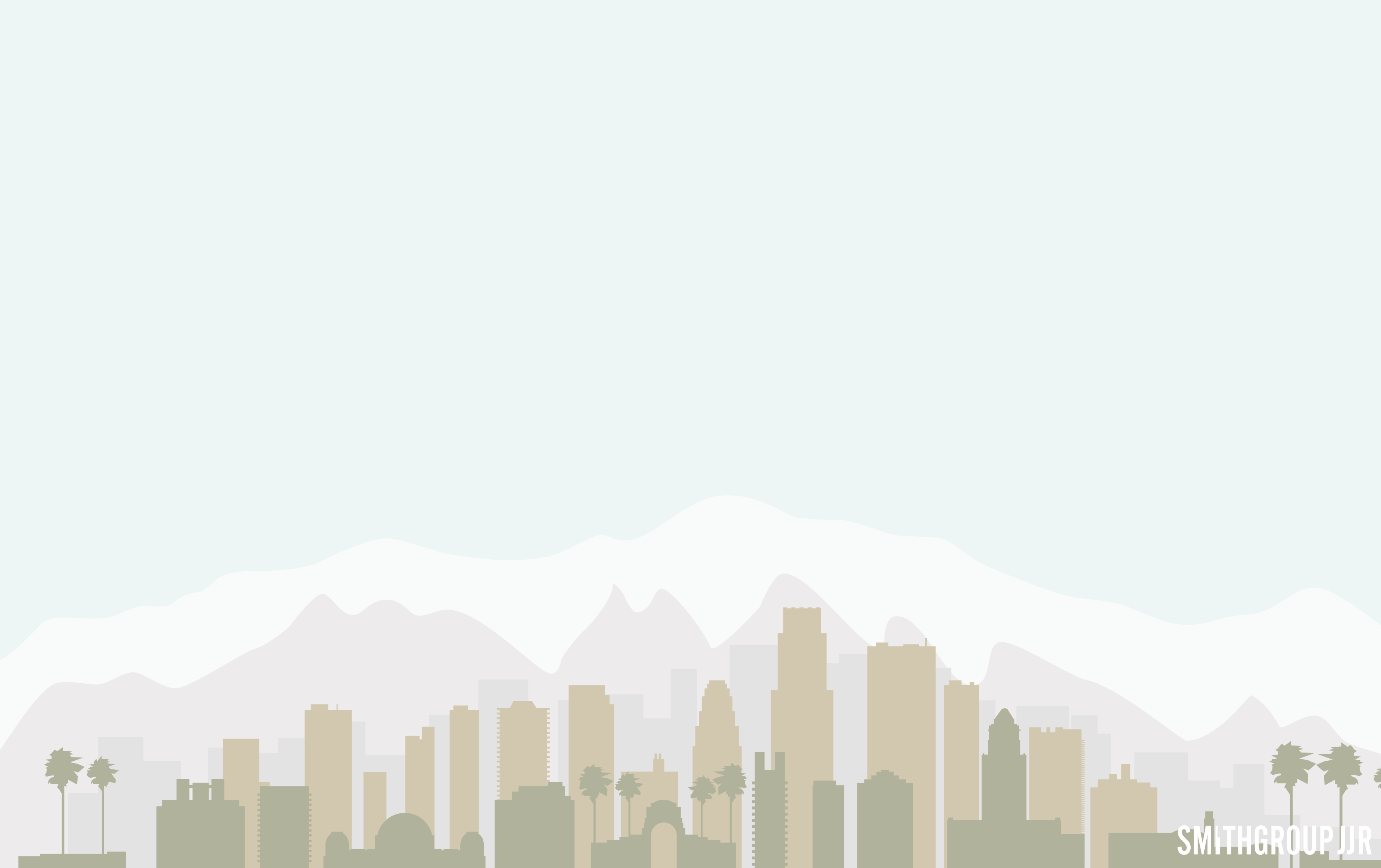


# LOS ANGELES COUNTY

WORKPLACE STRATEGIC DESIGN BRIEF



SMITHGROUPJJR



SMITHGROUPJJR

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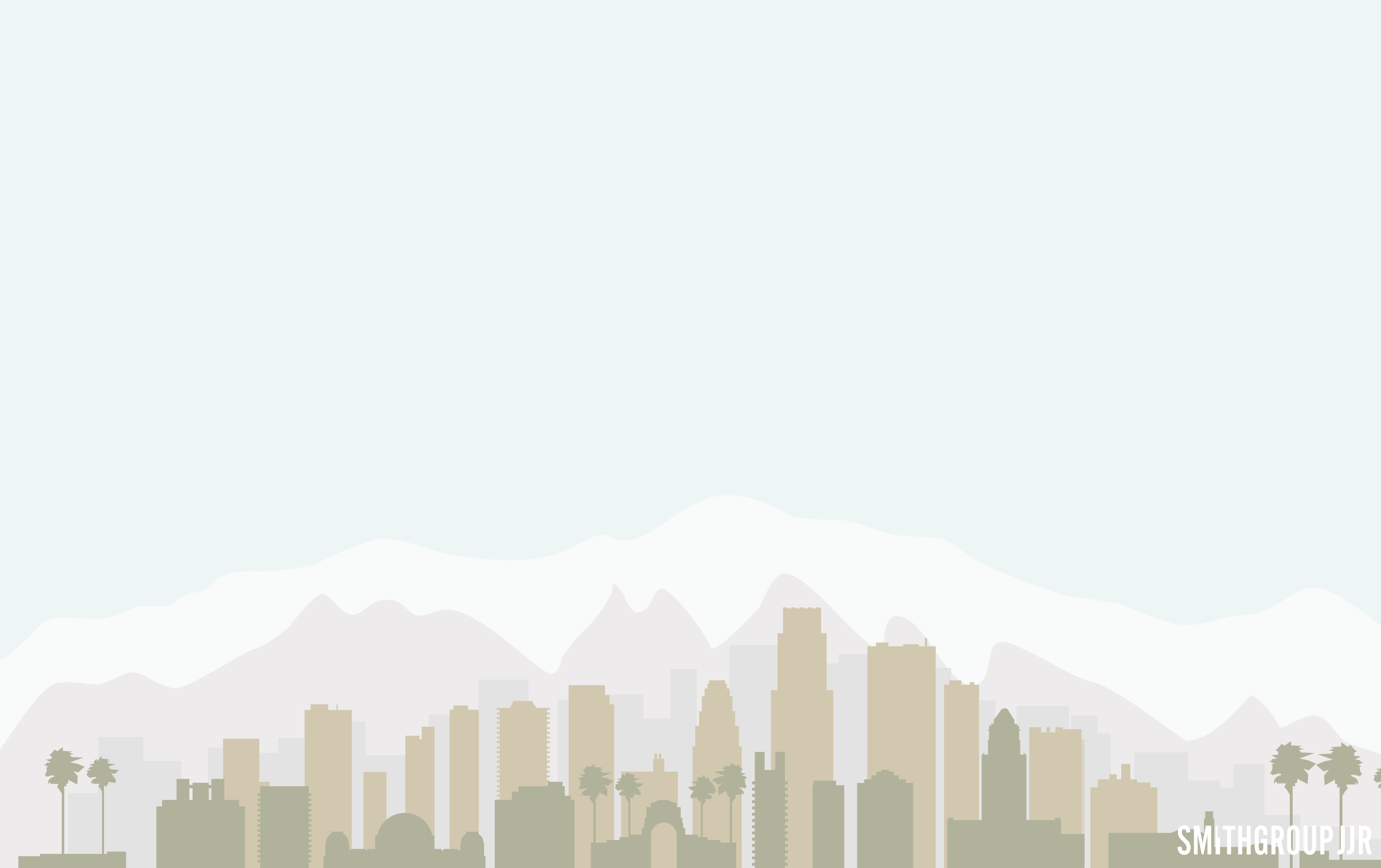
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# 1

## Setting the Stage

- . Introduction
- . Background
- . Los Angeles County Vision Statement
- . A Collaborative Approach
- . Project Goals
- . Research Methods
- . Analysis Process



# Introduction

## THE FUTURE WORKPLACE FOR LA COUNTY GOVERNMENT

This Strategic Workplace Design Brief is the result of a four month long engagement process where SmithGroupJJR conducted a series of exercises, work sessions, observations, and surveys to understand how a cross-section of various Los Angeles County departments currently work and most importantly how they could be working in the future.

Our findings center on four key components of Los Angeles County's workplace needs:

- More **WE** space, less **ME** space
- Creating a culture of collaboration
- Creating a workplace that promotes health and wellness
- Creates the **Future Workplace** for LA County Government

Each of these four components form the basis of our design strategies necessary to formulate the workplace strategy.

The purpose of this Strategic Brief is to present to the leadership team, our research findings and analysis of these findings along with proposed workplace strategies. Our recommendations are focused on strategizes that will create as a first phase, a pilot project that will be used to test the approved strategy. The advantages of a pilot project are that the Leadership Team will have the ability to test the approved recommendations prior to committing to a organization wide roll out. More importantly, we will be able to use the pilot to make adjustments and improvements but also to use the pilot workplace to gain employee interest and support across the organization. We will have a 'live' example of the strategy, occupied by LA County employees that can be viewed by all. The pilot will be an opportunity for staff across the organization to see how potentially new ways of working are successful by breaking down preconceptions and fears that usually impact employees willingness to adopt these strategies.



# Project Vision Statement

To create collaborative, flexible, and sustainable workspaces that foster a culture of inclusivity and transparency, with continual sharing of knowledge and resources, in order to provide efficient and integrated services that enrich the lives of Los Angeles County residents, and foster vibrant and resilient communities.





# Project Goals

The Leadership Work Session focused on:

Designing a project to meet 8 project goals.

Goals that guide and inform the directions of the project.

Core Performance metrics.

