

# PBS Offices, GSA Great Lakes Region

Chicago, Illinois

## Creating the Sustainable Workplace: a Work**Place** case study



a **new space** and **new way of working** for the Public Buildings Service

# Why a WorkPlace project for PBS, Region 5?

- Enhance employee work environment
- Re-focus employees on customer needs & support **Regional restructuring**
- Shift culture from stove-pipes to cross-disciplinary teaming for **improved service delivery**
- Create a Model Workplace Solution for Customers

# New PBS Space | project directives

- Maximize Flexibility - robust enough to accommodate changes in headcount, composition of & working relationships between teams, & changes in technology
- **Sustainability** - Meet LEED certification for Commercial Interiors & aim for 20 year life
- Showcase Function & Design – neither too exquisite nor too prosaic
- Maintain an Egalitarian Preference – design for the people who do the work

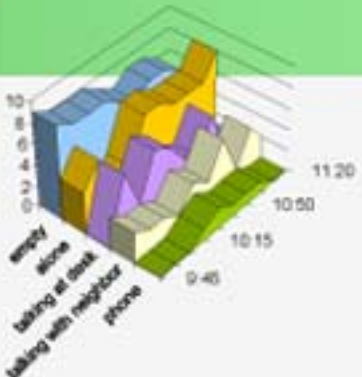


# Requirements Development Tools



Culture Cards

Workstyles Analysis

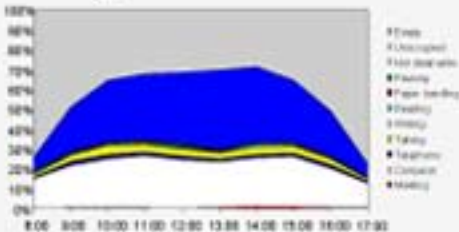


Time Utilization Study

Balanced Scorecard



Occupant Satisfaction Survey



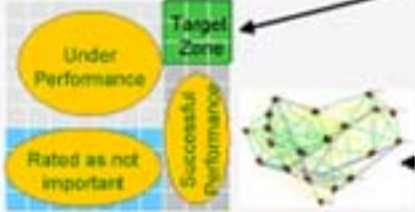
Nature of Work Pattern Analysis Survey



Physical Measurement



Workplace Performance Survey



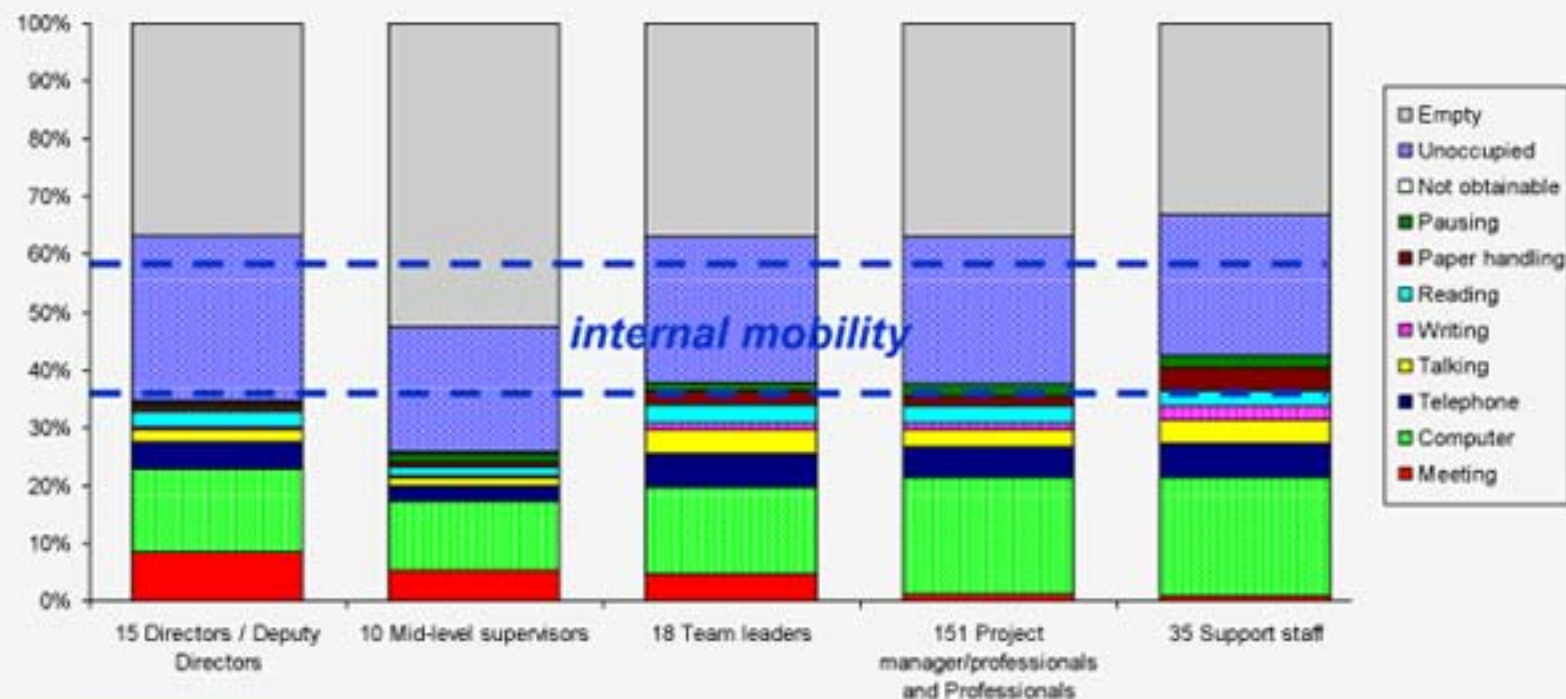
Social Network Analysis



Post Occupancy Spider Diagram

# WorkPlace | space study

- Similar mobility across all job functions
- Offices and open workspaces have similar level of occupancy
- Meetings at desks for Directors, Deputies, and Team Leaders



# Participation | change management

- Keep stakeholders, especially employees in the loop
  - Ask them what they need
  - Change is often in tension with Union Rules
- Show them what they are getting (Cannot be all sacrifice)
- Hold regular talks with division representatives
- Provide Instructions
  - Explain Protocols
  - Insure proper use (ie Ergonomic furniture training)



