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International Facility Management Association

Empowering Facility Professionals Worldwide

IFMA's Workplace Strategy and Relocation Project



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IFMA today operates from a centralized HQ facility in Houston, TX supporting an increasingly global membership base, representing 78 countries.

Its challenges include legacy work processes and physical environment that do not reflect the cutting edge of the facilities management profession.

Members expect and deserve timely and easy access to products, resources and staff across multiple channels anywhere, anyplace or time and delivered as valued by the member.

Leadership is pursuing improved support for a diverse and global membership base through operational and commercial initiatives.

To “get there” IFMA should deliver a more effective and satisfying work environment, support a distributed service model and implement strategies for long-term flexibility and operational sustainability.



IFMA today operates from a centralized HQ facility in Houston, TX supporting an increasingly global membership base, representing 78 countries.

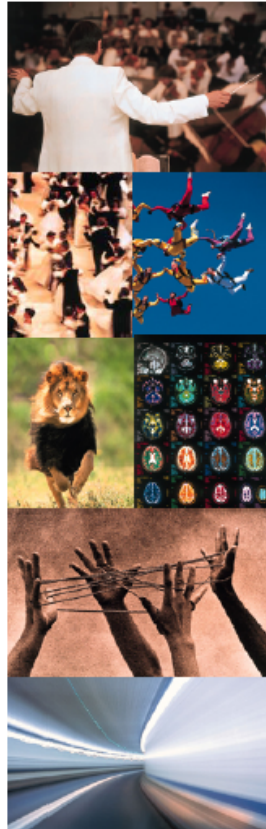
Narrative

IFMA Today

CURRENT



FUTURE



CURRENT

- Worker bees drowning in work
- Diverse personalities
- Fast-paced and chaotic
- Lack clarity of direction

FUTURE

- Leaders, bold, brave, agile
- Excitement and energy
- Fast-paced and streamlined
- Repository of deep knowledge
- Reach for the sky
- Think outside the box
- Teamwork and working together effectively w/ better technology
- Empowered

LEADERSHIP¹

“We don’t want to be North America-centric”

“We need global hours of operation to demonstrate our commitment to other locations.”

MEMBERSHIP²

“Continue to be globally focused, being true to members’ needs.”

“Demonstrate various, regional workplace standards—not just America”

“Better represent all members (International) and not just US members.”

“Increase awareness of global presence”

1. Quotes from Steering Committee interviews

2. Quotes from Member Survey



Its challenges include legacy work processes and a **physical environment** that do not reflect the cutting edge of the facilities management profession.

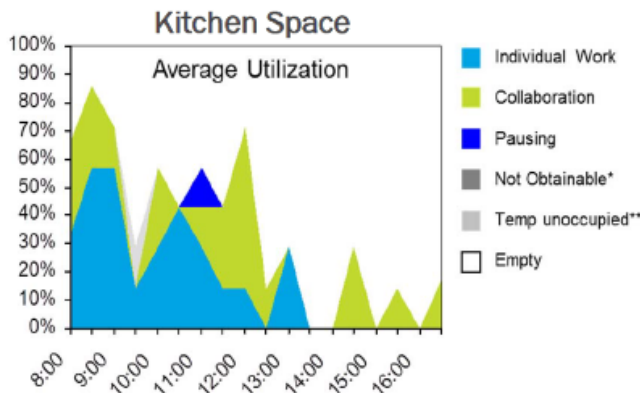
Narrative

Challenges

ALIGNING WORKSPACE & ACTIVITY

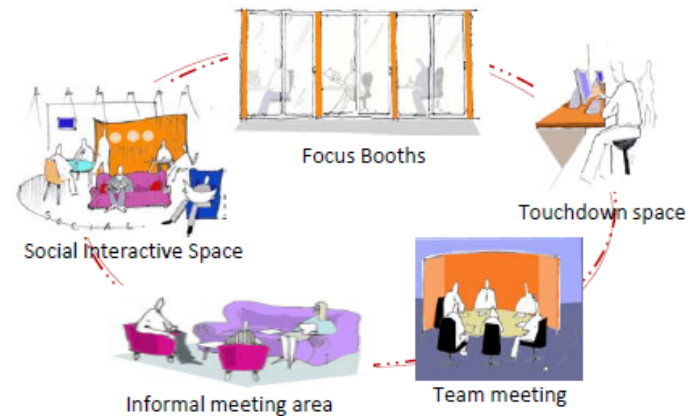
73% of time is spent at an **individual workstation/office**¹. Observation² shows that the **same types of activities** occur in both open workstations and private offices.

The kitchen is the most **highly utilized** shared support space **hosting a variety of activities**². This is currently the only space allowing for casual and social interaction with colleagues.



PROVISION OF SUPPORT SPACE

Alternate work settings are desired by over 58% of employees¹. Top reported reason is to increase productivity by using spaces designed to **support variety of tasks**. (e.g. media room, pin-up space, project rooms, social and informal spaces)³



Employees identified a variety of space types to help bridge the performance gaps of supporting individual work, collaborative work, knowledge sharing, and work atmosphere³.

Source: 1. Workplace Performance Study 2. Time Utilization Study 3. Focus Group, Jigsaw activity



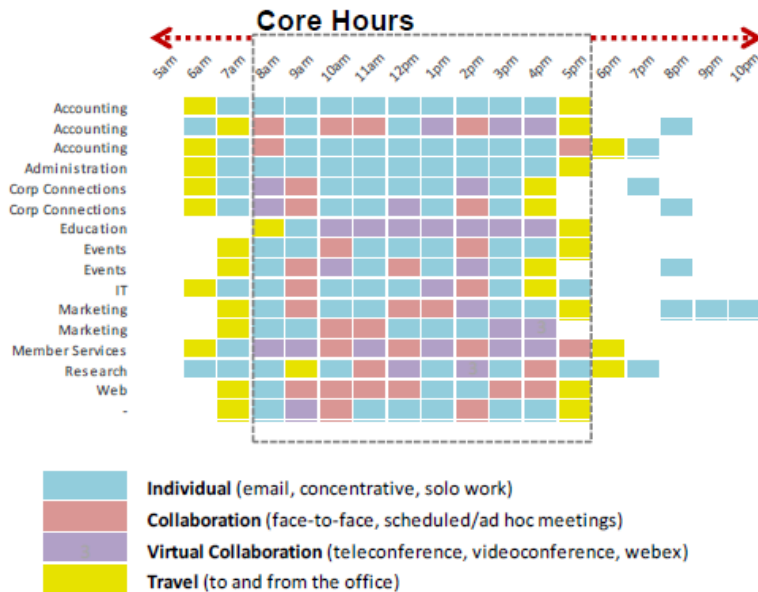
Members expect and deserve timely and easy access to products, resources and staff across multiple channels.

Narrative

Members
 Expectation

OPERATIONAL HOURS

Core work hours do not support easy access by a global membership base. While a variety of collaborative work occurs throughout the day, customer-centric activities occurs during off-hours³.



EFFICIENCY & EFFECTIVENESS

Give time back to staff so they can focus more on supporting member needs. **Reduce productive time loss** and increase speed of interaction and access to colleagues.

Find workspace efficiency to provide spaces to enable staff to deliver products and resources to member without adding more real estate.

“The workplace relocation should be cost effective so as to not siphon resources from program support for members, chapters and councils.”

- IFMA Member Survey Comment

“IFMA’s true frontline is the chapters and councils – leverage commitment and resources to be an advantage to all.”

- IFMA Member Survey Comment

Source: 1. Workplace Performance Study 2. Time Utilization Study 3. Focus Group, A Day in the Life activity



Leadership is pursuing improved support for a diverse and global membership base through **operational** and commercial initiatives.

Narrative

Leadership Pursuit

FLEXIBLE WORKPLACE

Respond to change. The workplace should accommodate flexibility to **support organizational changes** and demand over time.

Physical silo-ing of teams. The current space layout separates teams with hard walls, limiting visual connection.



