



The Future of Work and the Path Forward

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Agenda

Opportunity

- Outcomes
- Articulating the vision

Trends

- Workforce trends
- Return to Office challenges

Response

- Initial strategies
- Workplace 2030

Opportunity

Macro Trends

- “Work from anywhere” enables access to new and diverse talent but requires new norms, rules, and accountability
- Artificial intelligence and automation pushing human work up the value chain
- Resource scarcity and climate change at the forefront of younger generations' priorities and changing business practices
- Strong labor market
- Supply chain impediments and inflation
- Physical security and cybersecurity threats
- Stakeholder demand for transparency

Driving to Five Outcomes

Public Buildings Service

We design, deliver and maintain safe, smart and sustainable workspaces that enable employees and agencies to best serve the American people



1. Shape the Future of Work



2. Aim for Net Zero



3. Maximize Economic Impact



4. Enhance Mission Delivery



5. Empower a Diverse Workforce

Modernized

Workplaces that enable effective mission achievement and quality employee experience.



Flexible

Seamless on-site to off-site experience, technology enabled, universal design



Healthy

Air quality, temperature, natural light, socially connected, ergonomic



Sustainable

Energy and water efficient, net zero operations, climate resilient



Safe

Physical security, secure access, cybersecure, redundant operations

Optimized

A Federal real estate portfolio that ensures value for the American taxpayer.



