

UNIVERSITY
OF
CALIFORNIA

UCOP Workplace Assessment

Steering Committee Meeting

02.28.2013

Agenda

FROM THE RESEARCH

- Our Process
- Benchmarks
- Interview Themes
- Survey Results
- Activity Analysis Findings
- Adjacencies
- Day in the Life
- Jigsaw Spaces

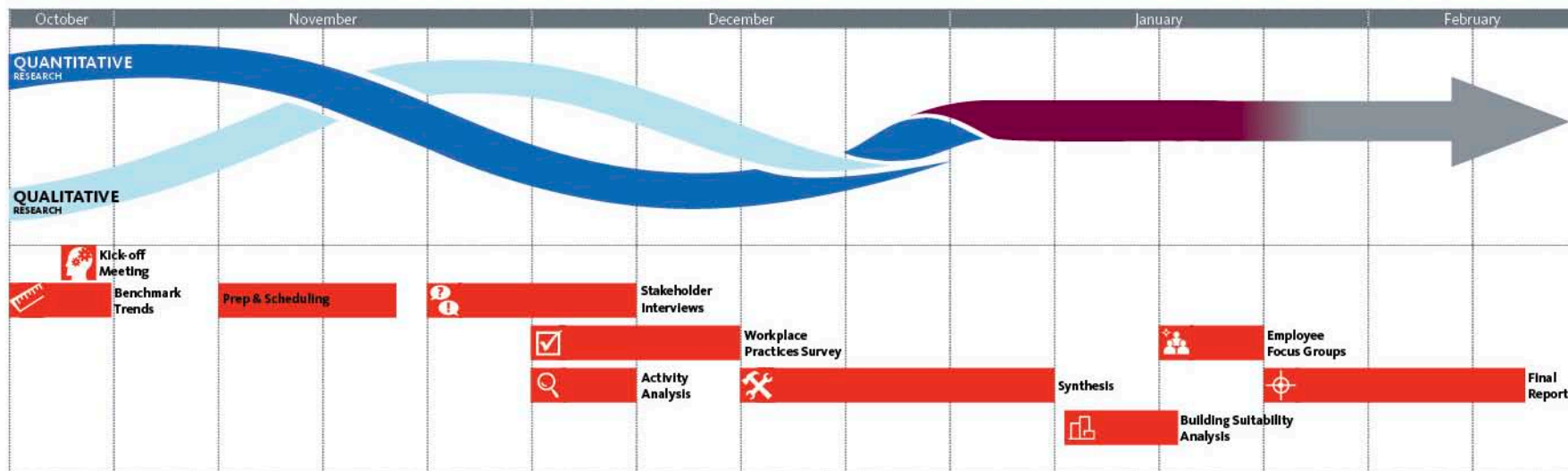
GOALS FOR THE PROJECT

- Cost savings
- Minimizing space management issues
- Supporting the work at UCOP
- Environmental Responsibility
- Workplace that makes you proud

NEXT STEPS

- Workplace scenarios
- Real Estate scenarios

Our Research Process



Steering Committee Meetings

- Met with 27 leaders within the organization

Stakeholder Interviews

- Met 7 POG leaders
- Interviewed 58 leaders within the organization

Activity Analysis

- All downtown Oakland bldgs observed
- Total spaces observed: 511
- Total departments observed: 49