How do we measure the success of the project?

Focusing on areas of strategic initiatives.

What strategies are guiding LA County into the future?

## Designing a project to meet 8 project goals

A Leadership Kick-off Session was held in the Hall of Administration in February 2017 and the following project goals were identified as guiding principles for the project:

- 1

**More ‘We’ Space, Less ‘Me’ Space**  
Focusing on collaboration spaces rather than individual space.
- 2

**Improve Workplace Culture**  
Improving connections and engagement between colleagues.
- 3

**Promoting New Technology**  
Implementation of new technology and digital tools to improve work, boost efficiency, enhance collaboration and foster innovation.
- 4

**Improve Work Space Productivity by Looking at Needs and Through Collaboration Spaces**  
Creating the right balance of focus spaces and a variety of collaboration spaces to meet a range of work styles and needs.
- 5

**Move Into Spaces with the Best Life Cycle Value and Out of Leased Spaces**  
Investing in permanent space rather than leasing temporary space.
- 6

**Organizational Structure that Promotes Collaboration**  
Breaking down siloes and focusing on ‘WE’ spaces to enhance collaboration and engagement within and between departments.
- 7

**Workplace Satisfaction**  
Providing workers with the freedom to control their environment to meet their personal comfort and work needs.
- 8

**Health + Wellness**  
Focusing, encouraging, and enhancing worker health and wellness with healthy amenities and wellness initiatives.

# Project Goals

## Core Performance metrics

The Leadership Kick-off identified 7 core performance metrics for LA County to measure project success:

- 1

Employee satisfaction measured through post-occupancy surveys
- 2

Improve customer service and measure improvement through various means , such as kiosks, customer service surveys, feedback boxes
- 3

Improve quality of services output
- 4

Measured levels of recruitment and retention, validated by HR
- 5

Use reporting devices to gather trend reports on the use of collaboration spaces and shared work spaces
- 6

Develop thought processes that measure performance
- 7

Increased wellness measured by higher attendance rates and reduced sick days

## Focusing on areas of strategic initiatives

The Leadership Kick-off identified core strategic initiatives that LA County is undertaking:

- 1

Foster vibrant & resilient communities
- 2

Make investments that transform lives
- 3

Enhancing client & internal relations through communication
- 4

Utilizing new and effective technologies to improve organizational effectiveness
- 5

Promote information sharing that yields improved service outcomes
- 6

Attract, develop and maintain an exemplary and motivated work force utilizing ongoing training, mentoring and coaching



# Research Methods

## LA County Office Standards + Pilot Program | Process Overview

## Comprehensive fast track activities informing this strategic brief:

SmithGroupJJR employed a series of activities to both engage with LA County employees as well as to develop an understanding of work processes, immediate and long term goals, and organizational design components that drive organizational success. A broad spectrum of groups were engaged to inform the overall space standards research as well as a smaller group of divisions which informed the pilot program for the roll-out of the space standards.



# Research Methods

## The following activities were part of the research process:

### On-line survey

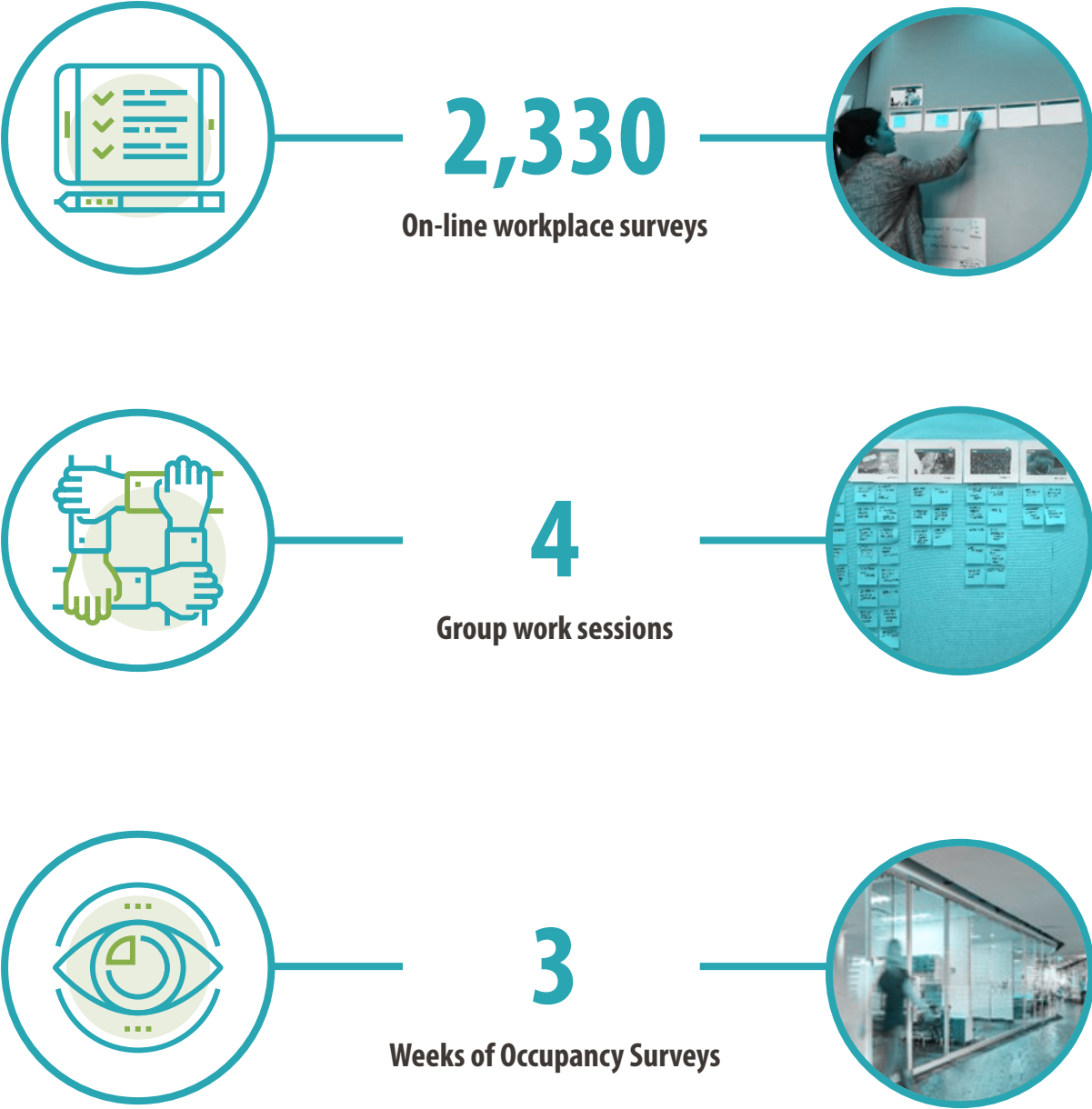
The Performance Survey is designed to provide insights into how well your current work environment performs in relation to your business model. We use an organizational design methodology that examines your business strategy, organizational structure and management styles, work process, employees and reward systems (what attracts individuals to want to work for LA County).

### Workshops

Workshops were conducted with leadership and user groups to establish goals, vision and direction and with each department. Activities at these workshops looked at a typical day in the life of individuals, mapping of typical project development process, a Toss, Keep and Create exercise and an organizational structure mapping exercise that explored the level of structure and collaboration within the organization.

### Observations

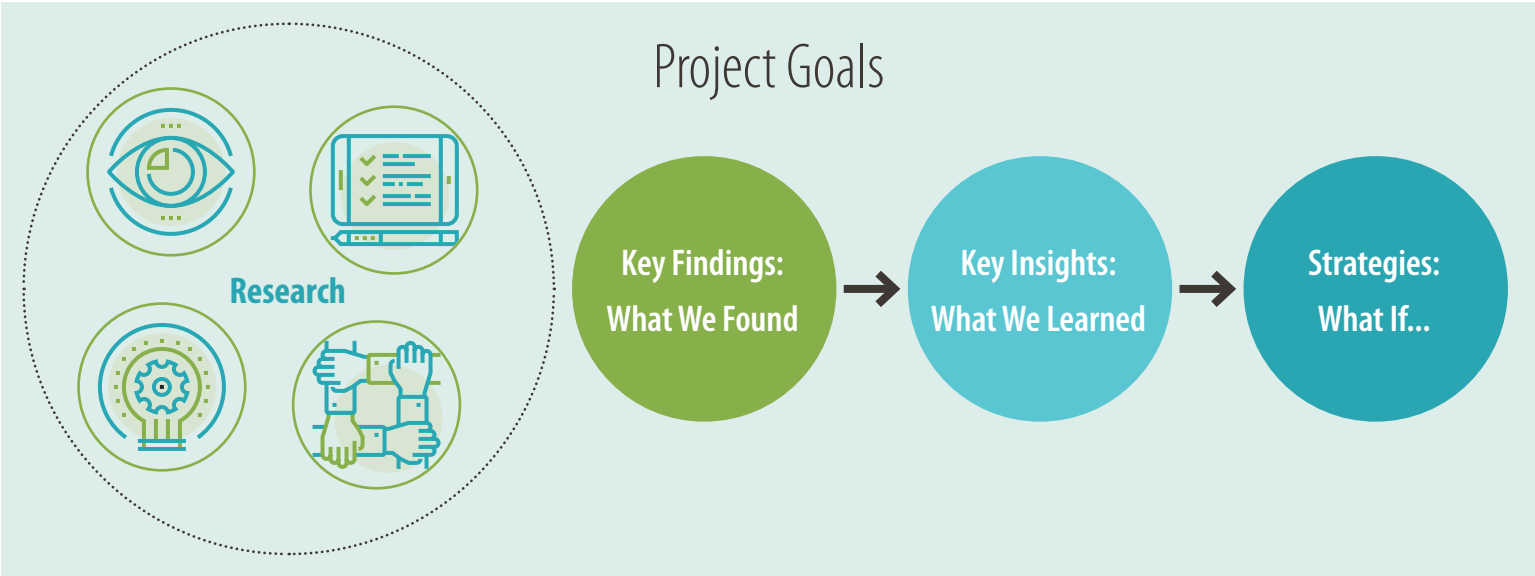
Observations are opportunities to take the research we obtained though the surveys and work sessions and place it in the context of how teams and departments actually work. It allowed us to better understand how current space is utilized and how groups and individuals work.