Mission Delivery

Results-driven, productive, customer centered, technology enabled



Asset Utilization

Occupancy-based, dynamic, shared, multi-function, multi-tenant



Workplace Ecosystem

Balance between HQ and regional presence, distributed work

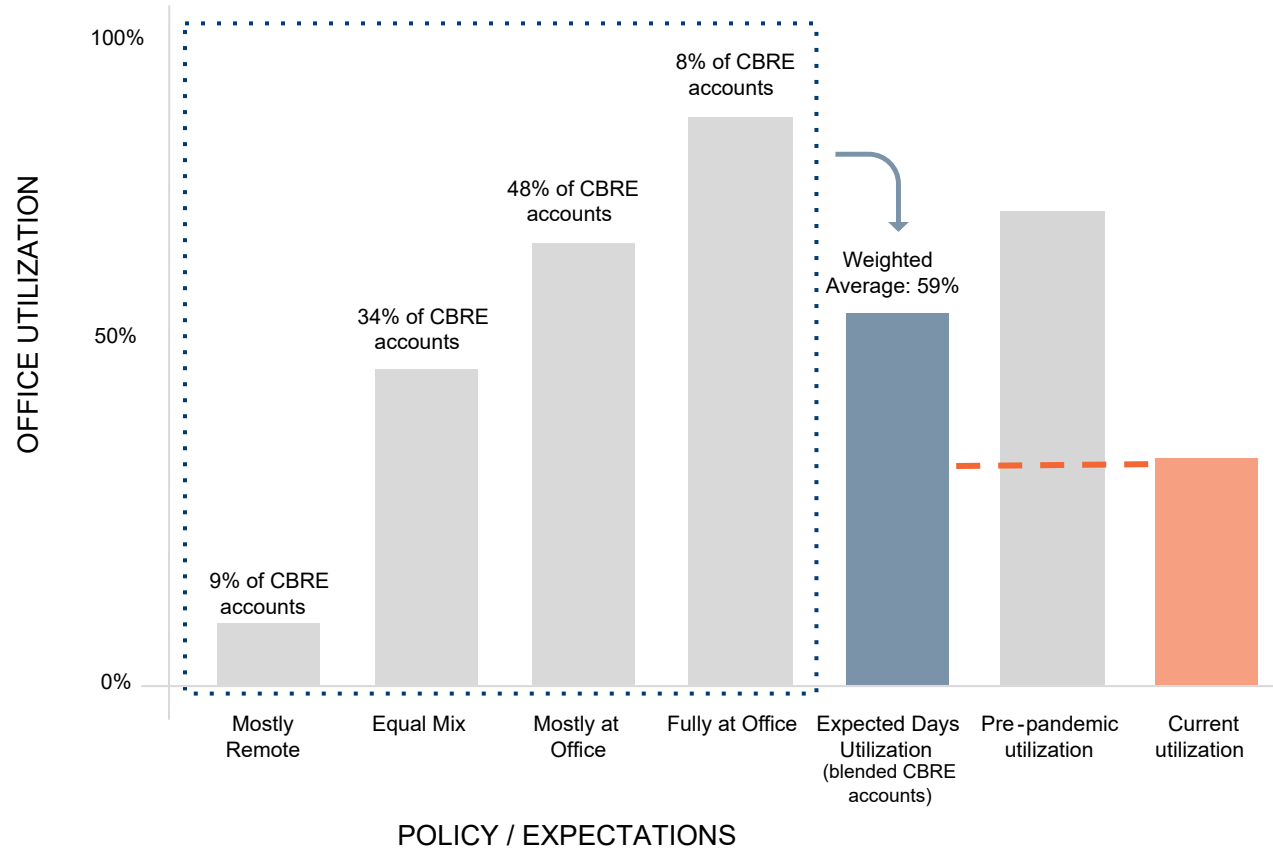


Cost Efficient

Life-cycle based return on investment, saves money

Issues

Actual Utilization Remains Low



State of the Market

- **52%** of tenants expect to contract portfolio in next 3 years
- **9%** expect to stay the same
- **39%** expect to expand

The Washington Post

BUSINESS

Office Markets Are the Real Estate Crash We Need to Worry About

Analysis by Conor Sen | Bloomberg
September 26, 2022 at 12:58 p.m. EDT



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REAL ESTATE | PROPERTY REPORT

Top Office Developers Hit the Pause Button on New Projects

Anemic return-to-office rates cause real estate giants such as Vornado and Kilroy to throttle back on developments



Workforce Trends

64%

of workers would consider quitting if asked to return to the office full time

25-30%

of workforce has been hired during COVID and have never shared space with their colleagues

6 of 10

firms believe they will lose talent if they do not figure out hybrid work

54%

of GenZs see the workplace as being more valuable after the pandemic

Employee Wellbeing

252%

more time has been spent in online meetings since the pandemic, and the average workday has been extended with a rise in after-hours work



Hybrid workers tend to be the most engaged, empowered, and enthusiastic



BUT they are also the most overwhelmed and stressed group

Workplace Inequity

People in the United States who are younger, more educated, or have higher incomes tend to have more options to work remotely

By Gender

(Avg Days / Week Remote)

Men - 2.9

Women - 3.1

Transgender/Nonbinary - 3.7

By Educational Attainment

(Avg Days / Week Remote)

Less Than High School - 2.7

High School - 2.9

Associate's - 3.0

Bachelor's - 3.0

Advanced Degree - 3.0

By Income (Avg Days / Week Remote)

<\$25,000 - 2.9

\$25-49,999 - 2.9

\$50-74,999 - 2.8

\$75-99,999 - 3.0

\$100-149,999 - 3.0

Employee-Reported Drivers

IN-OFFICE

- Most of my team will be in the office that day
- Awareness that many people will be in the office that day
- Work-life separation
- Leadership expectations
- Mentorship opportunities

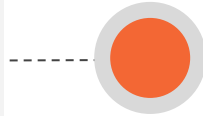
REMOTE

- Personal well-being
- Commute to work
- Family expectations

Response

A New Way of Approaching Change

Adoption is **73%**
more likely with a
structured
change
approach than
communication
alone



What is Not Working?

- Communication without training
- Communication without a change strategy
- Policy without teeth
- Ingenuine policy based on fear of attrition
- Ping pong decision making