Workplace Practices Survey

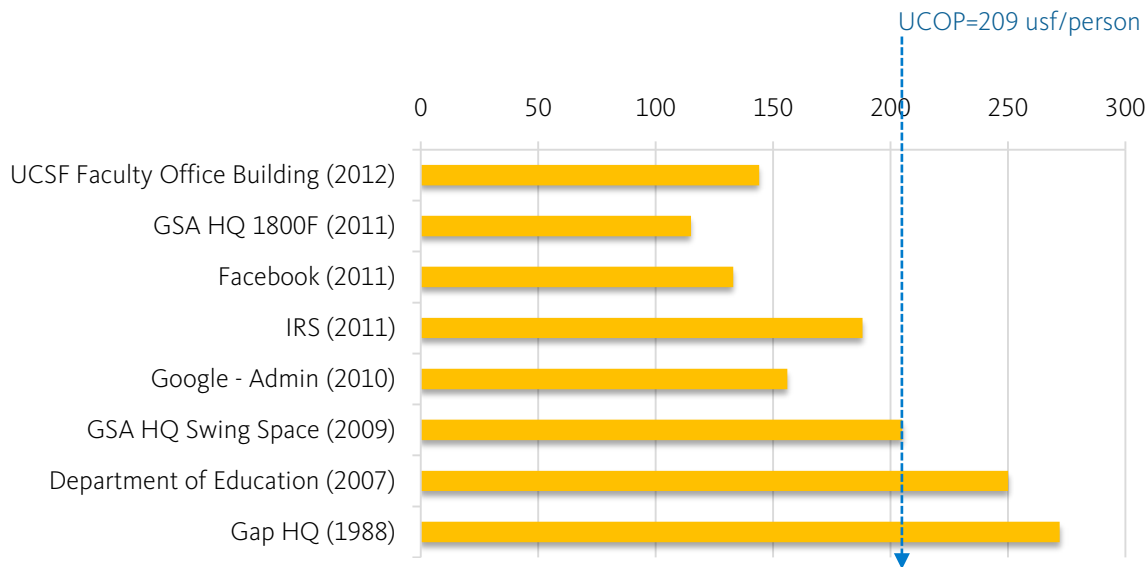
- Sent to all UCOP employees in Oakland
- Response rate: 45%
- Total number of responses: 670

Employee Focus Groups

- 10 focus groups, approximately 10-12 participants
- About 10% of UCOP population participated from various departments

Benchmarks

- The current UCSF metric is 143.5 usf/person, now adopted as a standard.
- The current UCOP metric is 209 usf/person.



Interview Themes

All work is NOT the same



It's about more than space



Current space standards are archaic



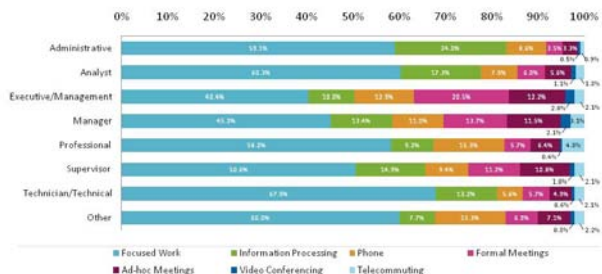
Consider the mission & values



Survey Results

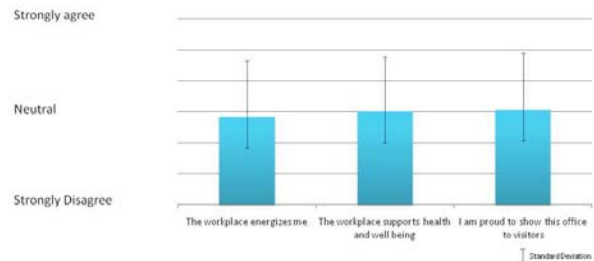
There is an emphasis on focused work.

Job Function Averages



Overall satisfaction scores are mostly neutral.

UCOP Averages

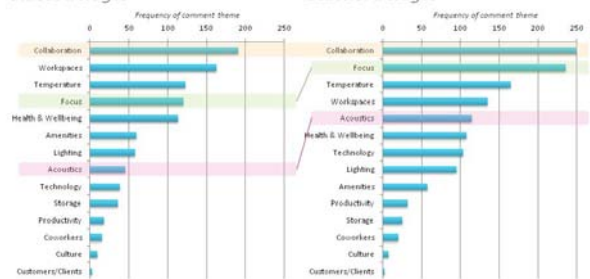


Support spaces are insufficient.

What aspects need the most improvement in your current workspace?

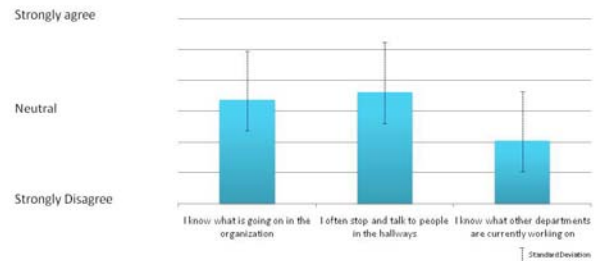
Office Averages

Cubicle Averages



There is a lack of awareness and connection.