# Analysis Process

Workplace Strategy scenarios are the result of the synthesis of:

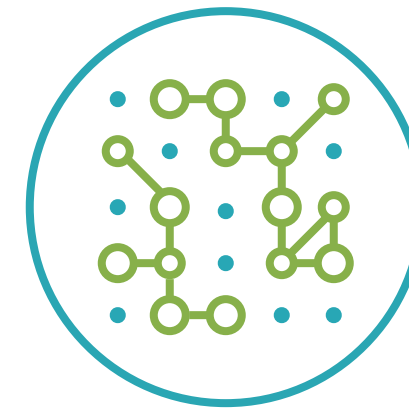
- Project Goals
- Research
- Identifying Key Findings
- Identifying Key Insights
- Developing Design Priorities



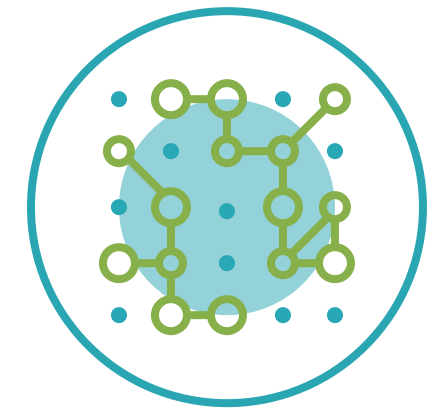


# Analysis Process

Strategy scenarios are the result of first defining project goals, engaging in research on the organization and how you work, then identifying Key Findings from that research. Research is a combination of work sessions, on-line surveys, interviews and observations. The Key Findings then inform our Insights, what we learned about your organization and how you work. This is then taken to the next level by examining if our insights might provide useful knowledge into potential recommendations on helping you work better. The result of this interactive process are workplace design strategy scenarios. Each scenario takes our research and applies it to different ways that the same problem can be solved.



**Understand User Work  
Patterns + Work Modes**



**Identify Needs +  
Opportunities**



**Identify Themes +  
Design Principles**



**Translate To  
Design Strategies**



# 2 Making How You Work Better

- . Key Findings
- . Key Insights
- . Defining the 'Real Problem'
- . Core Components



# Key Findings

## 14 FINDINGS DISCOVERED THROUGH CRITICAL ANALYSIS

<div><div>MOVING FROM 'ME' TO 'WE'</div><div>The current workplace is focused on individual space rather than collaborative spaces. Adopting a Me to We strategy will require a workplace that is focused on work as an activity rather than work as ones individual workplace.</div></div>	<div><div>THE RIGHT GROUP</div><div>The organizational Structure/Collaboration exercise illustrates that the group choses for the pilot project is well suited to test new ways of working. They desire less structure and embrace increased collaboration, all critical attributes necessary for the success of the Pilot.</div></div>	<div><div>SILO BUSTING</div><div>While there exists a desire for greater collaboration, current work typologies and planning strategies create silos. Moving to a focus on WE spaces should enable greater collaboration within and between departments.</div></div>	<div><div>BALANCING FOCUS + COLLABORATION</div><div>Greater access to spaces for focus work as well as more variety of collaborative spaces is important.</div></div>	<div><div>BUILDING NEIGHBORHOODS</div><div>Neighborhoods are important for access to team members.</div></div>	<div><div>COLLABORATION IS KEY</div><div>Collaboration is viewed as critical for innovation, culture, comradery, and sharing.</div></div>
<div><div>USING EVERY INCH</div><div>The observational study shows that on average, LA County office space is occupied 34% of the time. This illustrates that space is underutilized but also that people are doing a multitude of activities that are not based at their individual workplace.</div></div>	<div><div>OUTDATED TECHNOLOGY</div><div>Outdated technology and information management makes ubiquitous collaboration challenging.</div></div>	<div><div>CHALLENGING OF 'ME' TO 'WE'</div><div>There is a disparity between the findings of the survey, the work sessions and the observations concerning staff satisfaction with their current work place. The work sessions and observations support a desire for greater collaboration, yet the surveys showed that the majority of employees satisfied with current typologies.</div></div>	<div><div>ATTRACTING THE RIGHT PERSON</div><div>Offices need to attract critical thinkers, inquisitive people, and people who are open to learning and open to change.</div></div>	<div><div>DICHOTOMY BETWEEN GROUPS</div><div>Where there is an acceptance of the 'Me' to 'We' concept, there is a dichotomy between levels of acceptance between the pilot project group and the main project group and their respective staff.</div></div>	
<div><div>IMPORTANCE OF CONTROL + CHOICE</div><div>Workers value the freedom to control their environment to meet their personal comfort and work needs. Workers value the ability to choose their work environment according to how they work.</div></div>	<div><div>PERCEPTION OF CONNECTION</div><div>The surveys revealed that employees do not necessarily see or understand the value in greater visibility and access to colleagues as an integral component of their work process.</div></div>	<div><div>CONNECTION TO COLLEAGUES</div><div>According to survey findings, 49% of people said that access to colleagues is critical to do their job.</div></div>			





# Key Insights

## 6 KEY INSIGHTS FROM OUR FINDINGS

1 Making 'Me' to 'We' Successful

Ensuring success will require strategies that include access to colleagues, creating neighborhoods of 'departments' that are permeable between each other, and building a culture of collaboration.

A ME to WE workplace design strategy should focus on choice of work settings that support individual and collaborative work styles.

4 Creating Choice and Variety

2 Potential Barriers to be Mitigated

The disparities between survey results, observational study and the work sessions need to be mitigated as part of a change transition program to be an integral component of the pilot project.

While understanding the value of collaboration and moving to a WE strategy, employees remain tied to traditional perceptions around individual space. This should be addressed as part of the new workplace design strategy.

5 Emphasis on the Value of 'Me' to 'We'

3 Providing the Right Balance of Spaces

While 'Me' to 'We' strategy is important, we need to provide the right balance of spaces for focus work, collaboration, and individual control.

A change in the current program is a necessary part of the work place strategy recommendation.

6 Change is Strategic



# Defining the 'Real Problem'

## 4 CORE COMPONENTS

Our findings center on four key components of Los Angeles County’s workplace needs. Each of these four components form the basis of our project understanding, the drivers behind the success of this project, and the design strategies necessary to formulate the workplace strategy.

1 More 'We' space,  
less 'Me' space

The current workplace is focused on individual space rather than collaborative spaces. Adopting a Me to We strategy will require a workplace that is focused on work as an activity rather than work as ones individual workplace. THIS workplace design strategy should focus on choice of work settings that support individual and collaborative work styles.

2 Creating a culture of  
collaboration

Collaboration is viewed as critical for innovation, culture, comradery, and sharing.

Workers value an organization-wide policy designed to support healthy behaviors and improve health outcomes while at work. Workers value the ability to choose their work environment according to how they work and have the freedom to control their environment to meet their personal comfort and work needs.

3 Creating a workplace  
that promotes health  
and wellness

This is an opportunity for staff across the organization to see how potentially new ways of working are successful by breaking down preconceptions and fears that usually impact employees willingness to adopt these strategies.