Articulate Benefits of In-Person Work



Teamwork,
belonging &
community



Shared
culture



Productivity &
quality



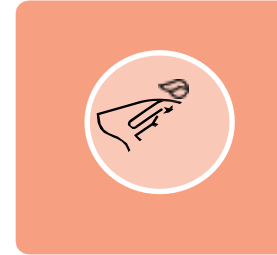
Drive
innovation



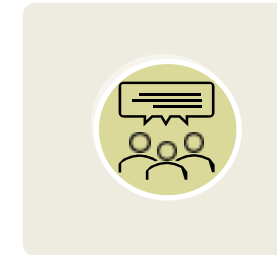
Movement
& wellbeing



Professional
development &
advancement

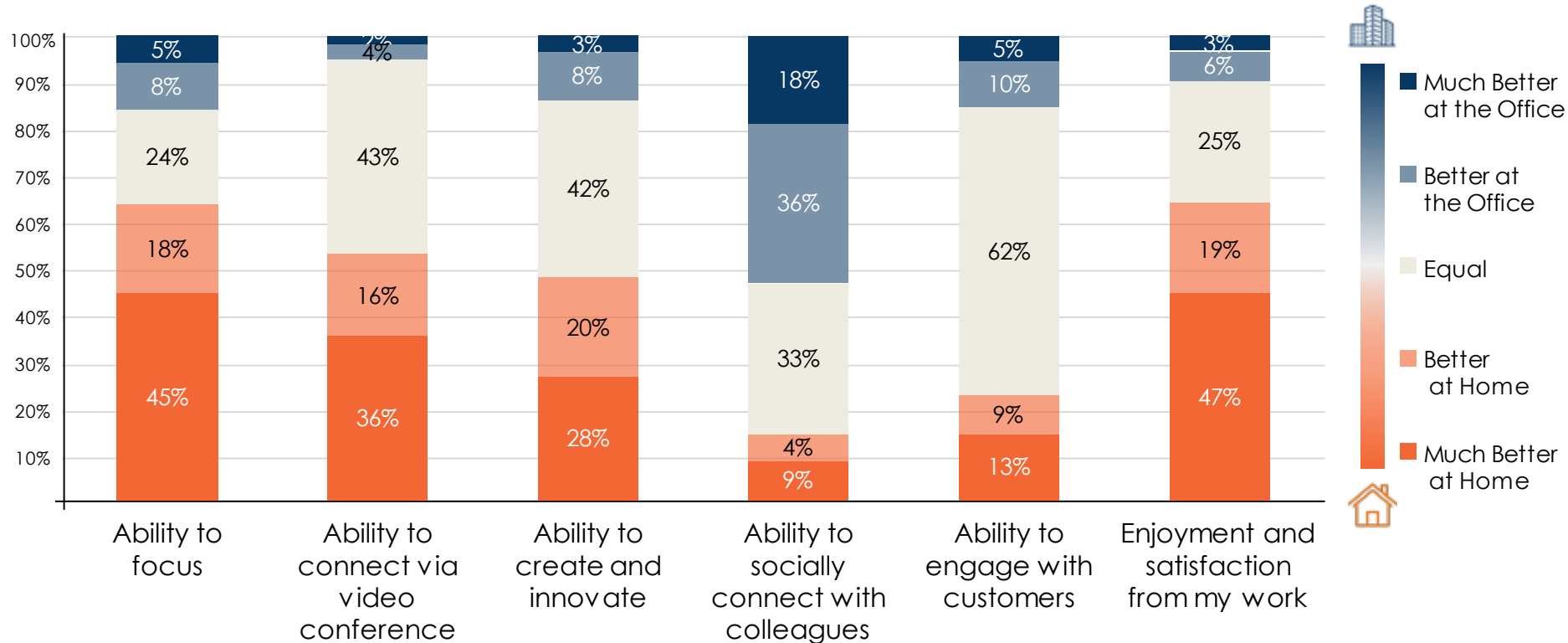


Equity &
inclusion



Employee
engagement

Identify Activities Best Suited for Office vs. Home



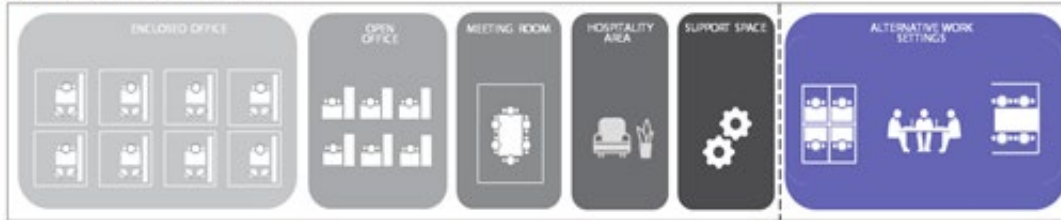
Rethink Space and Place Allocations

SITE SPECIFIC SOLUTIONS

TYPICAL OFFICE FLOOR CONFIGURATION