UCOP Averages

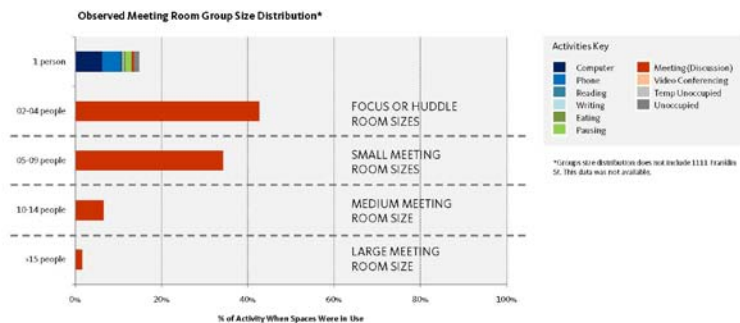


Activity Analysis Results

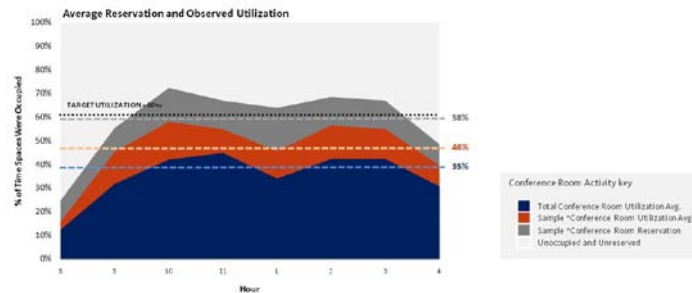
There are diverse and mobile work styles.



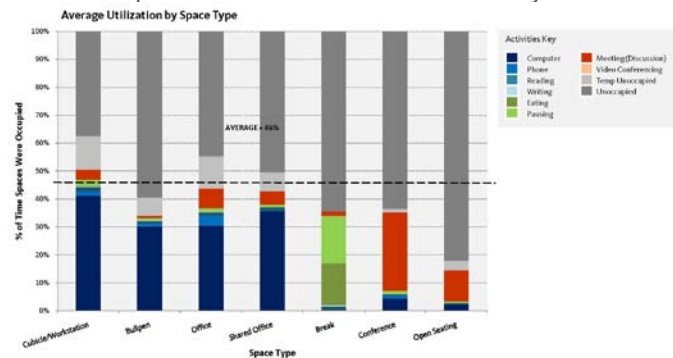
A majority of meetings are small.



Meeting rooms are being reserved but not used.