4 Creates the Future  
Workplace for LA County  
Government

# Core Components

## MORE WE SPACE, LESS ME SPACE



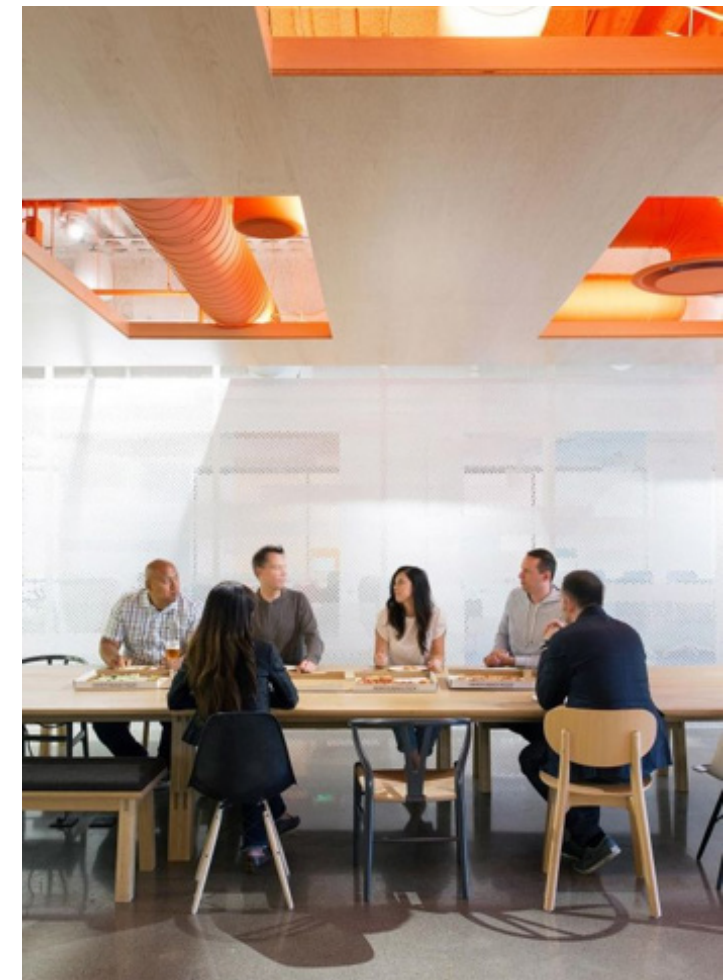


# Core Components

Making How You Work Better

2

## CREATING A CULTURE OF COLLABORATION



# Core Components

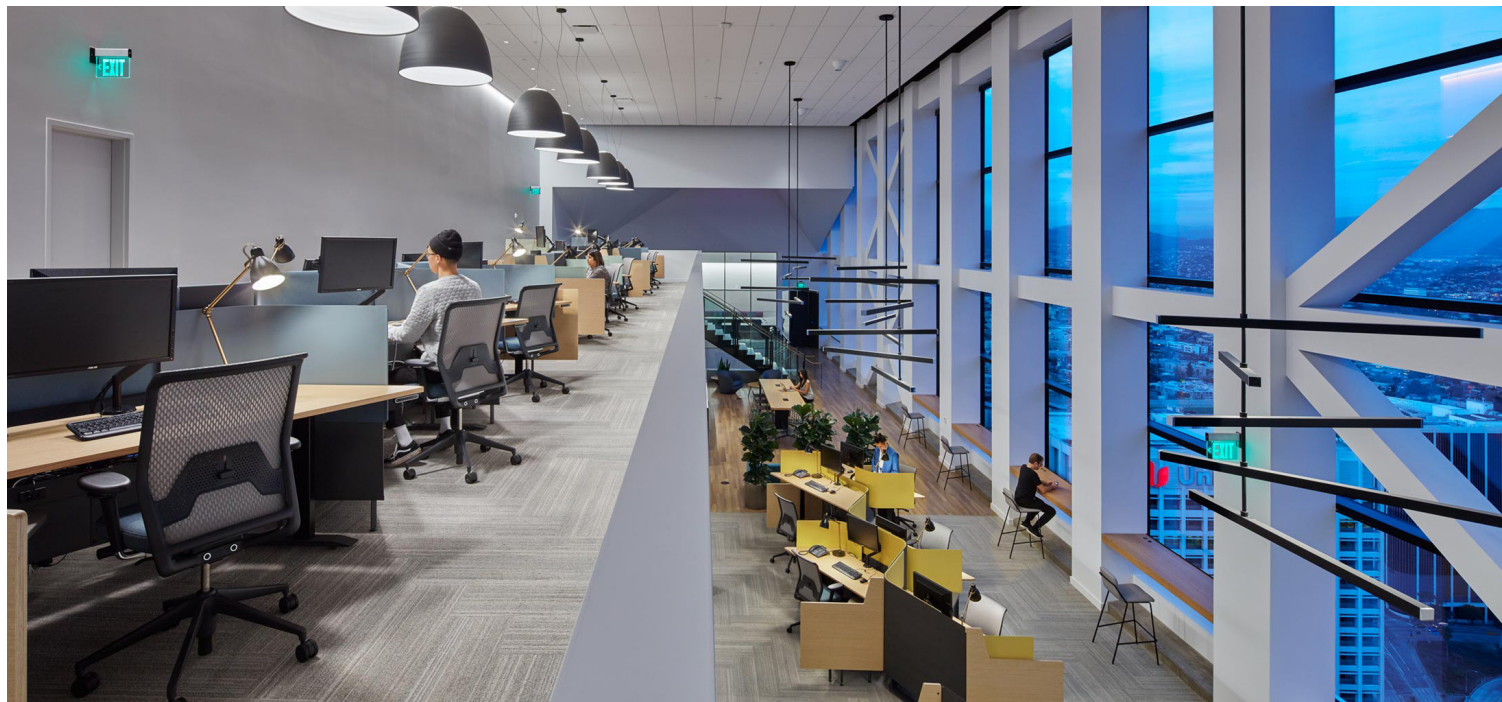
## CREATING A WORKPLACE THAT PROMOTES HEALTH AND WELLNESS





# Core Components

## CREATING THE FUTURE WORKPLACE FOR LA COUNTY





# 3

## Developing the Strategy

- Design Strategies
- Neighborhoods
- Collaboration



**“Creating places and programs where people from different teams can collide and bond is also a good idea, be that from hackathons, off-sites, or other types of social collisions. It can also be beneficial to design**

**physical spaces that funnel people into the same area forcing constant, unplanned interactions. ...people need to be mixed together to stop them becoming inward looking and defensive.”**

The Silo Effect - Gillian Tett

# Design Strategies

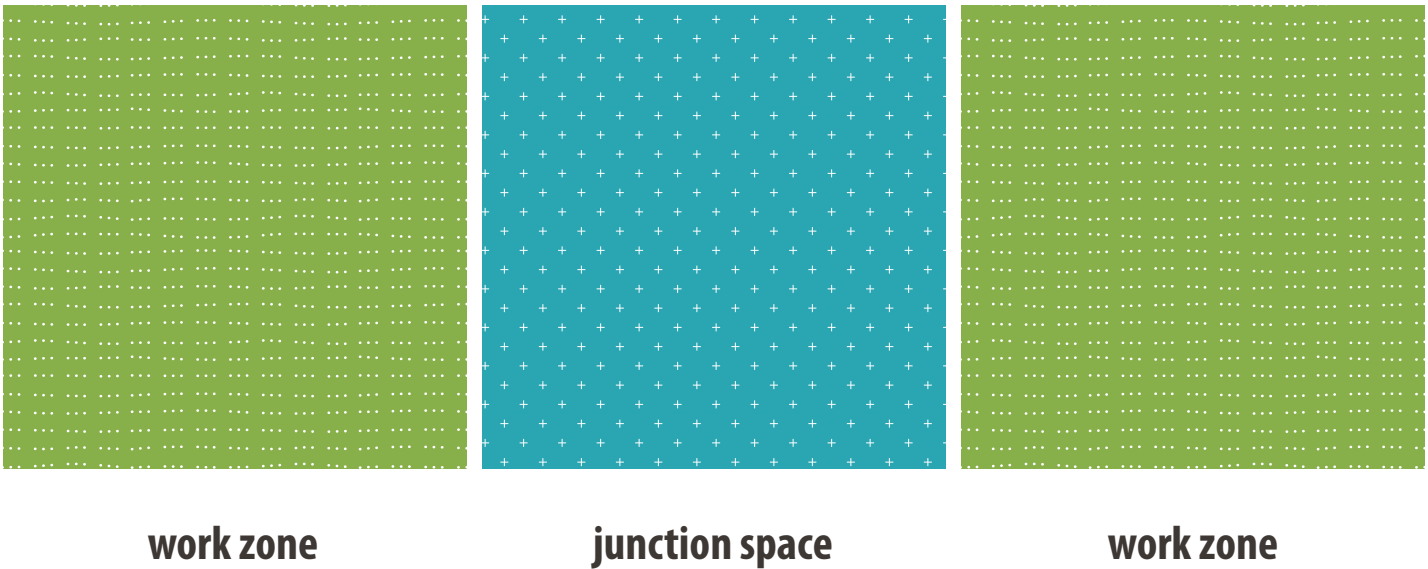
## WORKPLACE CORE COMPONENTS

### Design Strategies

The design strategy for the county is comprised of two zones:

An anchor zone of shared facilities consisting of a **JUNCTION SPACE** with **RECEPTION, COMMUNITY KITCHEN, ACTIVITY CENTERS** and **WELLNESS** area.

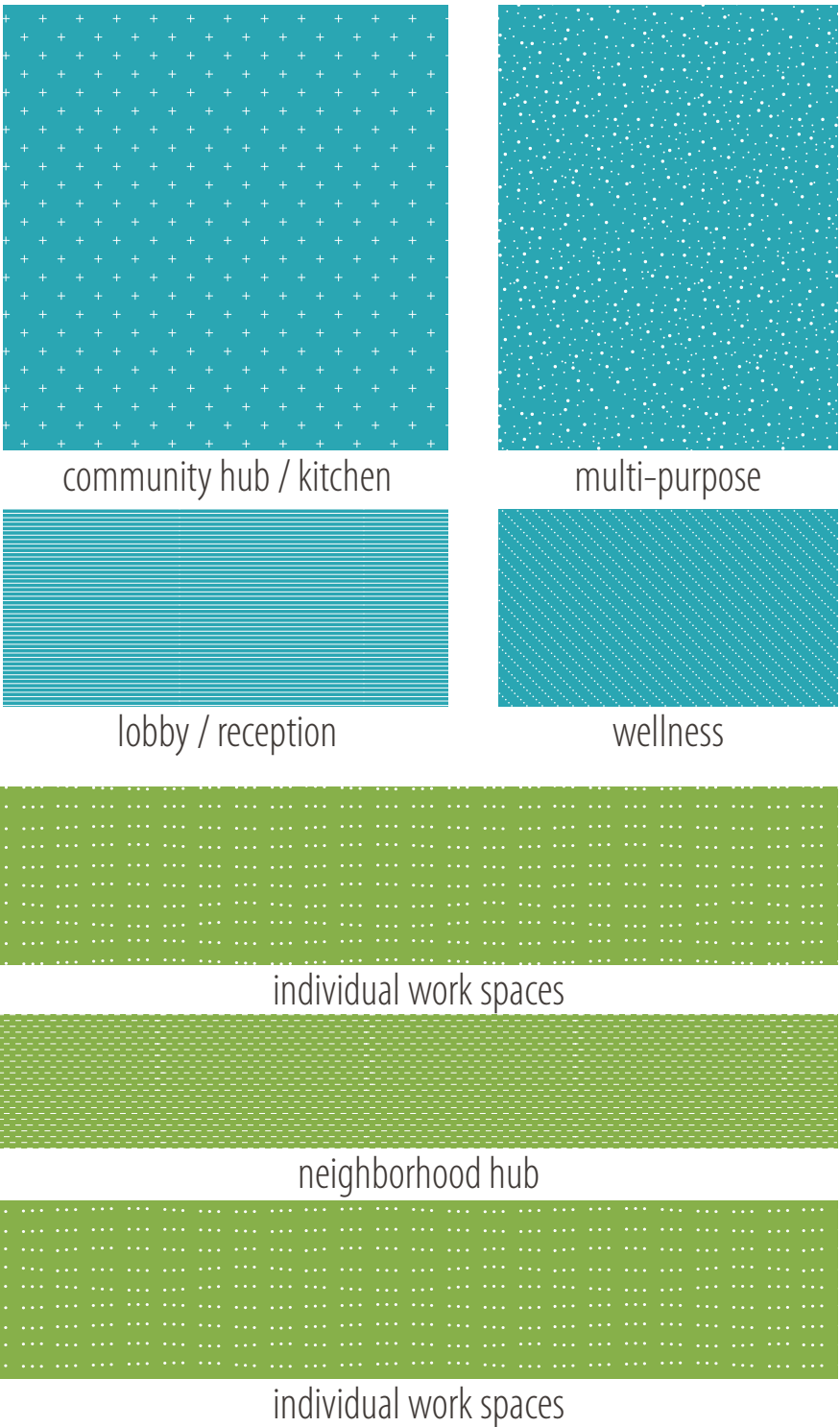
The Junction is flanked by work space comprising of **INDIVIDUAL WORK SPACES** that make up **NEIGHBORHOODS, NEIGHBORHOOD HUBS** that anchor the neighborhoods