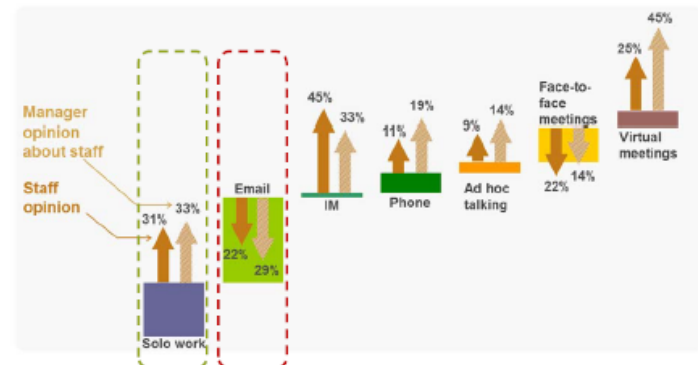
12th Floor IFMA HQ. Floorplan

SUPPORT LEAN GOALS

Gain process efficiency to better enable staff to support membership effectively.

Reduce email traffic and **improve speed of information sharing** through increase in ad hoc forms of communication

Facilitate effective team meetings





Leadership is pursuing improved support for a diverse and global membership base through operational and **commercial initiatives**.

Narrative

Leadership Pursuit

SUPPORT GLOBAL MEMBERSHIP

Increase global presence.

Evaluate to support membership globally.

“Culturally, there is a feel that this is still a North American organization. We need to sell that we really are an international organization.”

– IFMA Steering Committee Interview

“Regardless of where you are located (globally), you should be able to receive the same support at same levels of responsiveness.”

– IFMA Steering Committee Interview

Educational resources. Evaluate production and revenue strategies for educational resources tailored to a global need (regional and cultural relevance)

“[Resources] should demonstrate various regional workplace standards.”

– IFMA Member Survey Comment

“In lesser developed countries, there is a strong desire to show credibility. Education provides a great funding stream for the organization.”

– IFMA Steering Committee Interview

COMMUNICATION CHANNELS

Expand methods of outreach.

Increase production and development of existing and new channels of communication to **broaden global presence and outreach**.

Podcasts & multi-media communications

Webinars and web-based education and resources

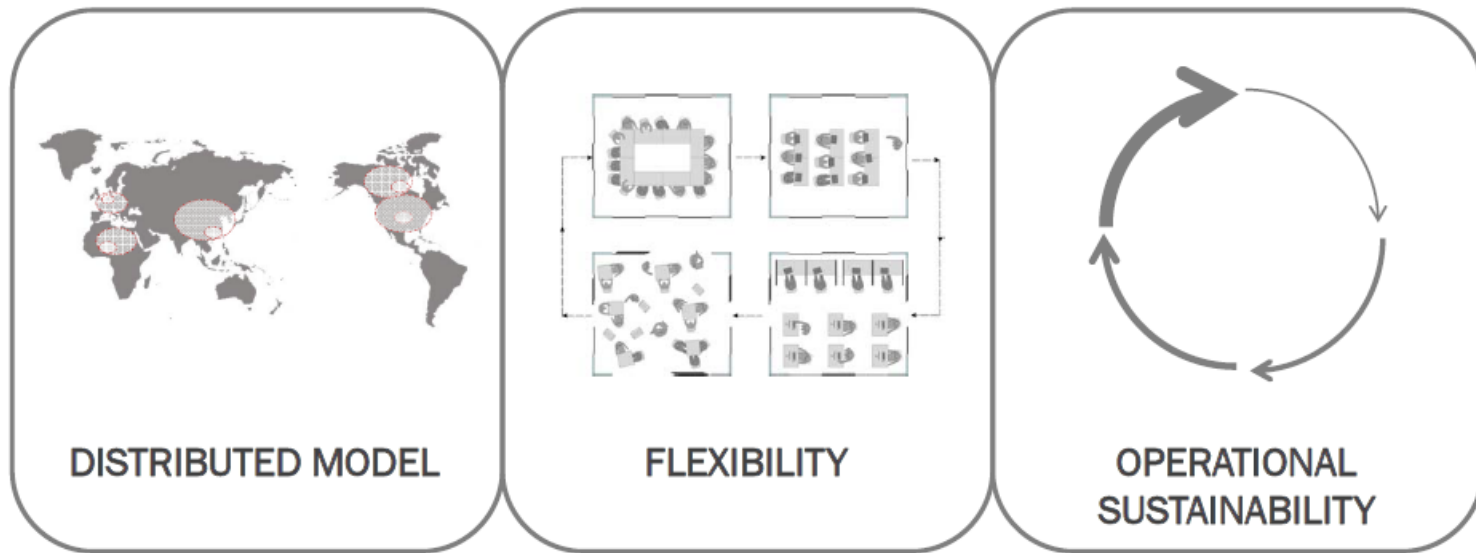
Social Media & Virtual community development



To “get there,” IFMA should deliver a more effective and satisfying work environment, support a distributed model and implement strategies for long-term flexibility and operational sustainability.

Narrative

Approach



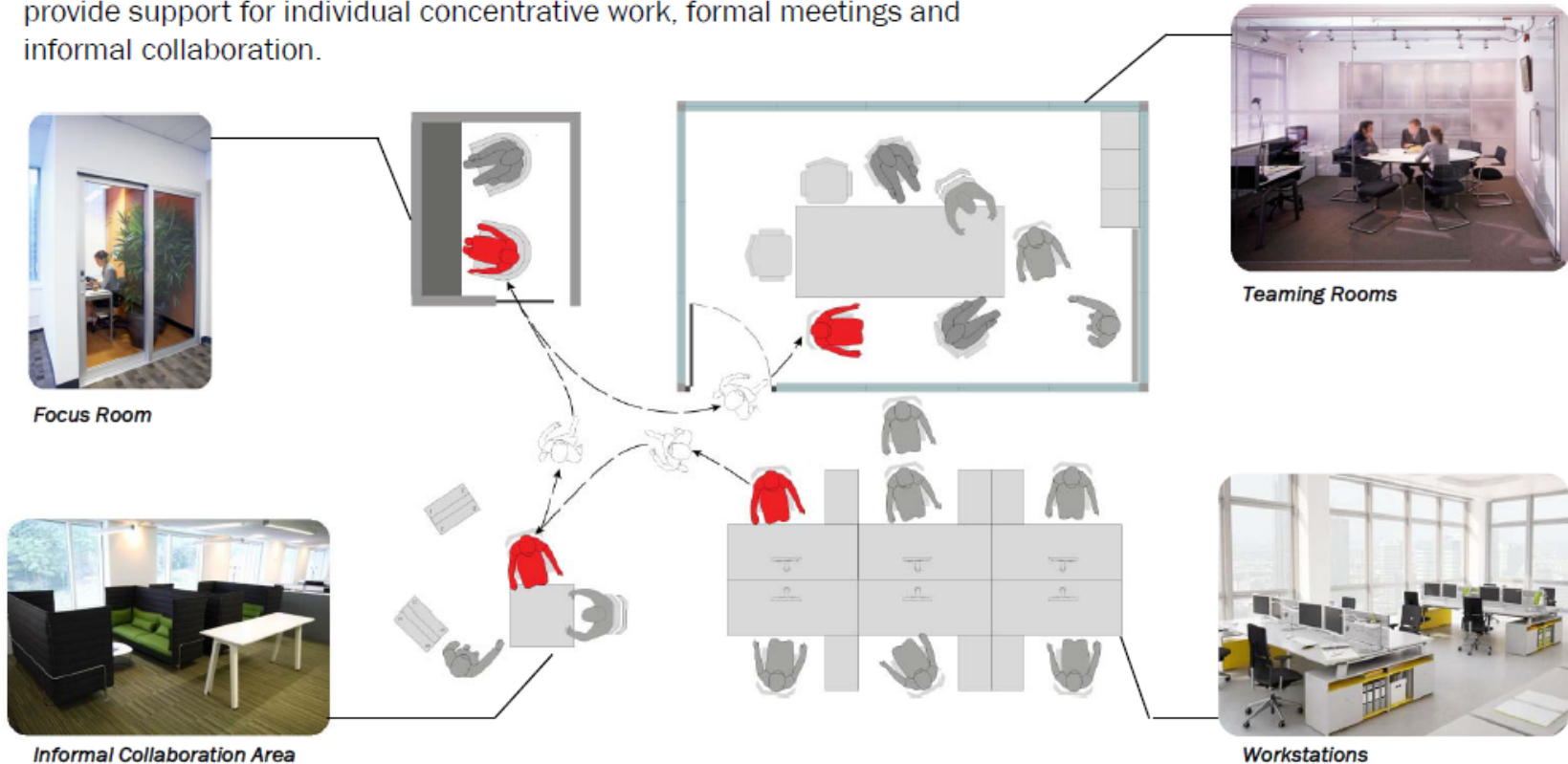
The following design principles will need to be reflected in the future workplace, regardless of its location, for the project to be successful.