HYBRID OFFICE FLOOR CONFIGURATION

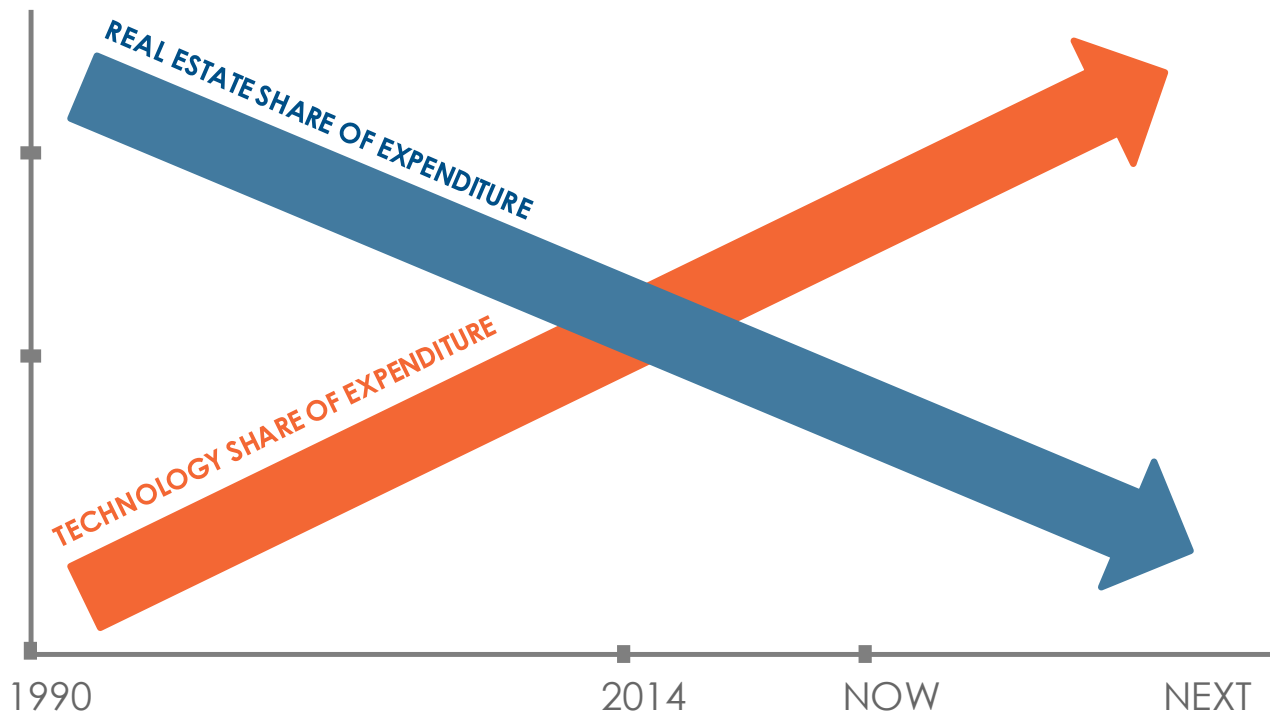


Shared work settings

FUTURE WORKPLACE ECOSYSTEM



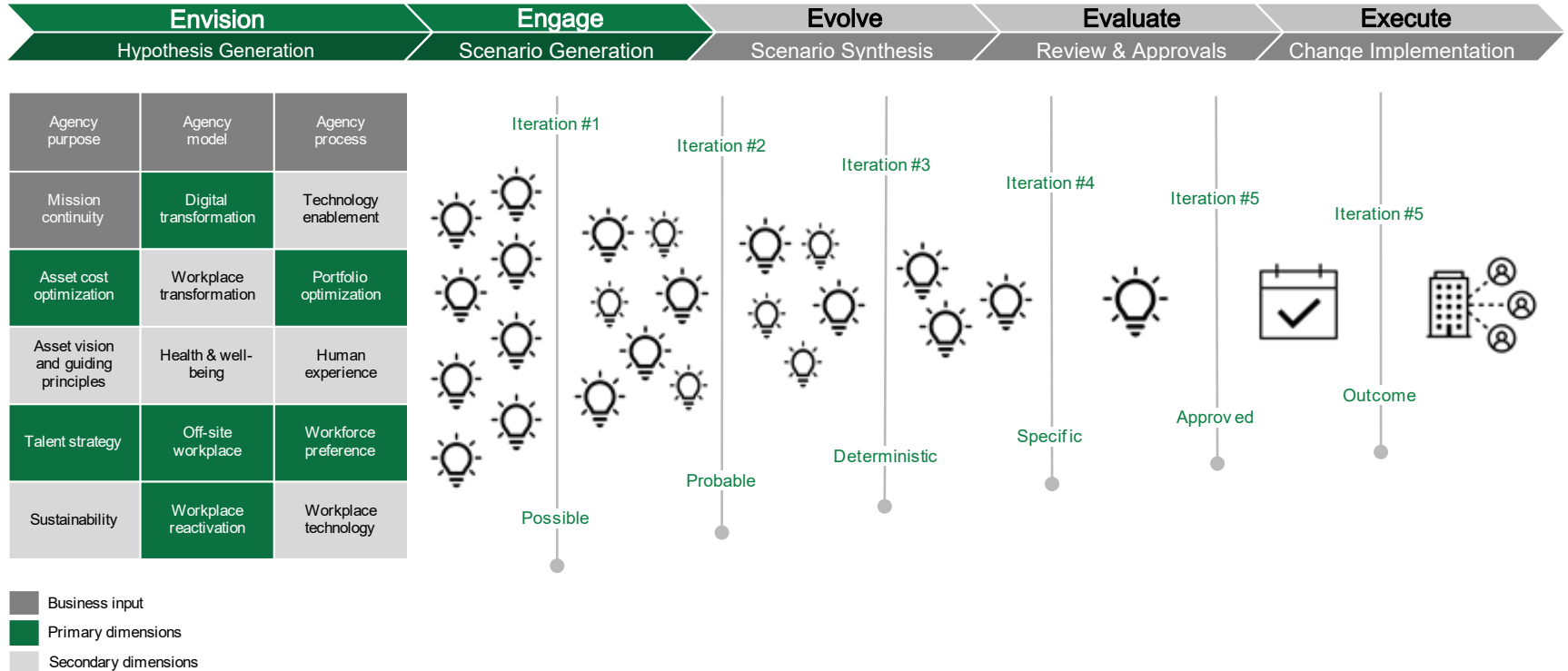
Understand Shifts to Technology



- Acceleration of virtual technologies
- AI & robotic services
- Cloud processing

- Less space per person
- More spent on experience
- More distributed work
- Lower cost locations

Tackle the Priorities of the Portfolio



Understand Metrics that Matter



Policy and Culture

Represent the organization's brand and values through distinct experiences. The workplace as the home of the organization.

Relationships and Teamwork

Help employees establish and maintain relationships. The workplace as a means for togetherness.

Space and Place

Meet the daily needs of all employees seamlessly and intuitively. The workplace as the advantaged venue.

Final Thoughts

- 1 #1 amenity is people
- 2 Make low cost no cost moves
- 3 Make the workplace a magnet
- 4 Don't wait to make changes; test, learn, try again



Photo by GSA employee Melissa Wager during Commercial Coworking Week at WeWork Denver