**ACTIVITY BASED WORK SETTINGS** comprise the structure of the design strategy. Taken as a whole, all spaces are designed for county employees from multiple departments to work in and the floor should be viewed as a single workplace. Conceptually, we are moving from a concept of individual space as one’s work space to the entire floor as one’s work space.

# Design Strategies

## WORKPLACE COMPONENTS

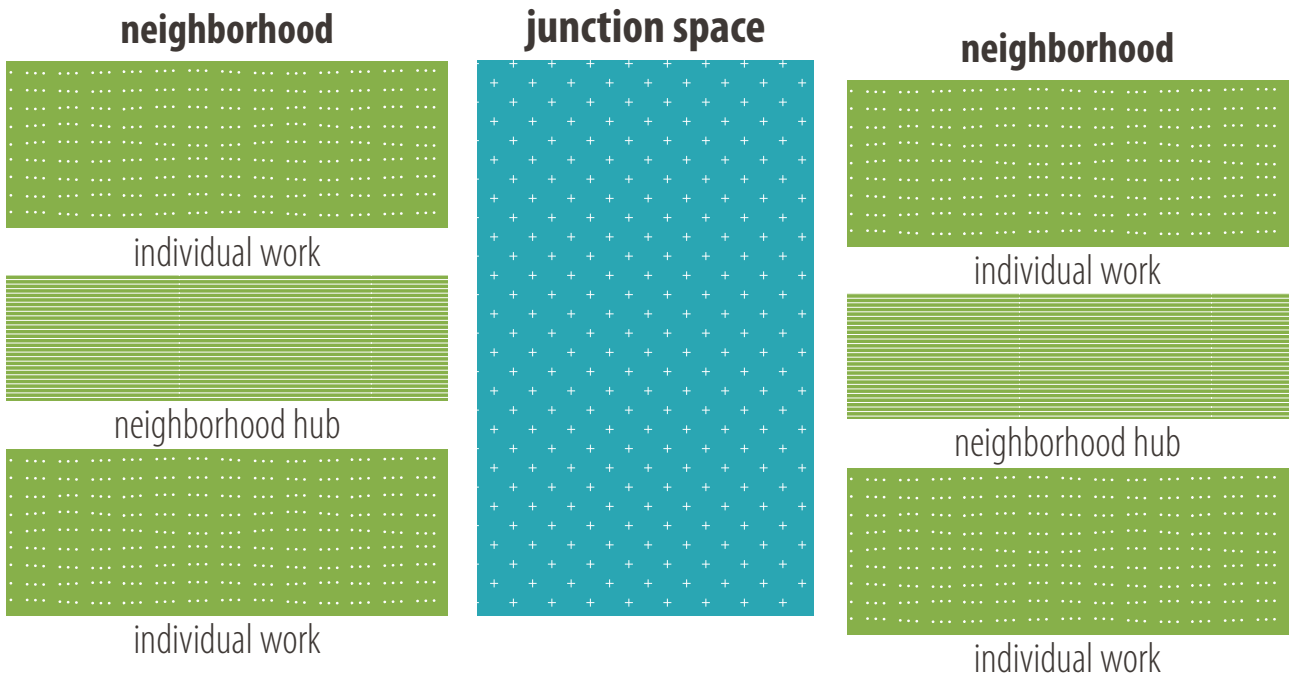


junction space

work zone

## Welcome to the Neighborhood

The basic core work component is comprised of neighborhoods. These neighborhoods are conceived of as consisting of individual work areas, and group or team work areas and are anchored with **NEIGHBORHOOD HUBS**. These Hubs contain common collaboration areas as well as individual rooms for teleconferencing or video conferencing as well as individual focus work.



Each floor is comprised of a series of neighborhoods with a **FLOOR HUB** located directly off of the elevator core. This Floor Hub is comprised of additional meeting spaces, work rooms and open collaboration spaces. The floor café is the focal point of these hubs.

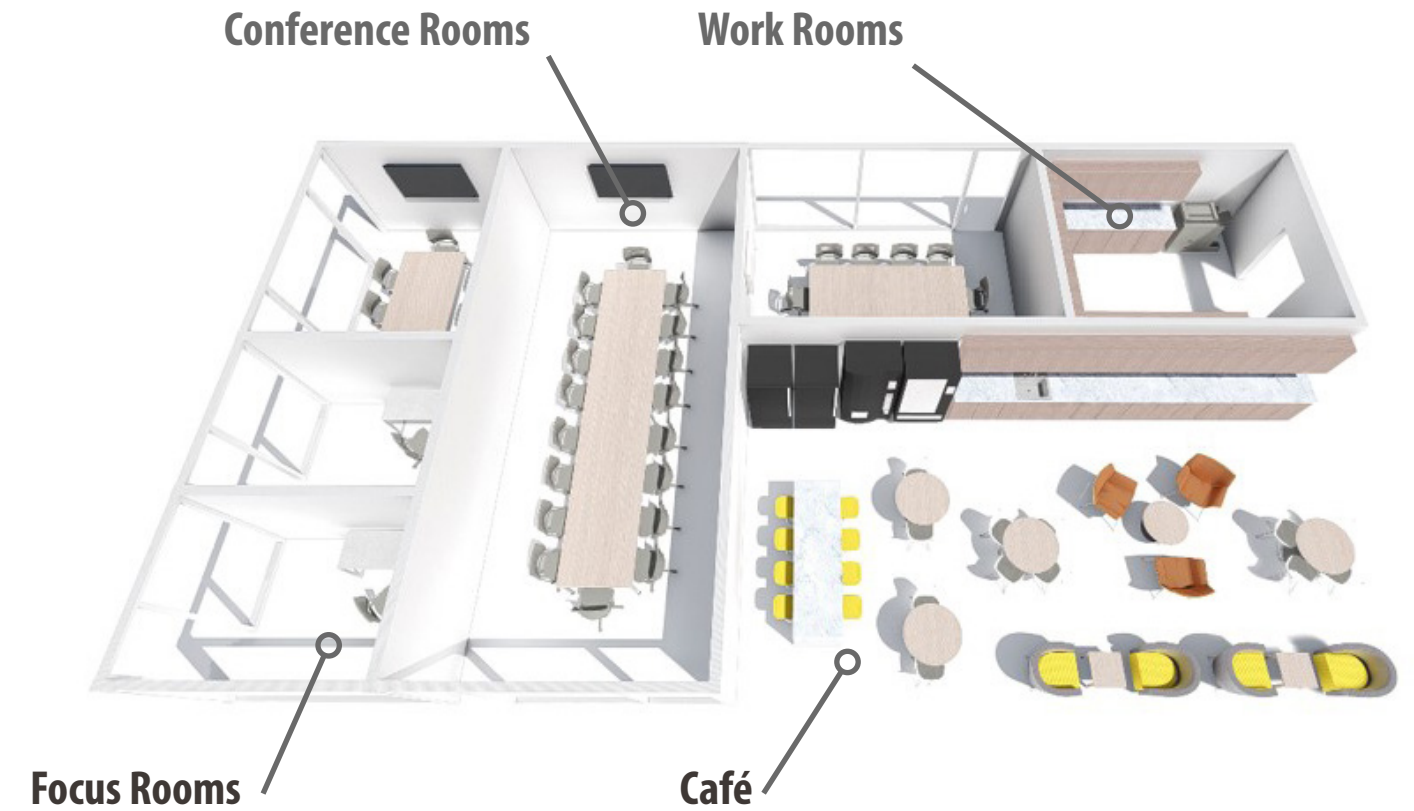
# Neighborhoods

## A PROTOTYPICAL LAYOUT AND SPACES

A prototypical floor layout showing a series of individual work neighborhoods separated by neighborhood hubs.