PROVIDE UNIVERSAL ACCESS TO A VARIETY OF SPACES

Principles

IFMA Staff should all have access to a variety of work settings that provide support for individual concentrative work, formal meetings and informal collaboration.



Mobility within and outside of the workspace should be supported with the right balance of space provisions and the protocols/policies to align work patterns and how space is used.

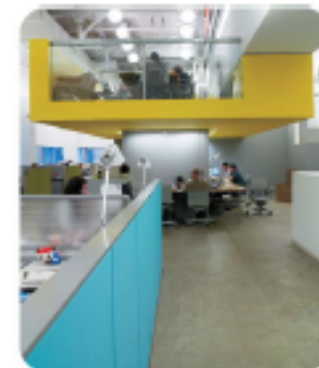
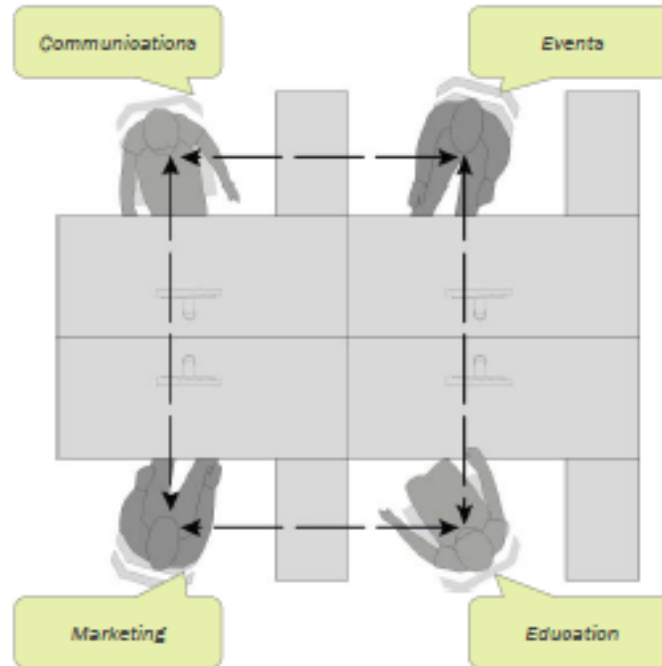
Technology. Seamless connectivity and access to the right tools and spaces is essential to supporting a more mobile workforce and new ways of working.



VISUAL CONNECTIVITY AND PROJECT BASED TEAMS

Principles

To better foster group awareness and collaboration, **visual connectivity** should be promoted through lower panel heights on furniture, and clear sight lines between primary areas of work and collaboration. Lower panel heights will also allow for easier **day-lighting** of the space, and better **visual connectivity** to the outdoors, key **sustainability initiatives**.



Project-based teams: Allocation of workstations should be organized by project-based teams rather than solely by department to better enable cross-training, knowledge sharing, and the support of specific initiatives.



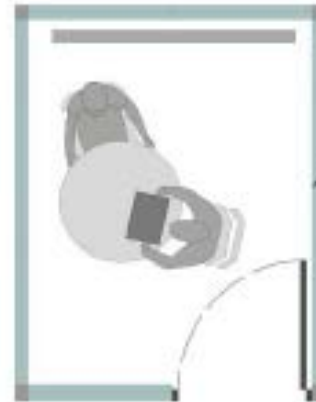
Principles

CONCENTRATIVE SPACE

To support the variety of concentrative tasks IFMA staff are required to perform, the new IFMA Center of Excellence should provide a variety of spaces that will support concentrative work well.



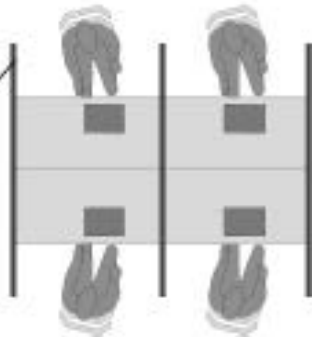
Phone room



Small meeting room



Library quiet zone



Focus Room



INFORMAL COLLABORATION SPACE

The new IFMA Center of Excellence should promote easy *ad hoc* collaboration through a variety of flexible and well equipped informal collaboration areas that can be used by all IFMA staff.

