## Workspace Assignment Project Questions

SCMA 645 Management Science/Advanced Decision Analytics

April 2020

## Policies

1. I have real data for 7 floors:
   1. 700 people, 527 telework. Of those, 203 telework 5 days and never come into the office. Max in on same day would be 324.
   2. 173 cubicles are occupied by non-telework people.
   3. 106 of the 112 offices are occupied. Those people tend to telework one day unpredictably and travel more, so we just let them make their own buddy sharing arrangements and dedicate an office to them.
2. What are the policies with respect to how office space is allocated? Which ranks are eligible for which spaces?
   1. Managers get internal no window offices, but Sr Mgrs can get a 2 window office if available. SP1s can get these, too.
   2. AVPs get 2 window offices
   3. VPs get 3 window offices
   4. GVPs and higher get corner offices
3. Why do teams reorganize every 6 months? Why would anyone need to move at all? Depending on our teams, roughly 20-40% of our IT work can be unplanned during any year. There is always something new and once governance approves, the IT groups have to rapidly form and self-organize. As we shift more to agile IT, this will happen faster and more often. Two examples in last 6 months: 120 people were redirected to the FedNow initiative to design and deploy a new faster (real-time) payments capability; 110 people were redirected to run their teams in an agile way, a very different form of team collaboration that requires virtual teams to cross organizational barriers.
4. Do teams stay the same? How often do they change? On average, there is a program level need to stand up a new team once a quarter (redirect 50-100 people for 2-3 year gig)
5. How often do promotions occur? Are they team-based or individually-based? Promotions occur two times a year – March and October – and are individually based. There is often a long lag time to shift a person promoted into management since those offices are allocated at nearly 95% capacity.
6. Which objective takes priority - minimizing the number of moves or minimizing the distances to teammates? Are teams currently co-located, or is it a goal for the redsign to help dispersed teams? Minimizing distance to teammates. Most teams are loosely co-located, which makes it a little more difficult to redirect a bunch of people from dispersed teams into a single location and manage the shifts that causes.
7. Are there certain teams that require cubicles with a collaboration shell table, or can any team be split across cubicles if needed? Any team can be split across cubicles, and they’ll just switch sitting arrangements to grab the shell spaces if that’s necessary.
8. How often are teleworkers in the office? Do entire teams rotate in and out for teleworking or do certain staff remain in place? On average, the teleworkers are in the office 2 days weekly. Teleworking agreements prior to the crisis were very fixed and managed in an app. Curious to see if the flexibility we were forced into will carry on post-crisis.
9. Can the same conference room be assigned to multiple teams? For shared conference rooms that are not used to house a team, anyone can book. For conference rooms used for teams, the same team anchors and fully controls that room. We even redesign the room according to their needs (full wall whiteboards, monitors on stands or hanging from ceiling, etc)
10. What is the furthest apart that team members can be assigned? Can they be assigned different floors? Prefer no more than a floor apart if can’t be on same floor, but there are cases of skip floors sometimes. Elevators are ok, but stairs between floors are faster and heavily used.
11. Can someone be assigned a space corresponding to a higher (or lower) rank because of space constraints? I honestly do not know of a case of moving lower rank into offices, but there are plenty of space issues that result in office people into cubicles, sometimes because they want to be on a particular floor with proximity to particular teams more than the prestige of an office.
12. Are all moves “equal” (aside from distance from the team considerations)? Are any moves more or less desirable? For this, I’d consider all equal. In reality, there are politics, but not all that often.

## Provided Information

1. Number of people, number of seats, and teleworker/on-site ratio:
   1. There are ~100 people on a floor. Does this include teleworkers (~75 teleworkers and ~25 on-site)? Because the teleworkers don’t come in as often and rotate where they sit, the presence on the floor is more like 75% on-site people, 25% teleworkers.
   2. A typical floor has 78 seats (4 corner offices, 4 3-window offices, 8 2-window offices, 8 internal offices, 2 conference rooms, 24 internal cubicles, and 24 external cubicles). Do we assign 25 seats and leave 78-25 = 53 for teleworkers? Flip that
   3. The stated number of seats on floors with shared conference rooms is 84 and on floors without is 72. How do those numbers fit with those above (100 people on a floor, 78 seats)? The difference between ~100 and reality
   4. In light of the above, please explain the ratios 1:3 on-site to teleworker and 1:2 on-site to teleworker for floors with/without shared conference rooms. For a 72-seat floor, are there 24 on-site and 48 teleworkers? For an 84-seat floor, are there 21 on-site and 63 teleworkers? Flip that on site
   5. Are teams split teleworking and on-site, or are entire teams teleworking and entire teams on-site. Split inside each team, although agile teams tend to be fully onsite
   6. Floors without shared conference rooms have fewer seats because instead of 2 conference rooms (each capacity 6), there are kitchens or shared spaces.exactly, big printers, a library/reading area, things like that
   7. Are there conference rooms that are not “shared”? yes, but I left them out of this
2. Can you describe the configuration of empty spaces - spaces between offices and cubicles? Usually packs of cubicles sandwiched by offices clustered at corners, sometimes cubicles along inner wall instead of offices, too, and they are clustered into space next to eating nook with fridge, copy/printer/supplies space, library with little reading area.
3. Can multiple people work in one office? How many people can be assigned to a conference room? Offices should not be shared. Where there are shared conference rooms on floors (only 2, one on each side of floor that has inner offices) they only can hold 6 people comfortably.
4. Where are the conference rooms located? See above #3
5. Does everyone work the same schedule each week? No, can vary
6. Do sides C and D have open space because they have fewer seats? Yes, they have specially large conference rooms or training spaces that can’t be used for seats, for example.
7. Are teleworkers counted among the 1,700 needed workspace? Yes. We should use a rough figure that about 25% of the seats need to be open for rotating teleworkers in team areas.

## Data requests

1. People
   1. How many people are on each (new) team? What are the compositions of the teams in terms of seniority? Most GVPs/higher have 10 teams under VPs or AVPs. Most VPs have 2-10 AVPs. Most AVPs have 3-5 Mgrs. Most Mgrs have 7-10 people.SP1s are the equivalent of AVPs in terms of parking/office permissions, but there are only about 10 of these people and they never have people reporting to them (they are like specialty architects or scientists). But those ratios are for all of our sites across the US. In Richmond downtown:
      1. 10 SP1s
      2. 37 AVPs
      3. 62 Mgrs
      4. 17 VPs
      5. 7 GVP or higher
   2. Where are people currently assigned and what are their ranks? Most AVP teams have people colocated with them on a single floor, same with Mgrs. VPs and GVPs/higher have people that span 2-5 floors. We try to loosely keep the teams close to the corner office they home to.
   3. What are the ranks of employees, and how many employees are of each rank? See 1a
   4. How many employees telework? 527 of 700 telework. 203 of those teleworkers are 5 day a week teleworkers and therefore never come into the office.
2. Space
   1. What are the dimensions of the conference rooms and office spaces?
   2. What is the total dimension of each of the 17 floors?
   3. Can you provide a floor plan (or floor plans)?
   4. Is the building square? If not, what is the shape? It is square
   5. Which floors have shared conference rooms? 5,6,7,10
3. Assignment
   1. How many teams are assigned to each floor? changes
   2. How densely populated is the office each day? On Wednesdays, it can be close to full capacity, on Fridays it is a ghost town.