaking
Cove

A Cove is a compact space within proximity to individual work points or common areas that enables people to assemble and engage with each other for a short period of time.

COVE

- Digital display supports information sharing.
- Enclosures vary to suit noise levels, adjacent activity, traffic patterns, and desired site lines.
- A gathering space accommodates two to four people.
- Coves are adjacent to Hives or Plazas.

Related Activities
Co-Create
Converse
Huddle

Placemaking
Meeting Space

A Meeting Space is designed to support information sharing—whether it's a single speaker at the head of the room, or a group of peers talking and listening among themselves.

MEETING SPACE

- Defined edges provide privacy and separation from the rest of the landscape.
- Ample circulation space enables movement.
- Furniture and technology arrangement supports clear sight lines among participants and to the shared digital content.
- The setting accommodates four to 12 people.

Related Activities
Show & Tell
Converse

Placemaking
Workshop

A Workshop is the ideal setting for people to work together to generate new ideas and drive their work forward.

WORKSHOP

- Shareable vertical surfaces enable information display and idea generation.
- Circulation space encourages movement of people and furniture.
- Diverse furniture designs in an array of postures support various activities.
- The setting provides ample room for groups of 4 to 16 people.

Related Activities
Co-Create
Divide & Conquer

HermanMiller

Place development. Evolves over time based on occurrence of projects.
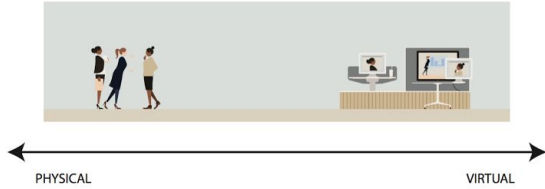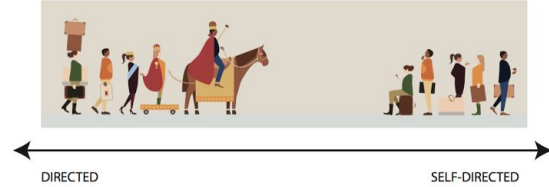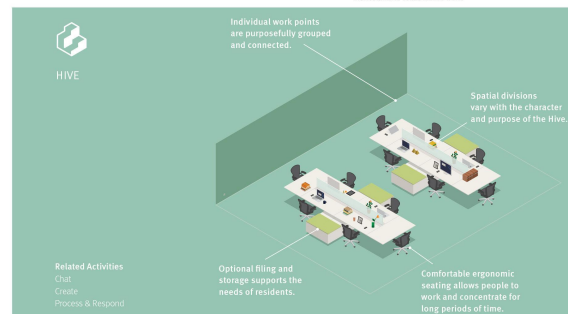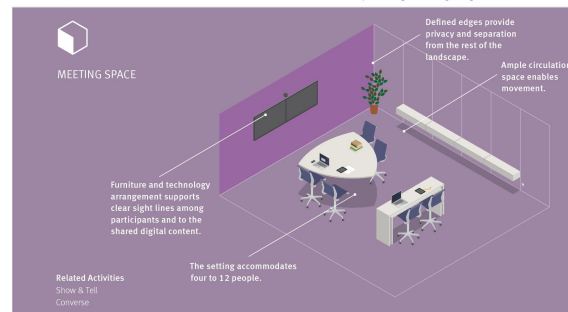
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Evaluate & Refine

Project-Based Evaluation:

Review and evaluate how the new landscape is supporting business drivers, work flow and overall goals and objectives.

County-Standards Evaluation:

Review and evaluate how the new standards are supporting the needs of the various programs within the County.

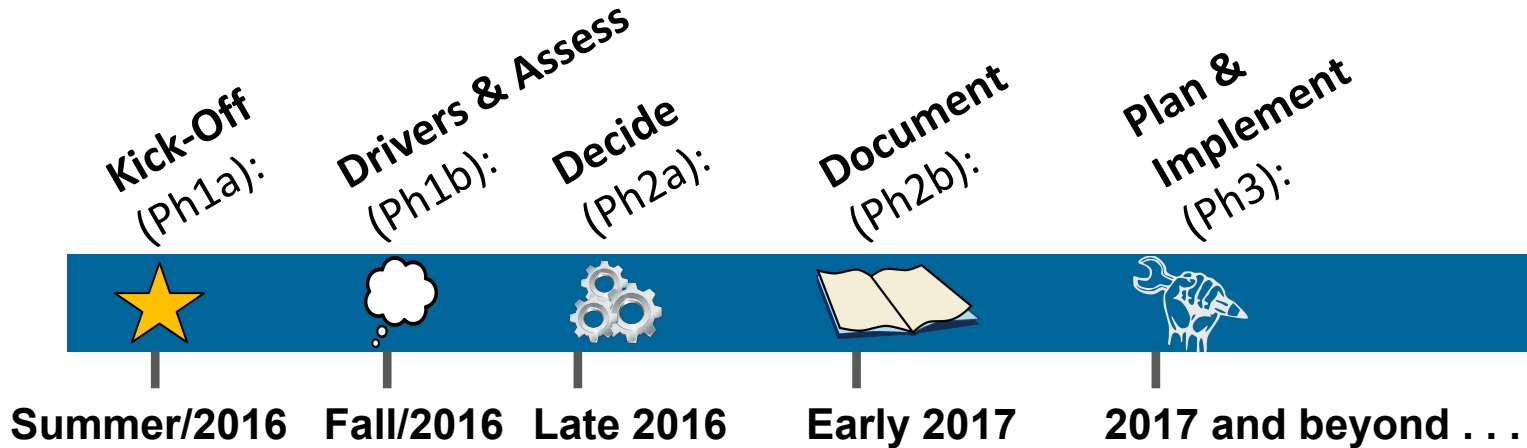# How does it relate to other County efforts?

Connection to Other County Efforts:

Diversity, Equity & Inclusion

Employee Wellness

Sustainability

Facilities Asset Strategic Plan (FASP)

What is the overall schedule?

Kick-Off (Ph1a):

Drivers & Assess (Ph1b):

Decide (Ph2a):

Document (Ph2b):

Plan & Implement (Ph3):

Summer/2016   **Fall/2016**   **Late 2016**   **Early 2017**   **2017 and beyond . . .**

Questions?

**DCA Facilities & Property Management
Workplace Modernization Initiative**