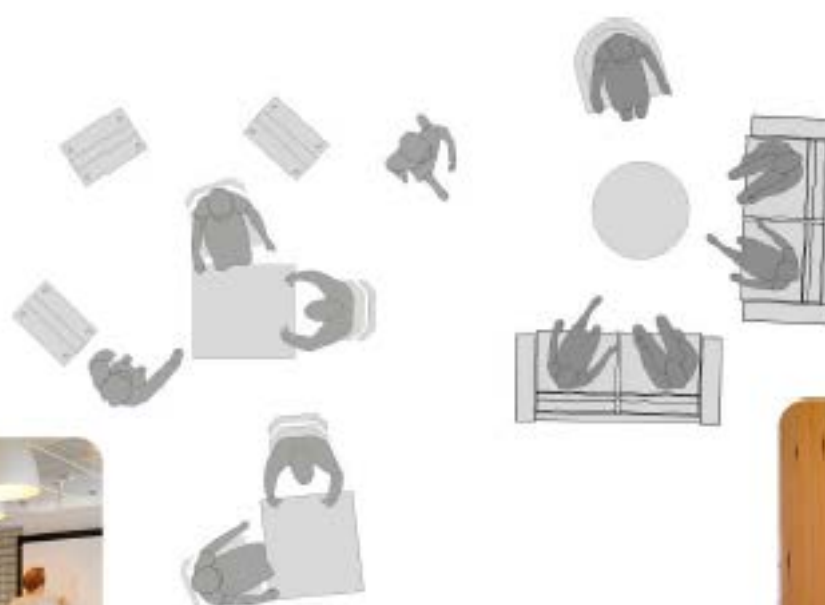
Principles



Huddle booth



Open collaboration area



Ample provision of mobile white boards



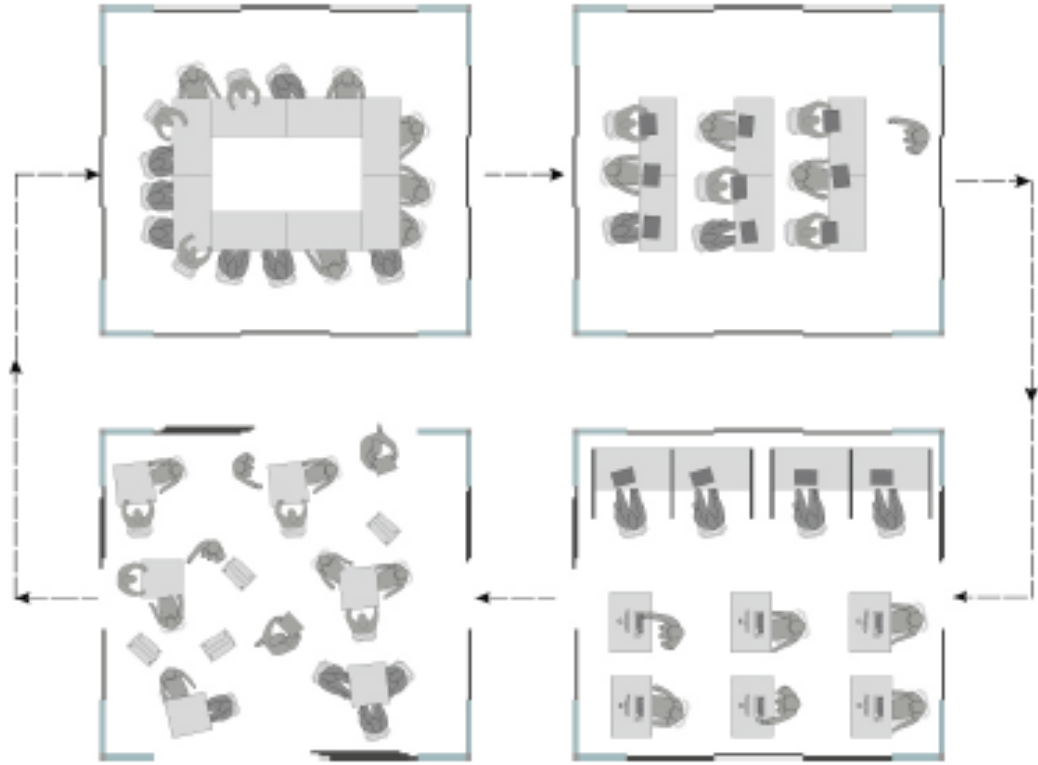
Kitchen/Hub that functions as meeting zone



FLEXIBILITY: MORE MULTI-USE SPACE

To maximize efficiency, utilization, and cutting-edge practices, IFMA Center of Excellence should incorporate multi-use spaces that can be used for meeting, training, informal collaboration and the display of IFMA partners' products. Greater flexibility will increase utilization of the space and allow for potential growth in place without increasing the facility footprint, allowing for **sustainable growth** and the ability to **adapt to change**.

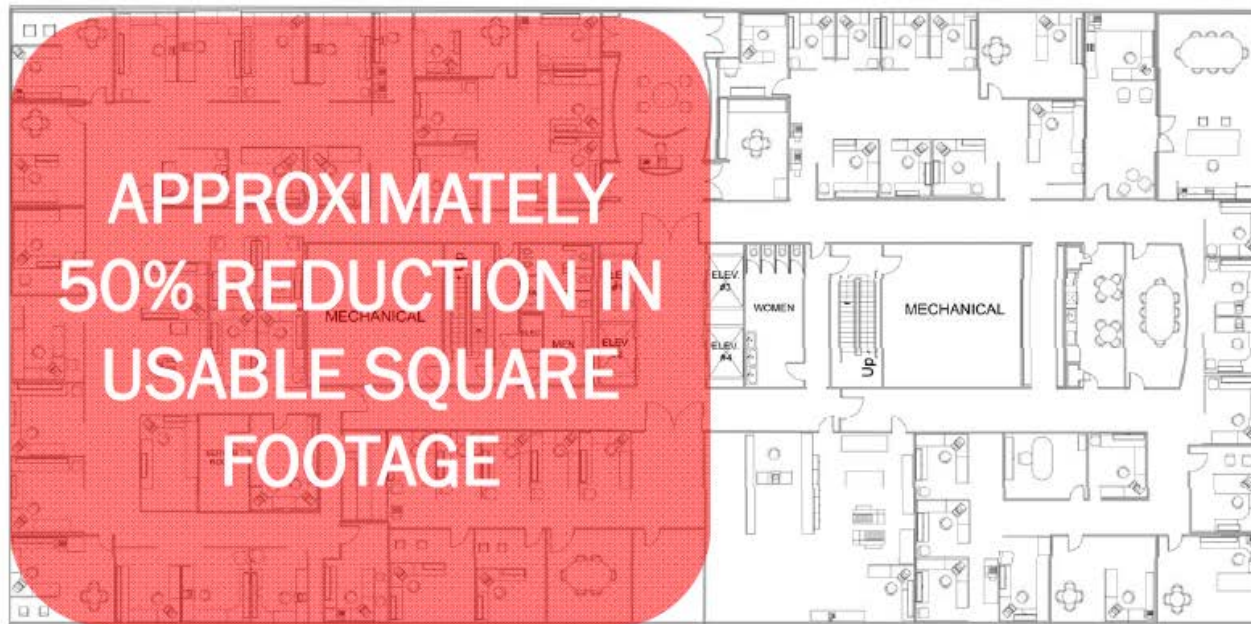
Principles





REDUCE THE CURRENT FOOTPRINT

The future IFMA Center of Excellence will reduce its current footprint through the optimization of space. This can occur through proper furniture selection, increased utilization of space, and a **better alignment** between how work is done and the space to support it.



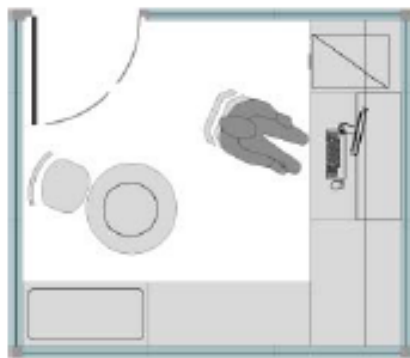
Reducing square footage and maximizing utilization supports **sustainable practices**, in both the construction of new space and the **operations of the workplace** in the future.



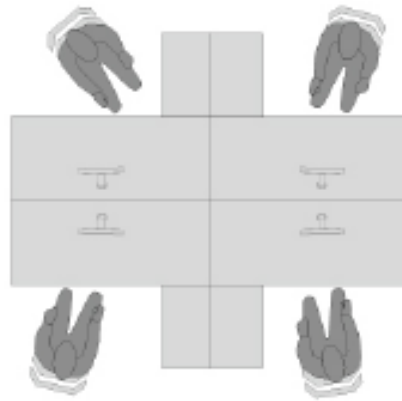
SPACE PROVISION THAT IS NOT STATUS BASED

Principles

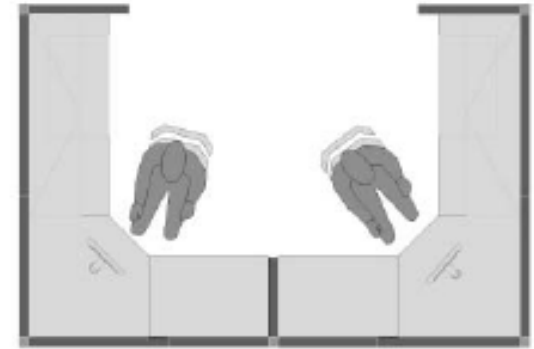
The future IFMA Center of Excellence will assign space based on work requirements and not on status, increasing **long term flexibility** and **operational sustainability**.



VS



VS





IFMA: CENTER OF EXCELLENCE

IFMA CoE

A Global Kit of Parts: Considering IFMA's Global Network

IFMA's strategy and associated business plan must **strategically consider** how it will use **“place” across the globe** to enable its goals.

In creating **Local Centers of Excellence** around the world, IFMA is thinking about how place will serve a **diverse set of constituencies** in a range of **markets**.

The Global Kit of Parts proposed in this brief create the **roadmap and framework** to enable IFMA to achieve its vision while creating significant value for its members.

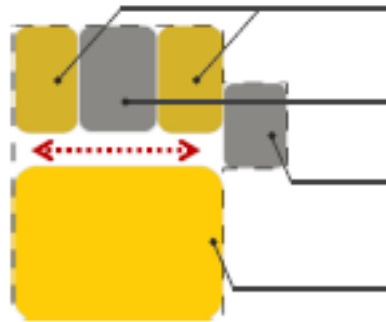


IFMA: LOCAL CENTERS OF EXCELLENCE

Global Kit of Parts: The Front of House

Front of House: Large

Features a large multipurpose room, a kitchen flanked by two open meeting areas, and a reception.