### Junction Space: Activity Zones

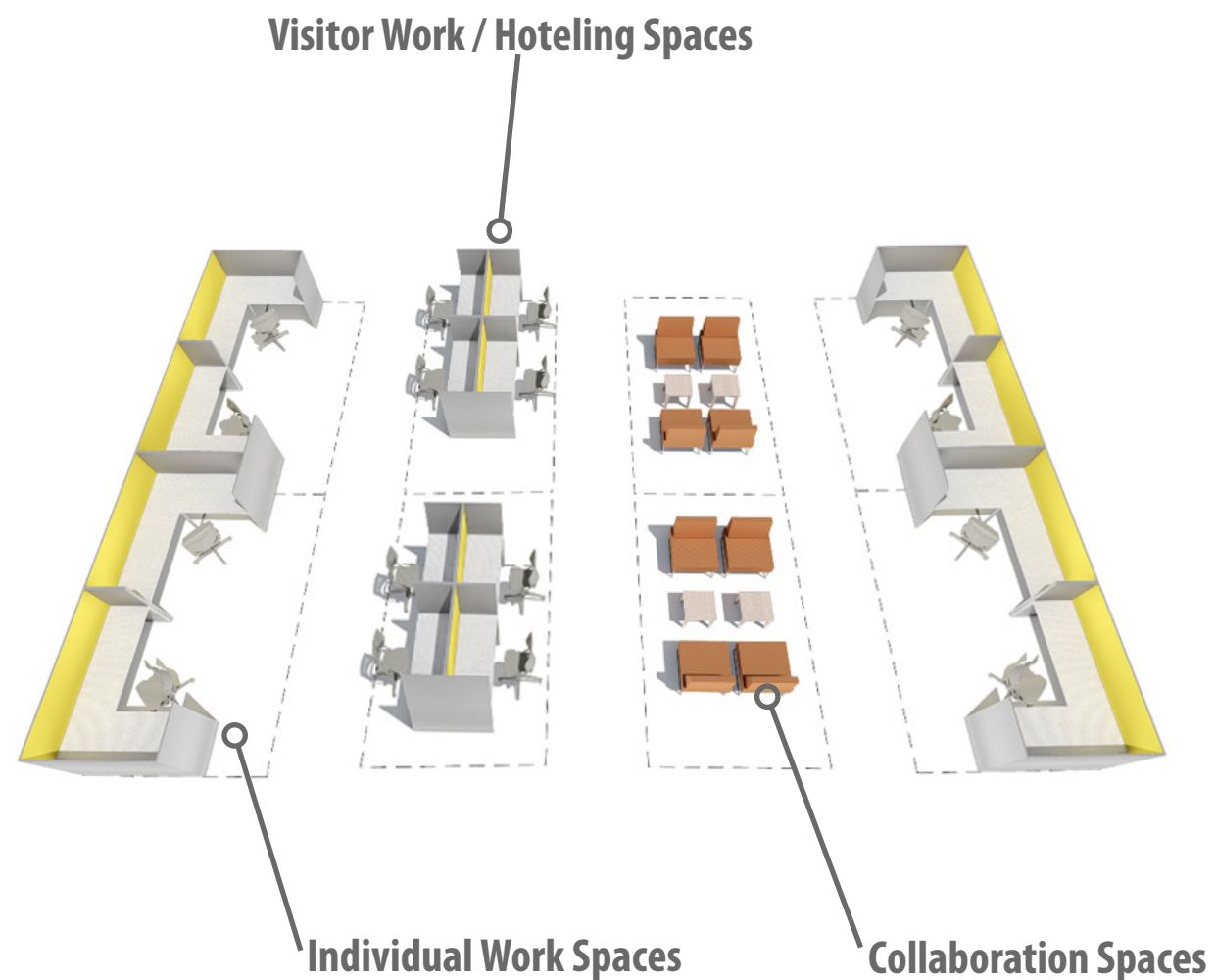
The Floor Hubs are the anchors of each floor. They are designed to be the first point of entry on each floor, located directly **OPPOSITE** the floor elevator cores. They represent the energy and activity on each floor and contain the café, open collaboration areas and a **VARIETY** of meeting and work rooms.



# Neighborhoods

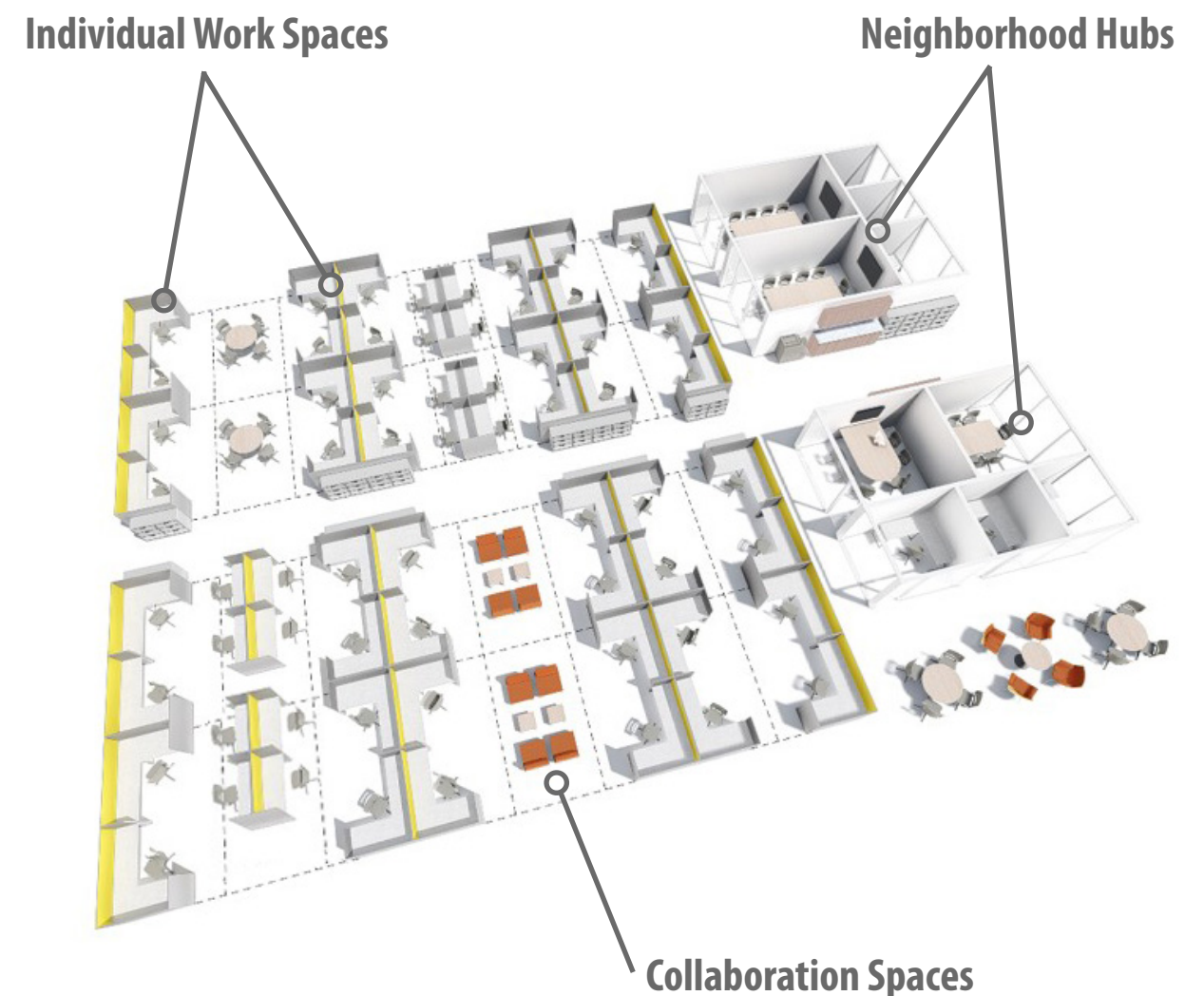
## THE BASIC WORK MODULE

Each work group is built from a module that is interchangeable and can be customized for the particular working style of each department and or group. The individual work typologies consist of 4 units. That same module can accommodate central open work collaboration spaces, visitor work spaces, and informal collaboration areas.



## The Basic Neighborhood

Individual work typologies shown with individual work settings and variety of visitor and collaboration hubs.