# Plan Analysis 36<sup>th</sup> floor | open vs. enclosed

pre 36



unclear wayfinding  
irregular space sizes  
random space distribution

workstation size: 45 - 64 sf  
office size: 122 - 200 sf



post 36



logical wayfinding  
regular space sizes  
symmetrical space distribution

workstation size: 64 sf  
office size: 115 sf

# Before & After





# Before & After



# Before & After



# Before & After

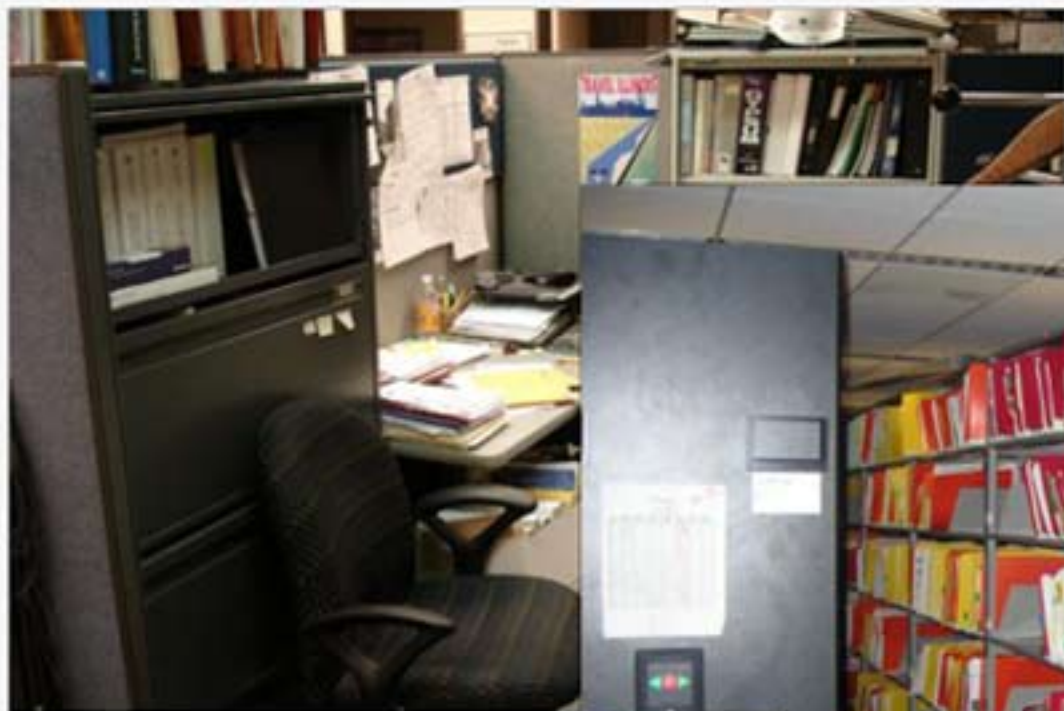




# Before & After



# Before & After





**OPEN WORKSTATIONS  
INCREASED VISUAL ACCESS**



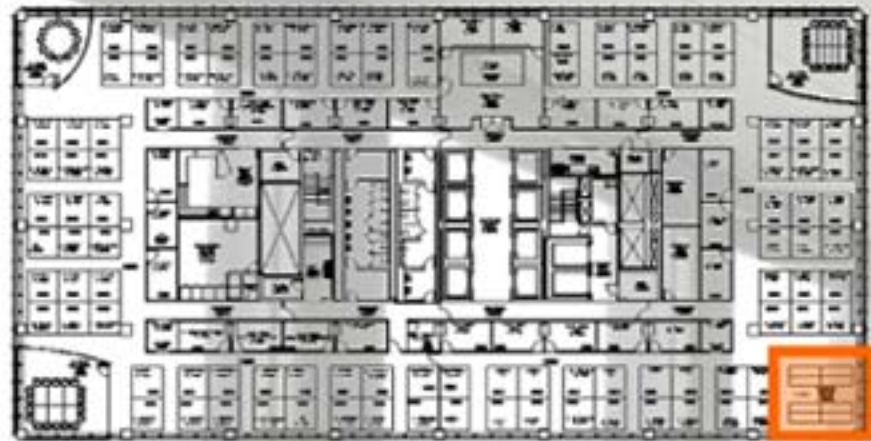
**NEW WORKPLACE**





**GLAZED OFFICES**  
**PERIMETER WORKSTATIONS**





## DRAWING REVIEW







**BREAK AREA**







**GLAZED  
TEAM  