Open Meeting (x2)
at 200 USF each

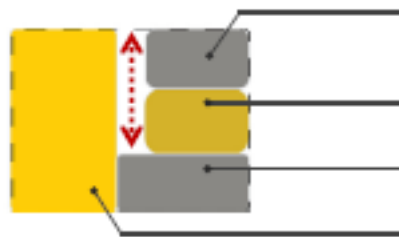
Kitchen/Break
at 300 USF

Reception
at 200 USF

Large Multipurpose Room
at 1200 USF

Front of House: Medium

Features a small multipurpose room, a kitchen flanked by one open meeting area, and a reception.



Reception
at 200 USF

Open Meeting
at 200 USF each

Kitchen/Break
At 300 USF

Small Multipurpose Room
at 700 USF

Front of House: Small

This area is meant to primarily support staff although can also be used by visitors/guests. It lacks a formal reception area.



Kitchen/Break
At 300 USF

Open Meeting (x2)
at 200 USF each

- Individual: Bench
- Individual: Workstation
- Individual: Leadership
- Shared Amenities

- Collaborative: Conf Rooms
- Collaborative: Focus Rooms
- Collaborative: Phone/Video Booth
- Collaborative: Multipurpose
- Collaborative: Open Meeting

- Primary Circulation
- Secondary Circulation



MENU OF SPACE TYPES

Individual Workspace



Bench Seating Sized at 30sf/person, space is available to staff at an 8 to 10 sharing ratio. The intent of these work points is to primarily provide support for individual work. Teaming and collaboration is supported in adjacent open and enclosed areas.



Touchdown stations. Sized at 25 sf, touchdown stations are available to visitors and remote colleagues dropping in the space. These workspaces also support people as they go in and out of meetings throughout the day, as an alternative to taking up an entire workstation for the entire duration of the day.



MENU OF SPACE TYPES

Collaborative Workspace

IFMA CoE



Focus Room. Sized at 80 sf, a focus room is a place for individuals to retreat to in order to focus, conduct solitary activities such as writing, lead conference calls, and have confidential discussions. It can also be used for one-on-one meetings.



Small Conference Room. Sized at 150 sf, a small enclosed room is for ad hoc and formal meetings for 2-4 people. These spaces should be immediately adjacent to individual workspaces for ease of access and awareness.

Medium Conference Room. Sized at 250 sf, this enclosed space is for ad hoc and scheduled meetings for 6-8 people. All meeting spaces should be equipped with the right technology, furniture, and tools to support teaming and collaboration.



Large Conference Room. Sized at 350 sf, this enclosed space is for ad hoc and scheduled meetings for 10-14 people. All meeting spaces should be equipped with the right technology, furniture, and tools to support teaming and collaboration.

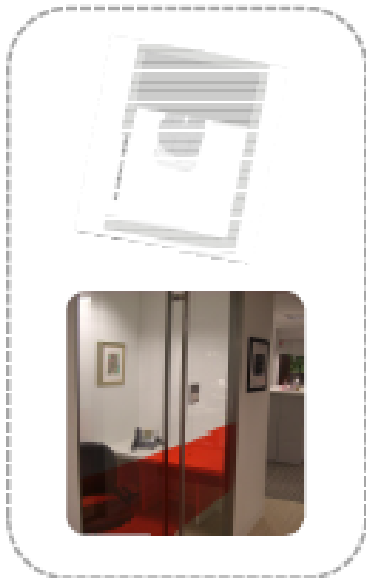


Open Work Area. Sized at 200 sf, open informal areas enable ad hoc teaming as well as an alternative work setting to touchdown in. These spaces are generally equipped with sitting or standing-height tables, seating, and equipment for teaming (i.e. monitors/screens, whiteboards).



MENU OF SPACE TYPES

Shared Resources



Phone Room. Sized at 36 sf, enclosed phone rooms are available for 1 person to use as needed for activities such as taking and making calls, leading webinars and conducting focused individual work. The use of shared support spaces should be guided by community etiquette and protocols established by staff.

Flex Room/Large Conference Room Sized at 350 sf, this enclosed space supports multi-media productions such as webcasts, podcasts and video. It also serves as a project room or large conference room as needed.

Layout Area. Sized at 100 sf, the layout area is available for teams to vertically display work in progress and to assemble materials.

Local Copy Area. Sized at 30 sf, machines will be distributed throughout team workspaces.

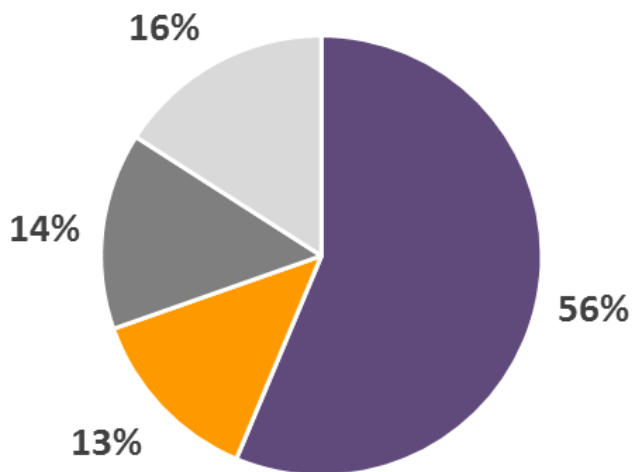
Copy Print Station. Sized at 125 sf, the centralized copy print media station is intended to support large volume and specialized printing and assembling.



IFMA: CENTER OF EXCELLENCE : The Mobile Workplace

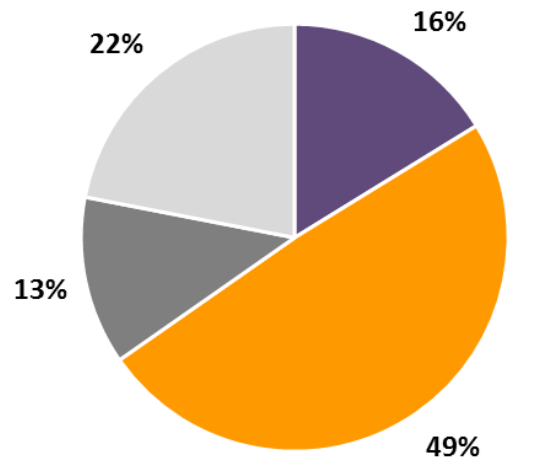
Comparison with Current IFMA Workspace

CURRENT



- Individual
- Collaborative
- Shared
- Secondary Circ

The Mobile Workplace

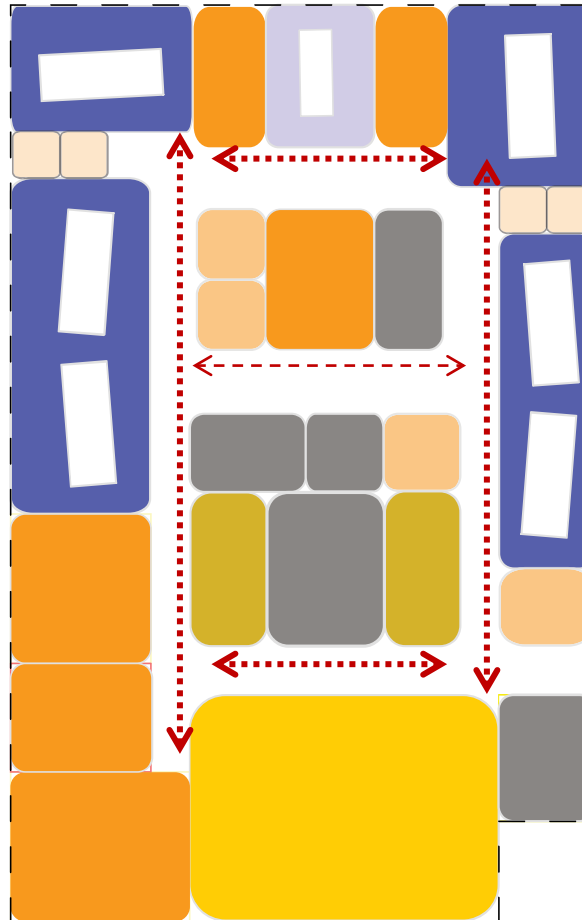


- Individual
- Collaborative
- Shared
- Secondary Circ



The Mobile Workplace

IFMA CoE



- | | | | | | |
|--|--------------------------------|--|-----------------------------------------|--|------------------------------|
| | Individual: Bench | | Collaborative: Conf Rooms | | Primary Circulation |
| | Individual: Workstation | | Collaborative: Focus Rooms | | Secondary Circulation |
| | Individual: Leadership | | Collaborative: Phone/Video Booth | | |
| | Shared Amenities | | Collaborative: Multipurpose | | |
| | | | Collaborative: Open Meeting | | |