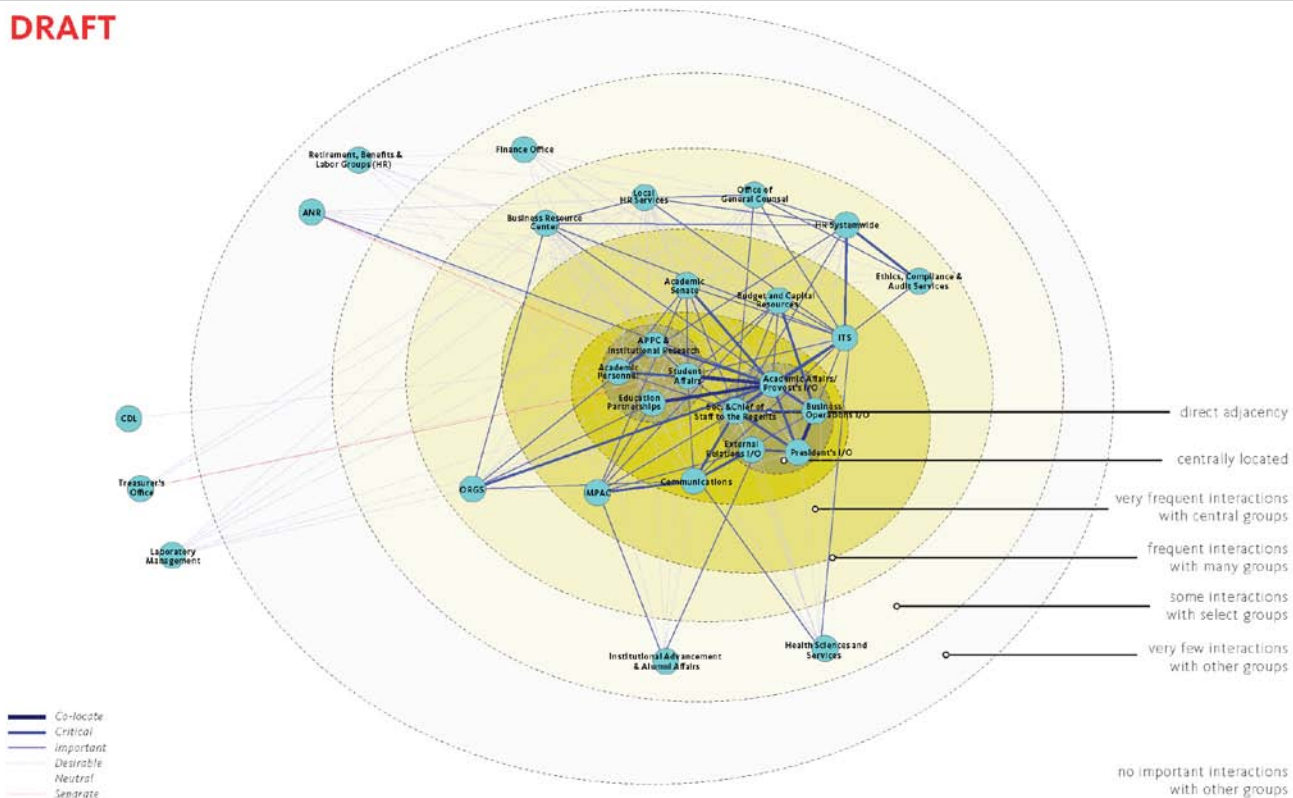


Informal spaces are not effectively utilized.