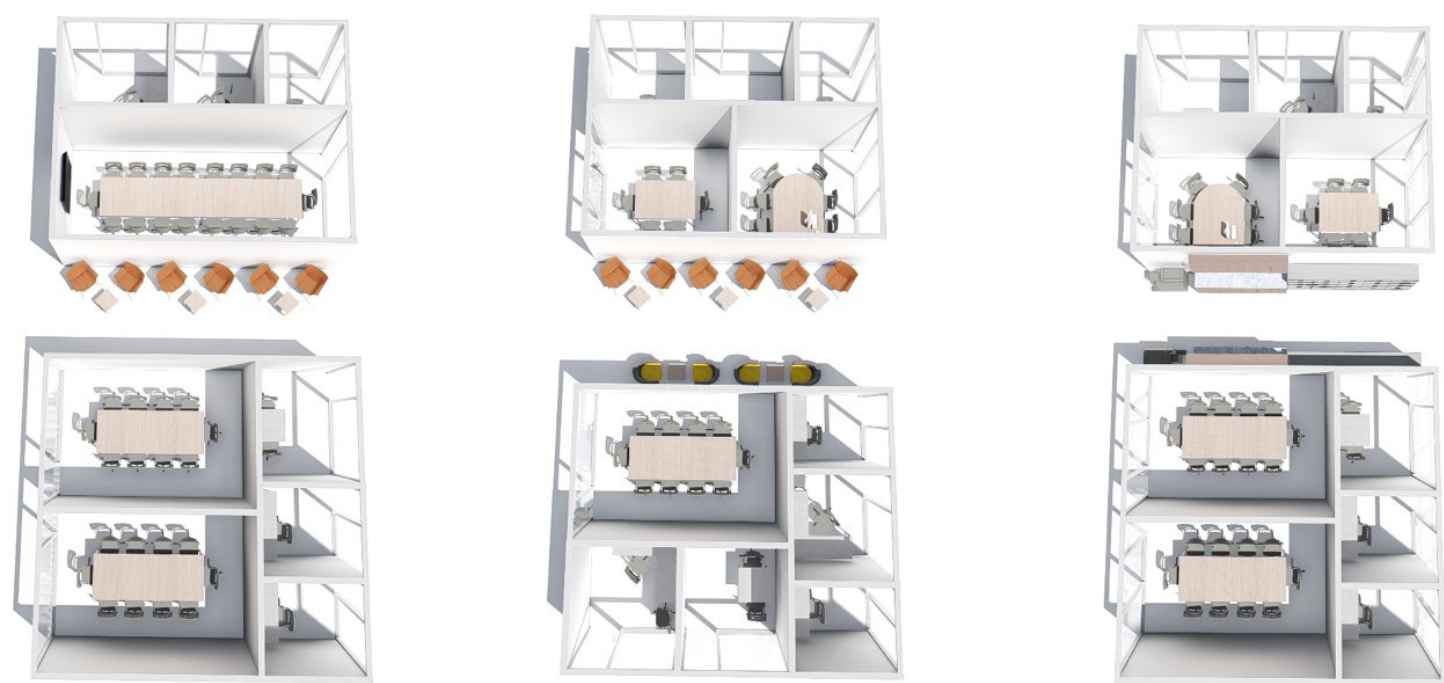




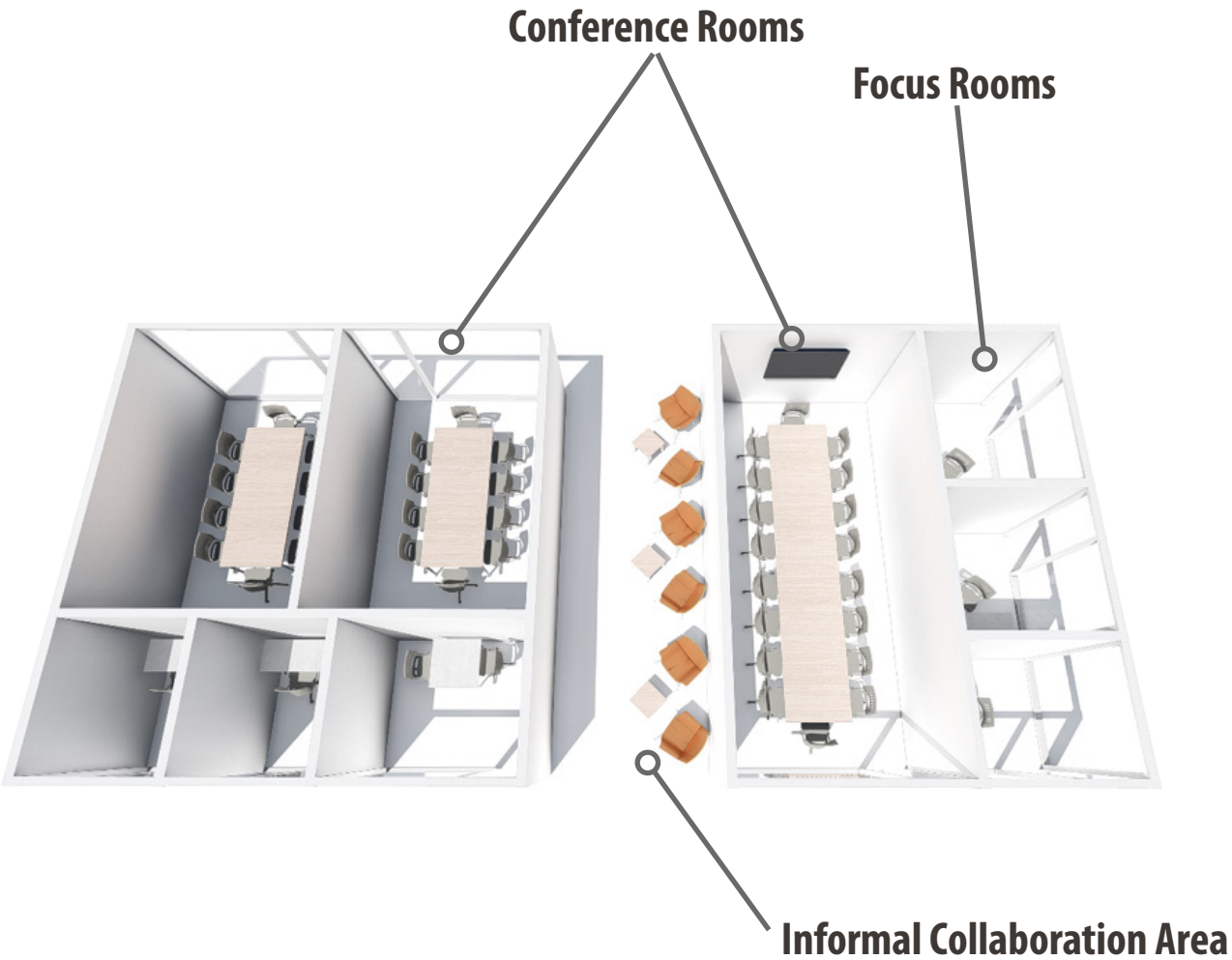
# Neighborhoods

## THE NEIGHBORHOOD HUB

Neighborhood Hubs are designed for maximum flexibility and choice. There are components of various enclosed spaces such as focus rooms, hubs and conference rooms. In the center is open space that can be used in a variety of ways such as open collaboration, open work areas or file and storage. The full height elements are based on a module. Each module is interchangeable so that individual departments can chose the combination of work spaces that best support their processes.



## Neighborhood Hub Options

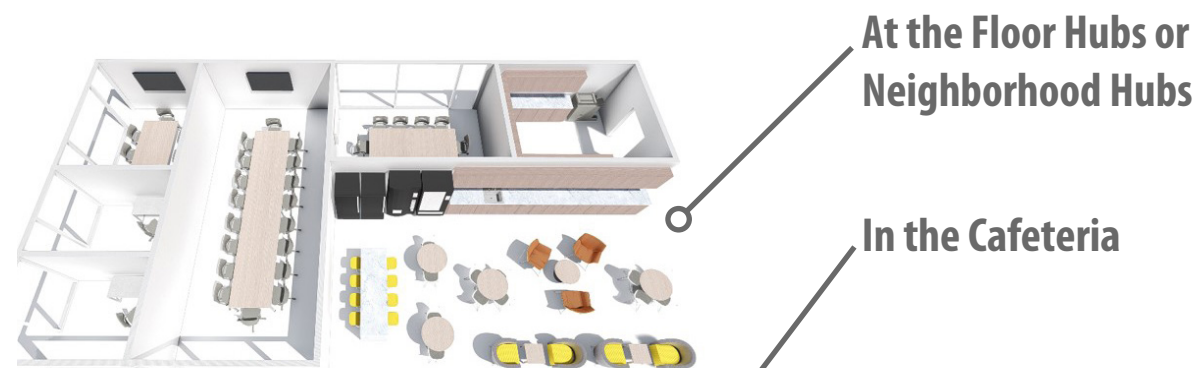
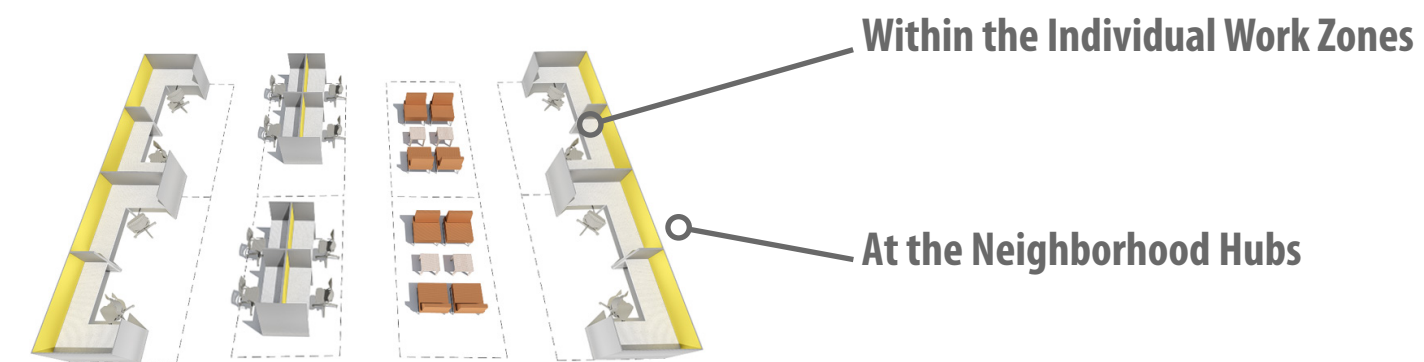




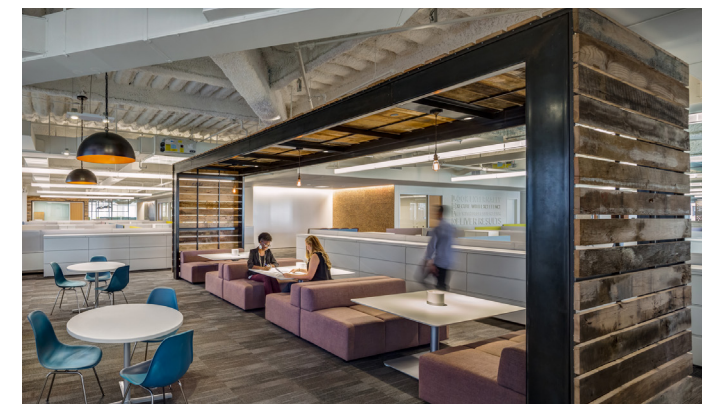
# Collaboration

## COLLABORATION

Collaboration opportunities are designed to occur in multiple settings:



## Breaking Down Siloes



Coming Together at Hubs



Coming Together at the Cafe



Coming Together Serendipitously

6

# Making the Transition

· Creating Change: Next Steps









**“ Breaking down silos isn’t about  
a series of actions but an attitude  
of mind – its about having  
curiosity and a generosity of  
spirit to listen to others.”**

The Silo Effect - Gillian Tett

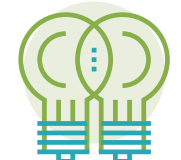


## IMPLEMENTATION: WHAT IS REQUIRED FOR SUCCESS

The successful implementation of these scenarios is contingent on including a program to assist in the transition to a new workplace concept both for the Pilot Project and implementation of the Workplace Standards Program



Full integration of ubiquitous technologies and equipment



Focus on collaboration techniques



Focus on collaboration between agencies



Building on the current work within the agencies regarding greater collaboration and organizational structures / management processes. Building upon the strengths of agency staff's strong beliefs in the purpose and mission of working within the public realm.