IFMA: LOCAL CENTERS OF EXCELLENCE

IFMA CoE

Center of Excellence : The Media Hub

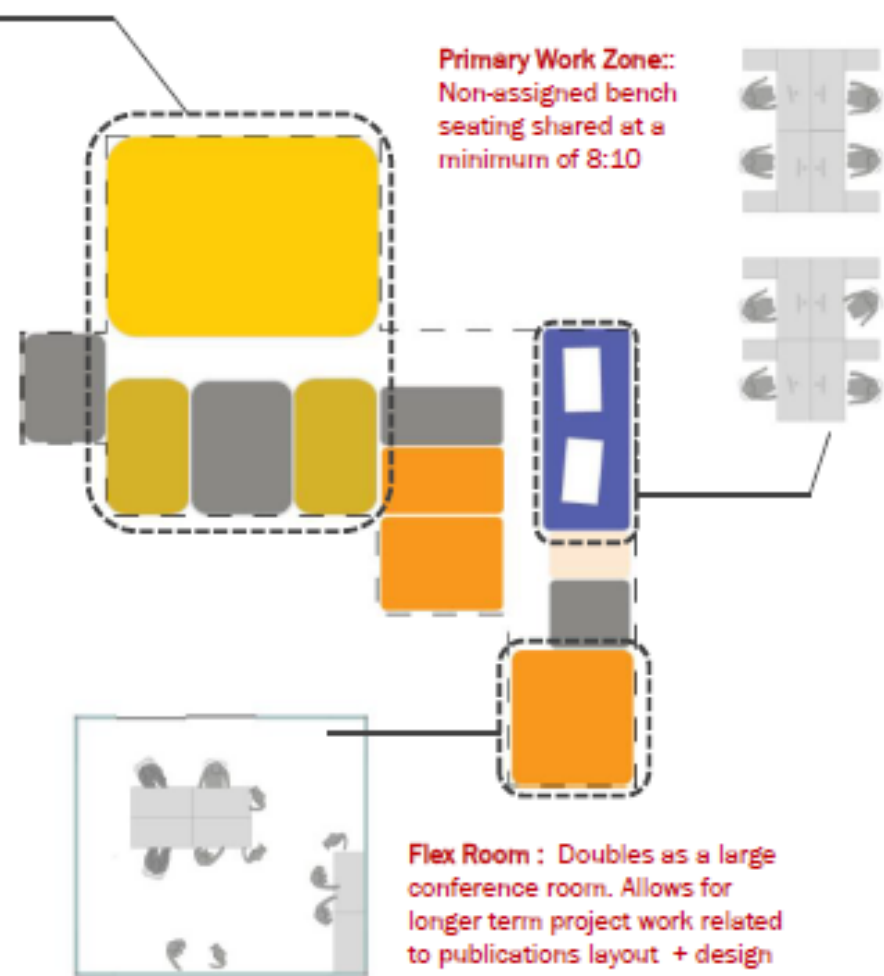
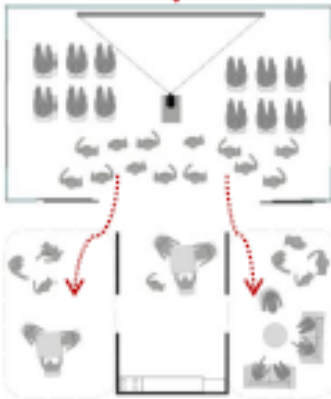
9AM: Two hour training session conducted in multipurpose room



1PM: Multipurpose space is used as touchdown space for staff and visitors who remained after training session



6PM: Multipurpose space is opened to open meeting areas + kitchen for a reception a screening of recent IFMA educational films





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IFMA: Center of Excellence Workplace Strategy and Relocation Project



Center of Excellence | Location

- 800 Gessner, Suite 900, Houston, TX, USA
- Location and design of offices is in support of the Workplace Strategy and will drive innovation and collaboration by staff in support of the IFMA member





Center of Excellence | Design Development

Floor Plan





Center of Excellence | Vision Statement

IFMA should deliver a(n) ... effective and satisfying work environment, support a distributed service model and implement strategies for long-term flexibility and operational sustainability.

IFMA Center of Excellence Strategic Brief by DEG/AECOM



Center of Excellence | Design Principles

- Provide Universal Access to a Variety of Spaces
- Visual Connectivity and Project Based Teams
- Concentrative Space
- Informal Collaboration Space
- Flexibility: More Multi-Use Space
- Reduce the Current Footprint
- Space Provision that is not Status Based

IFMA Center of Excellence Strategic Brief by DEGWAECOM



Center of Excellence | Design Development

Lobby/Entrance

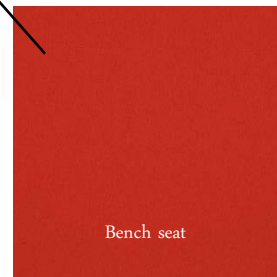
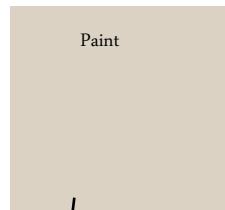
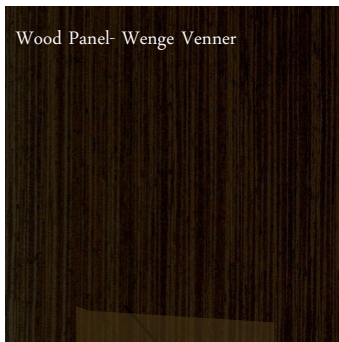
Floor Plan