ROOMS**





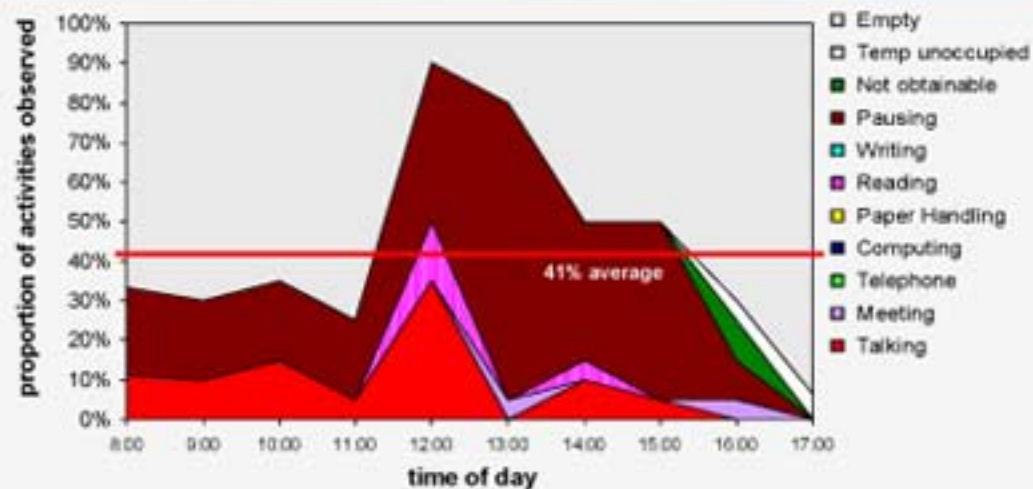
RECEPTION / LOBBY



# Work Patterns | number of people

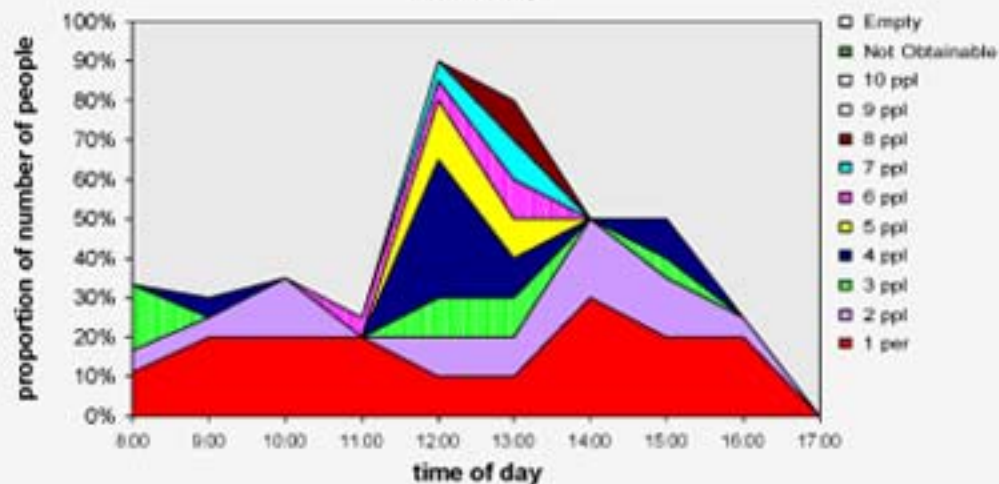
## Activity Patterns

support spaces | break room (2)



## Occupancy Patterns

support spaces | break room (2)





# Lighting

productivity

concentration

face to face  
communication

virtual  
communication

information  
sharing

support  
spaces

lighting

image

culture



- There are high levels of **satisfaction** with amount and quality of light
- Actual measured levels are **lower** than the previous space (no task lights, etc.)
- *How is the new space contributing to improvements?*

*Data source: Carnegie Mellon NEAT survey*