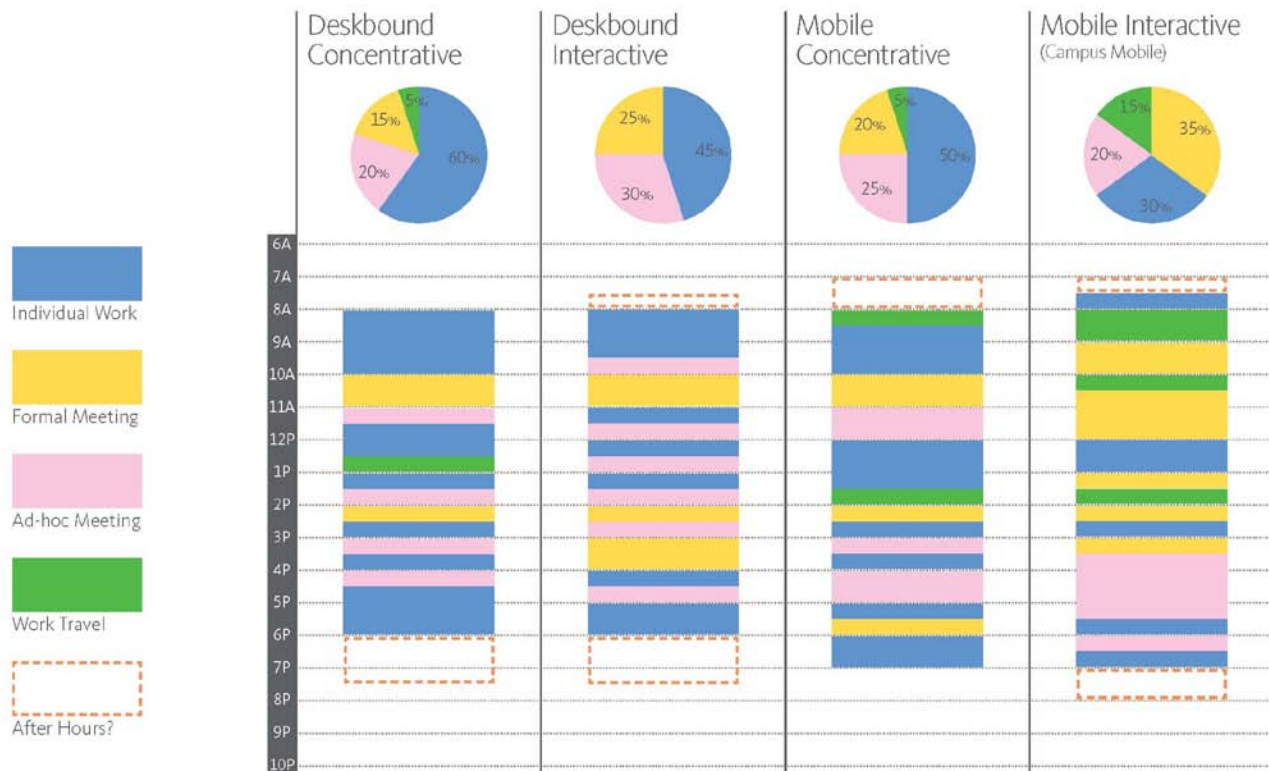


Adjacencies

DRAFT



Day in the Life



Jigsaw



UCOP Focus Group Activity

Current spaces at UCOP

Offices

Workstations

Conference room

Video conference room

Break Area

Food vendor

New spaces desired for UCOP

Offices

Workstations

Conference room

Auditorium

Video conference room

Break Area

Wellness/Mother's room

Touchdown spaces

Focus rooms

Huddle rooms

Project rooms

Open collaboration

Cafeteria space

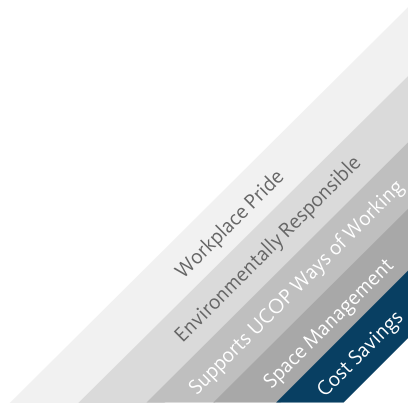
Achieve cost savings

Why this is important:

- Reduce operating costs
- Staff have a sense of responsibility to the public
- A lot of space is currently being wasted
- Inflexible space has created awkward adjacencies

Implications for UCOP:

- Consolidate into owned facilities
- Use space efficiently for meaningful cost savings
- Reduce moves/adds/change costs
- Create a flexible workspace which can adapt to future changes
- Have a 'kit of parts' furniture



Minimize space management issues

Why this is important:

- Staff is unsatisfied with the current space
- Current space standards has led to awkward adjacencies
- Groups are territorializing spaces, leading to tensions
- Long-term strategic needs rather than short term fixes

Implications for UCOP:

- Rethink the space standards
- Allocate space by work style
- Establish clear space strategy and policy
- Communicate facilities decisions clearly



Have space that better supports the work

Why this is important:

- Current space lacks adequate support spaces
- Staff have varied work styles, which requires different spaces
- Unavailability of meeting rooms is a multi-faceted problem at UCOP
 - Different types of meetings occur, yet the type of space available is relatively the same
 - Conference rooms are being territorialized

Implications for UCOP:

- Improved adjacencies
- Provide flexible support spaces
- Provide different types of spaces for all types of work
- Right-size meeting room sizes and numbers



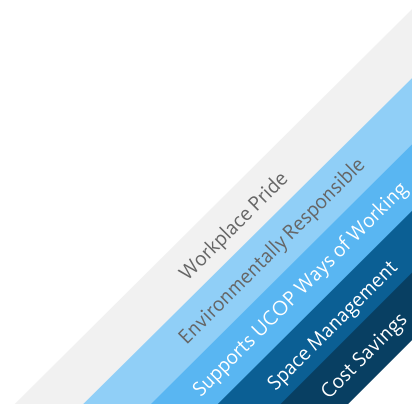
Being environmentally responsible

Why this is important:

- Building footprint and leased space currently spans four locations
- WorkFit program and Ergo lab are popular programs amongst staff

Implications for UCOP:

- Lower operating costs by consolidating and decreasing the building footprint
- Encourage wellness in the building
- Increase day lighting in the space



A workplace that makes you proud

Why this is important:

- Staff is the greatest asset
- Current space does not reflect UC culture
- Little community space in the current space

Implications for UCOP:

- Highlight UC mission and values
- Create and embrace community



This is a major opportunity...