Center of Excellence | Design Development

Lobby/Entrance





Center of Excellence | Design Development

Entrance/Reception



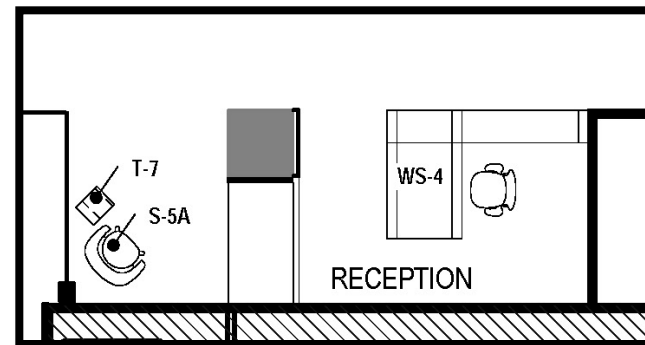
Vitra, Lv. 34 Desking System



Coalesse Bob



Coalesse Sebastopol Table





Center of Excellence | Design Development

Break Room

Floor Plan





Center of Excellence | Design Development

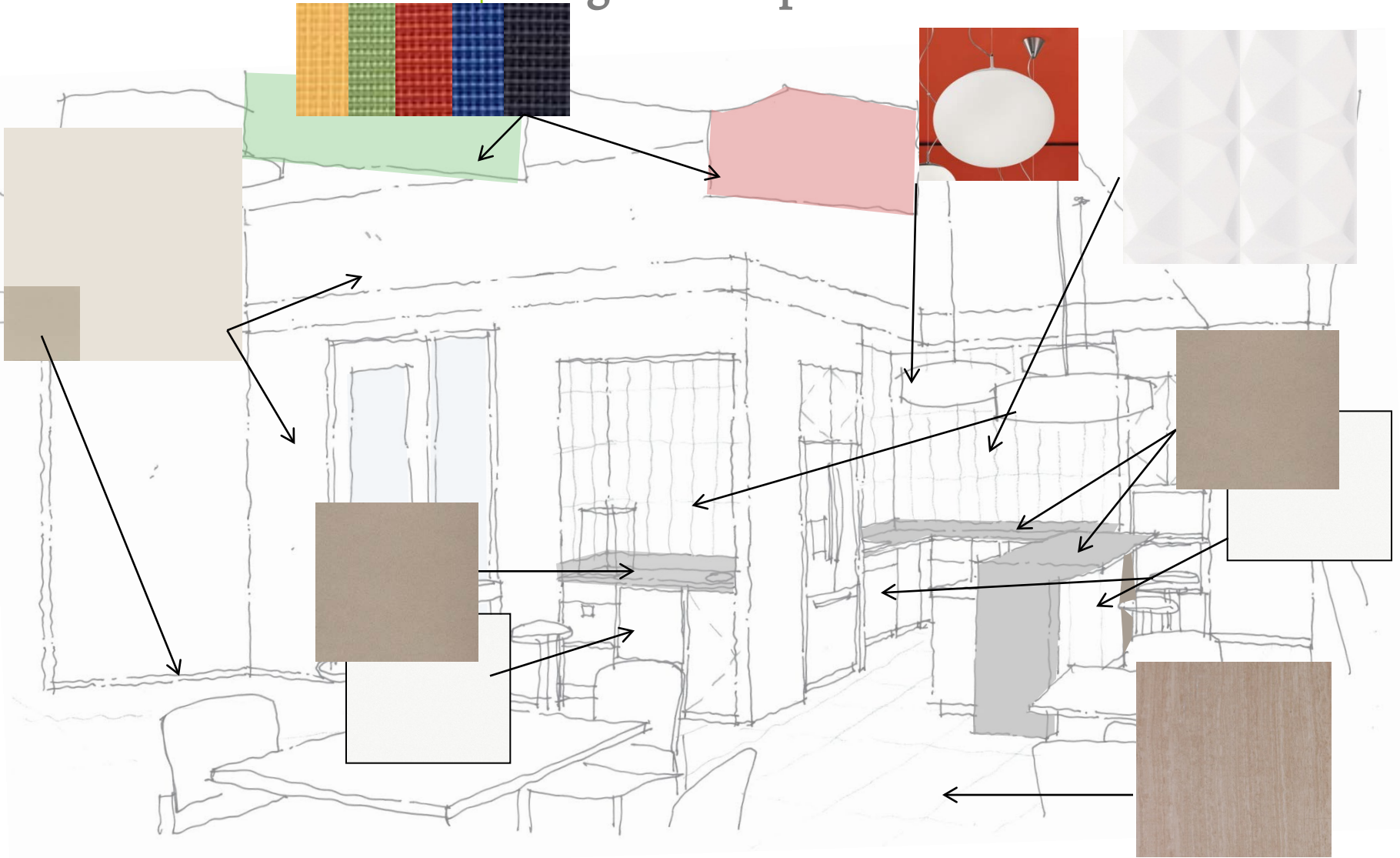
Break Room





Center of Excellence | Design Development

Break Room





Center of Excellence | Design Development

Break Room//Den



Izzy Fixtures Furniture Dewey Shelving



Keilhauer Loon Chair



Keilhauer Loon Table



Steelcase i2i Chair



Keilhauer EOOS Talk, Large Square Table





Center of Excellence | Design Development

Multi-Purpose Room

Floor Plan





Center of Excellence | Design Development

Multi-Purpose Room



Allsteel Relate Chair



Nienkamper VoxTable



Izzy Fixtures Furniture Dewey Media Cabinet



Herman Miller Teneo Hostess Cart



Allsteel Gather Rise Bench Seating

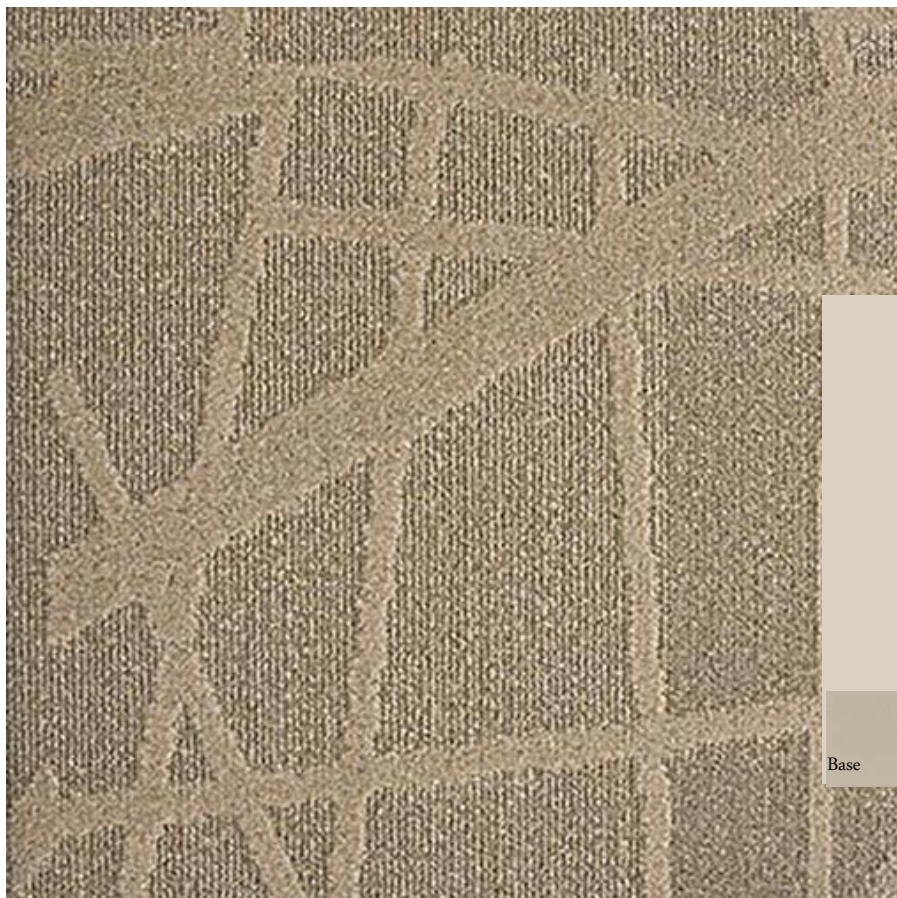


Magnusen Group Sotare Waste Receptacles

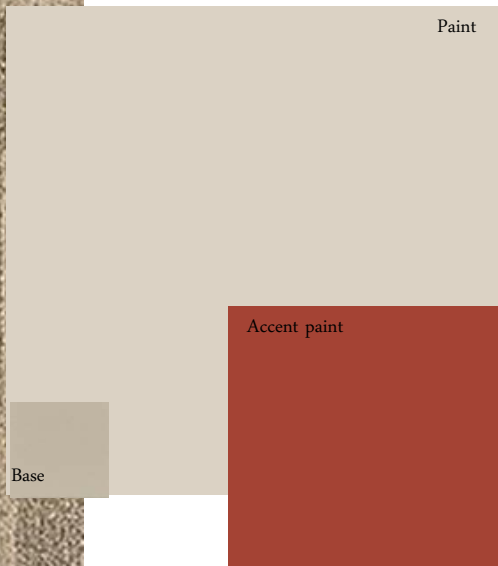
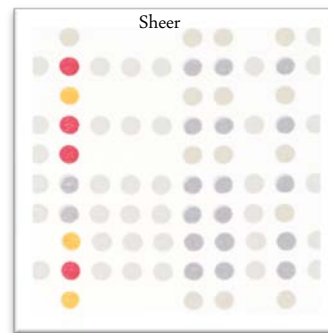