Workplace 2030

gsa.gov/workplace

Workplace 2030 Study Involved 18 Agencies



United States Department of Agriculture



Department of Homeland Security



Nuclear Regulatory Commission



Department of Commerce



Department of the Interior



Office of Personnel Management



National Oceanic & Atmospheric Commission



Internal Revenue Service



Small Business Administration



Department of Education



United States Courts



Social Security Administration



Department of Energy



Department of Justice



Department of Veterans Affairs



Department of Health & Human Services



Department of Labor

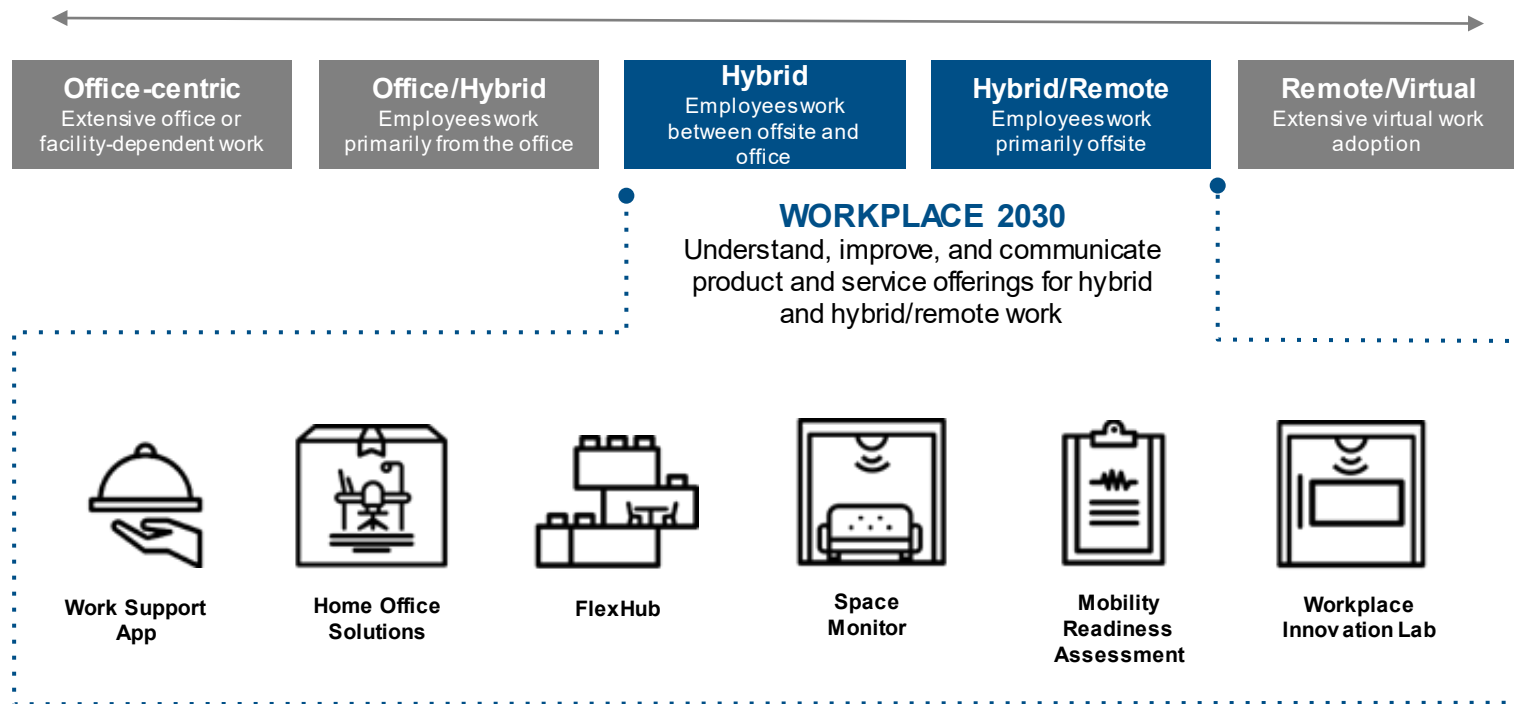


General Services Administration

Workplace 2030 Guiding Principles

1. Work can be done anywhere, at any time
2. Distributed work is trusted work
3. The office is necessary, but its purpose is shifting
4. Agencies are willing to share space
5. Talent recruitment and retention can benefit from distributed work

Support the Hybrid Workplace Continuum



4 Active Workplace Offerings

1

WORKPLACE ENGAGEMENTS

Study human, space & tech needs to develop custom strategies.

2

WIFM TOOL

Compare hybrid and telework scenarios to inform space strategies.

3

COMMERCIAL COWORKING

Contract for private-sector on-demand flexible space.

4

WORKPLACE INNOVATION LAB

Furniture and technology showcase and federal co-working pilot site.



A commercial coworking space provided by Expansive

Workplace Innovation Lab



- 1** - Haworth*
- 2** - GSA*
- 3** - Kimball*
- 4** - Swiftspace*
- 5** - Allsteel*
- 6** - MillerKnoll*

*Cisco

4 New Offerings in Development



Fast Track Space

Agencies choose from pre-packaged space designs, concept models and square footages to fit their needs.



Federal Space Listing

A tool listing GSA's vacant owned and leased space to facilitate consolidation opportunity discussions.



Federal Coworking

On-demand coworking space in existing GSA owned buildings and leases.



Secured Federal Coworking

On-demand secured coworking space in existing GSA owned buildings and leases.



An employee in the Workplace Innovation Lab joins a private virtual meeting



future of federal work
workplace 2030