Focus on protocols and organizational structure.

The unique nature of this project will require a two fold program to help with the transitions and manage the change.

The first revolves around the changes brought about by the new work environments. Migrating from a work environment where space was delegated by title to one that is activity based, will require changes in perceptions around work typologies and work environments. The substantive change in work typologies along with the emphasis on work styles around **ME** to **WE** will require gaining an understanding of the concept and its relationship to each individual and agency.

Change will also need to be addressed in the area of organizational structure and collaboration. As shown by the results in the organizational framework exercise conducted during the employee work sessions, most participants believed that their departments were too structured and not collaborative as much as they could be. However there was an overall belief that collaboration is a critical component of agency success along with the need to break down highly structured organizational hierarchies. As a result, focus will need to be addressed in areas of organizational structure, primarily in the areas of managing an agile workforce, as well as collaboration.



# Change Management

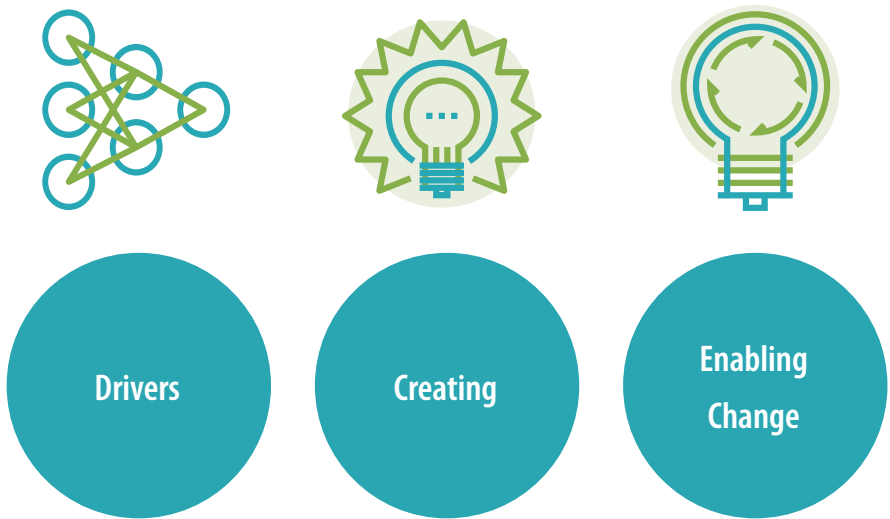
## IMPLEMENTATION: WHAT IS REQUIRED FOR SUCCESS

### Defining Change Management

Change management is the process that identifies the area(s) of an organization that are impacted by proposed changes to that organization and developing a program and strategy to bring those areas in line and congruent to enable transformation to occur. It involves both identifying within those areas enablers that are already underway within the organization that support transformation and those areas that currently exist that will inhibit successfully change. A change management program draws on both of these components to inform the content of the program. Employee behaviors and perceptions is a component of this, but there are often organizational components that contribute to the difficulties. These may include HR policies, management styles or organizational protocols.

Successful change management involves both creating a business case for the change, identifying what areas within the organization require modification in order to enable change, working with employees and management make the necessary modifications that may inhibit change and keep employees continuously informed of actions and programs that are underway to assist in the change.

### CHANGE AT A GLANCE



**The business case**  
What are the business drivers that will help create the business case for change?

**What change looks like**  
What needs to be created organizationally and physically to enable the change?

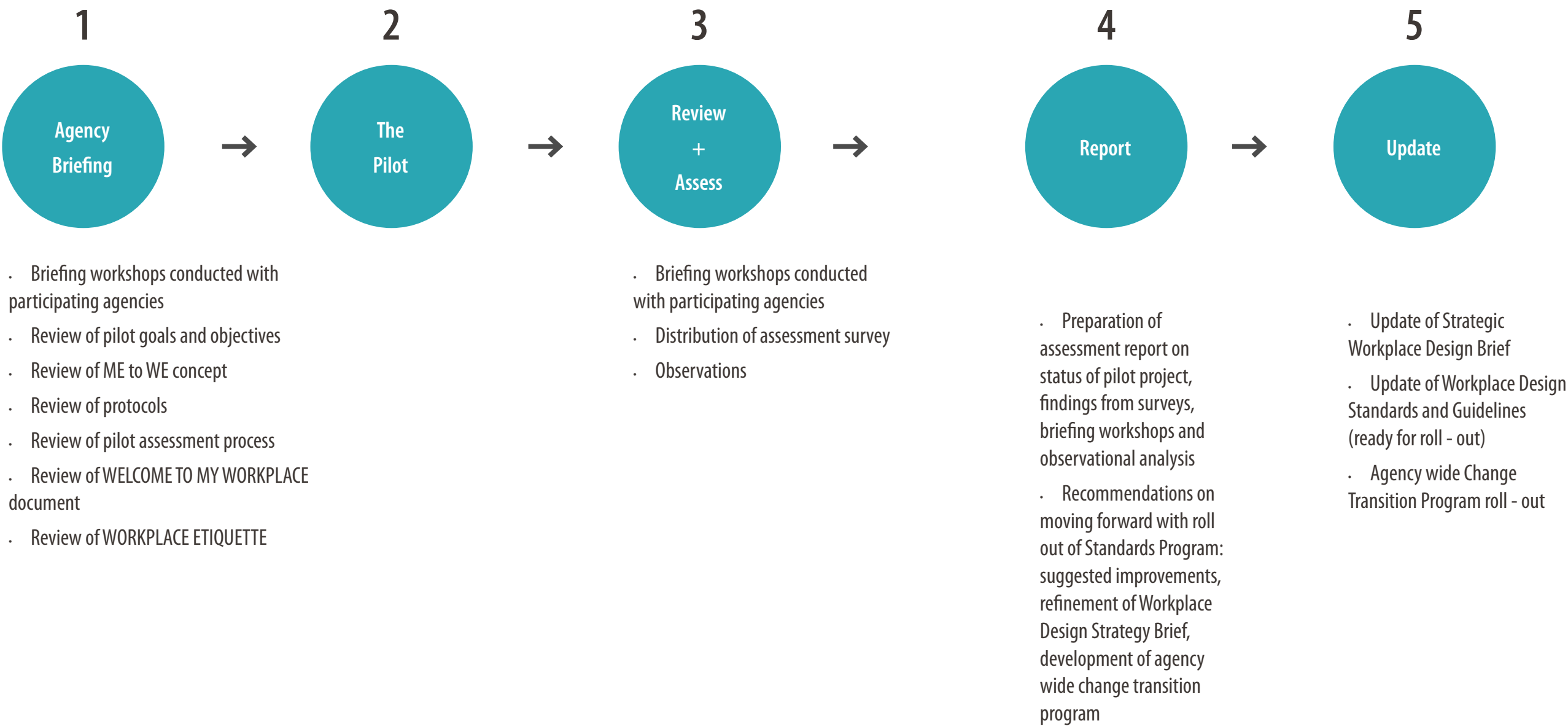
**Creating the methodologies for change**  
What organizational changes need to occur to enable change to occur?

- Structure
- Process
- People
- Rewards

- 3 factors impact the need for change within organizations:**
1. What are the business conditions that are driving change?
  2. How do you create the right change?
  3. What needs to occur to enable change?

## IMPLEMENTATION: WHAT IS REQUIRED FOR SUCCESS

### Change Transition Program For Pilot Project



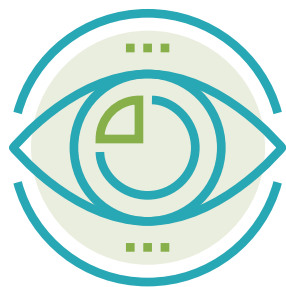


MAKING THE TRANSITION: AGENCY WIDE CHANGE MANAGEMENT ROAD MAP

Change Management Engagement Activities At A Glance

ACTIVITIES

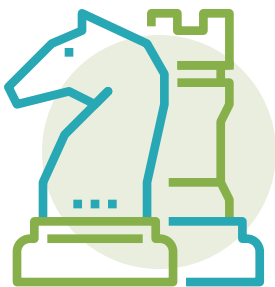
TOURS +  
OBSERVATION



TOWN HALLS



LEADERSHIP  
WORK SESSION



EMPLOYEE  
WORKING GROUP  
WORK SESSION



MANAGERS  
CM  
WORK SESSIONS



EMPLOYEE  
WORKING GROUP  
WORK SESSIONS



CHANGE CHAMPION  
BRIEFINGS



UNCOVERING THE CHANGE MANAGEMENT ISSUES | DEVELOPING CHANGE MANAGEMENT PROGRAM

To understand current work modes  
Identify gaps and challenges

Brief employees on Business Case for change and what to expect with the Change Management Program

Change Management Kick-off meeting  
Leadership perspective  
Define role of leadership in change management activities

Work sessions to identify gaps between current and future workplace strategies  
Identify enablers and inhibitors

CHANGE MANAGEMENT BRIEF

DEPLOYING THE CHANGE MANAGEMENT PROGRAM

Work sessions with managers around managing issues

Employee work sessions designed around recommendations and content from Change Management Brief

Training Change Champions (selected by leadership) to assist in deploying the program

GOALS + OBJECTIVES