- To achieve significant cost savings
- To minimize future space management issues
- To provide space that better supports the work
- To be environmentally responsible
- To create a workplace that makes you proud

Next Steps

- Determine scenarios based on work styles at UCOP
- Develop alternative real estate scenarios
- Recommend planning principles
- Publish final report

Glossary of Terms

Space Planning Terminology

Assigned	an assigned space refers to a workstation that is assigned to one or more employees
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 and shared settings (two or more people sharing the same workstation).
Free-address	the practice of providing unassigned seating to employees on a first-come, first-served basis. Also see <i>unassigned</i> .
Hot Desk	the practice of providing temporary seating to employees on a first-come, first-served basis. Hot desks are typically non-reservable workstations that are available for employees, contractors or visitors.
Headcount	the total number of employees, including full-time, part-time, interns and contractors that work at a designated office location
Kit-of-parts	a series of interchangeable components (often times space types) that can be organized into a variety of configurations for a flexible workspace setting
Mobility	the ability of individuals to work freely within and outside the office through technology and organizational policies
Neighborhood	a typical area where a work group or organizational team sits. This can vary in area but typically describes the work area including offices, workstations and support spaces immediately adjacent to the space.
Rentable Square Footage (RSF)	the measurement on which a tenant's space is usually based. Rentable square feet typically combines "usable square feet" plus a portion of the common building area.
Seat Count	the total number of individual workspaces available in an office, comprised of some combination of offices, cubicles and workstations (often referred to as "seats" or "desks")
Space Allocation	the method in which individual spaces are assigned
Space Utilization	a metric for quantifying how efficiently the workplace is being used, often measured as a percentage of time a space is occupied
Support Ratio	the method in which support spaces are allocated, typically on the basis of headcount or seat count
Telecommute / Telework	a work arrangement in which an individual works from home and does not travel to the primary office location

Touchdown	an unassigned workstation designed to accommodate individuals for a short period of time on a first-come, first-served basis
Unassigned	an unassigned space is not assigned to any particular individual and can be used various people. For the definition of unassigned, please also see free-address and touchdowns.
Usable Square Footage (USF)	the area of a floor or building directly occupied and used by a tenant, excluding floor and building common features (exit stairwells, elevator shafts, restrooms, mechanical closets, etc.). USF is a metric is a commonly used metric to assess the workplace.
Way Finding	a system of navigation to help visitors and occupants orient themselves in a space, find individuals and in general, move from place to place. occurring are recorded.

Glossary of Terms

Space Types

Activity Zones	designated work areas that is designed to support specific types of work activity, such as focused work or group interaction
Cubicle	a type of workstation setting in which workspaces are partitioned through a modular panel system, typically at or above 42"
Focus Room	an ad-hoc, enclosed space to support private in-person or phone conversations and quiet focused work for 1 to 2 people. Focus Rooms are not on a reservation system
Huddle Room	on ad-hoc, enclosed space to support small meetings of up to 4 people. Huddle Rooms are not on a reservation system
Meeting Room	any space designed for discussion or collaboration between two or more people. Also commonly referred to as a <i>conference room</i> .
Office	typically an enclosed space for focused work. Office types can vary depending on the organization, and do not always have to be enclosed.
Open Meeting Area	an unenclosed space to support both impromptu and planned meetings. Spaces can be equipped with a variety of furniture and technology options, such as table- or standing-height work surfaces, whiteboards, pin-up space, computer, laptop-docking capability, digital display or telephone.
Project Room	a semi- or fully-enclosed space equipped with tables, whiteboards and wall surface to track and display project work. Project Rooms can be assigned to project teams for designated periods of time or used on an ad-hoc basis.
Shared Office	an office shared between 2 or more individuals
Wellness Room (Mother's Room)	a private, enclosed room to support nursing mothers and staff feeling ill. Wellness rooms are typically equipped with lounge-type seating, such as a sofa or recliner, as well as a small sink and under-counter refrigerator.
Work Lounge (Activity Hub)	a flexible, multi-purpose space for individuals and groups to work, collaborate and socialize. The Work Lounge offers an alternative café-like setting with a variety of seating options for people to conduct individual and group work.
Workstation	a dedicated workspace for an individual. Typical workstations come in different styles such as a benching system, 90° L-shaped workstations or 120° workstations. Workstations are found in clusters and can be set up in different arrangements such as clusters, benches, and bullpens.