Center of Excellence | Design Development

Multi-Purpose Room



Multi Purpose Carpet





Center of Excellence | Design Development

Floor Plan

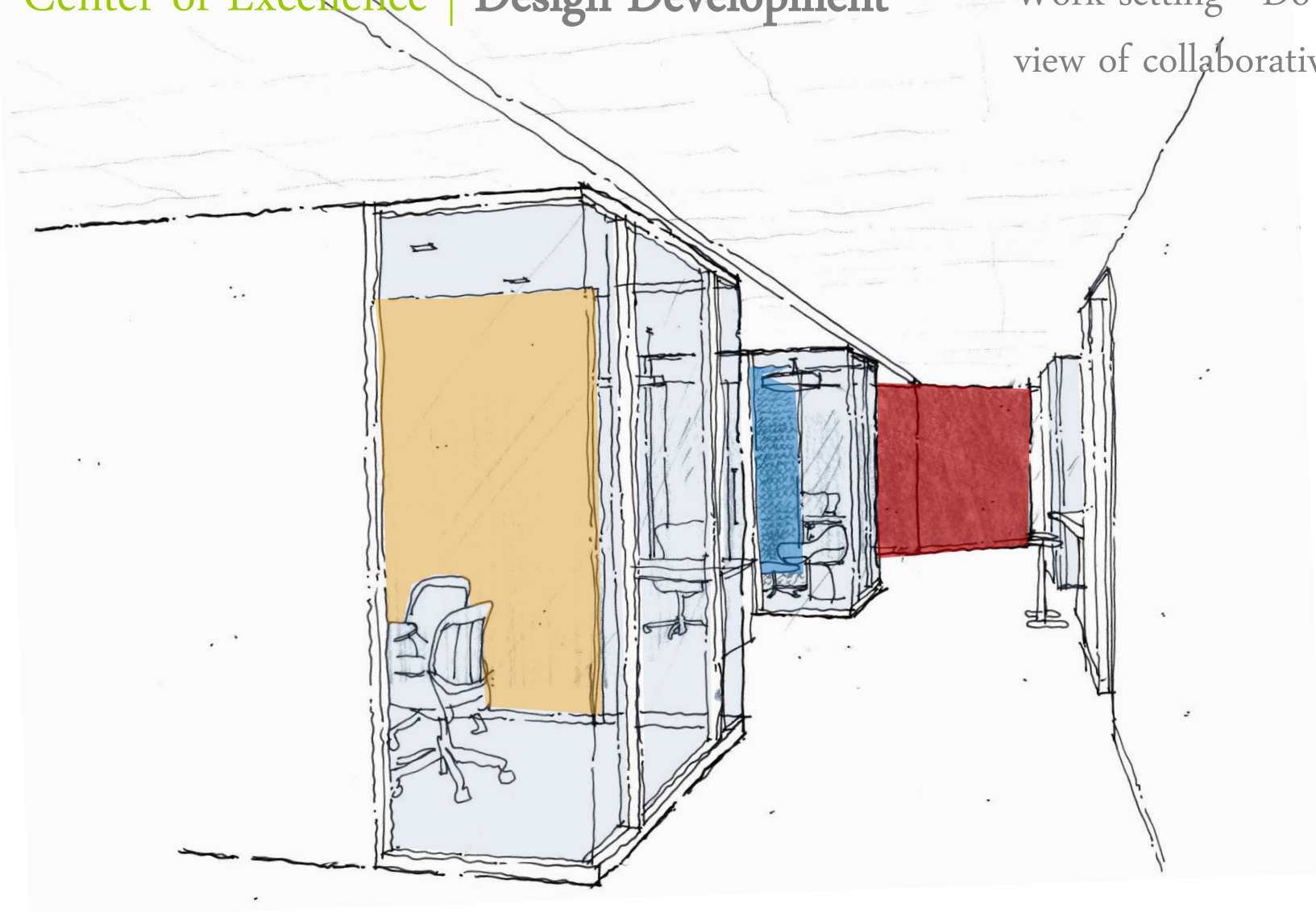
Work setting - Down hall view of collaborative rooms





Center of Excellence | Design Development

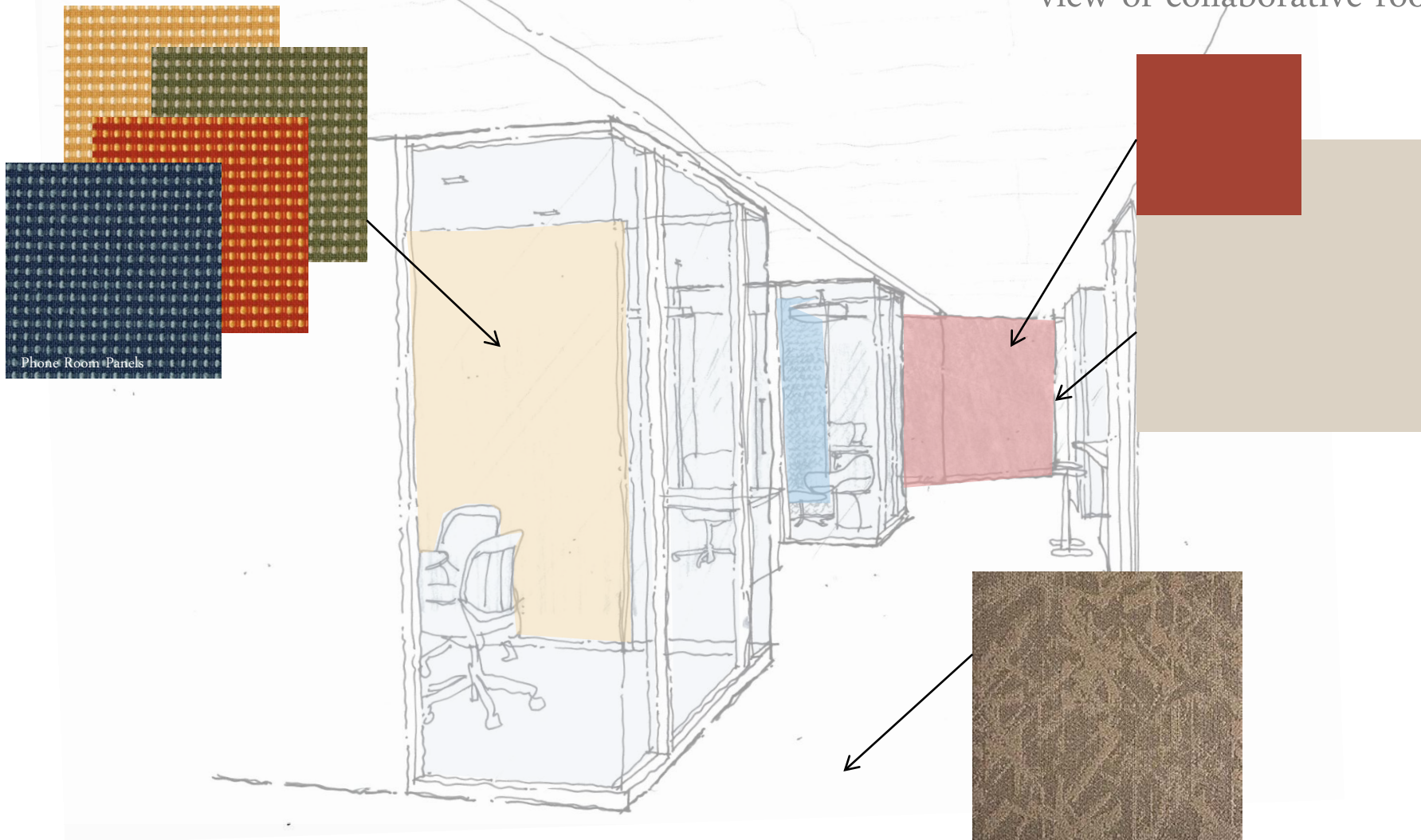
Work setting - Down hall
view of collaborative rooms





Center of Excellence | Design Development

Work setting - Down hall view of collaborative rooms





Center of Excellence | Design Development

Floor Plan

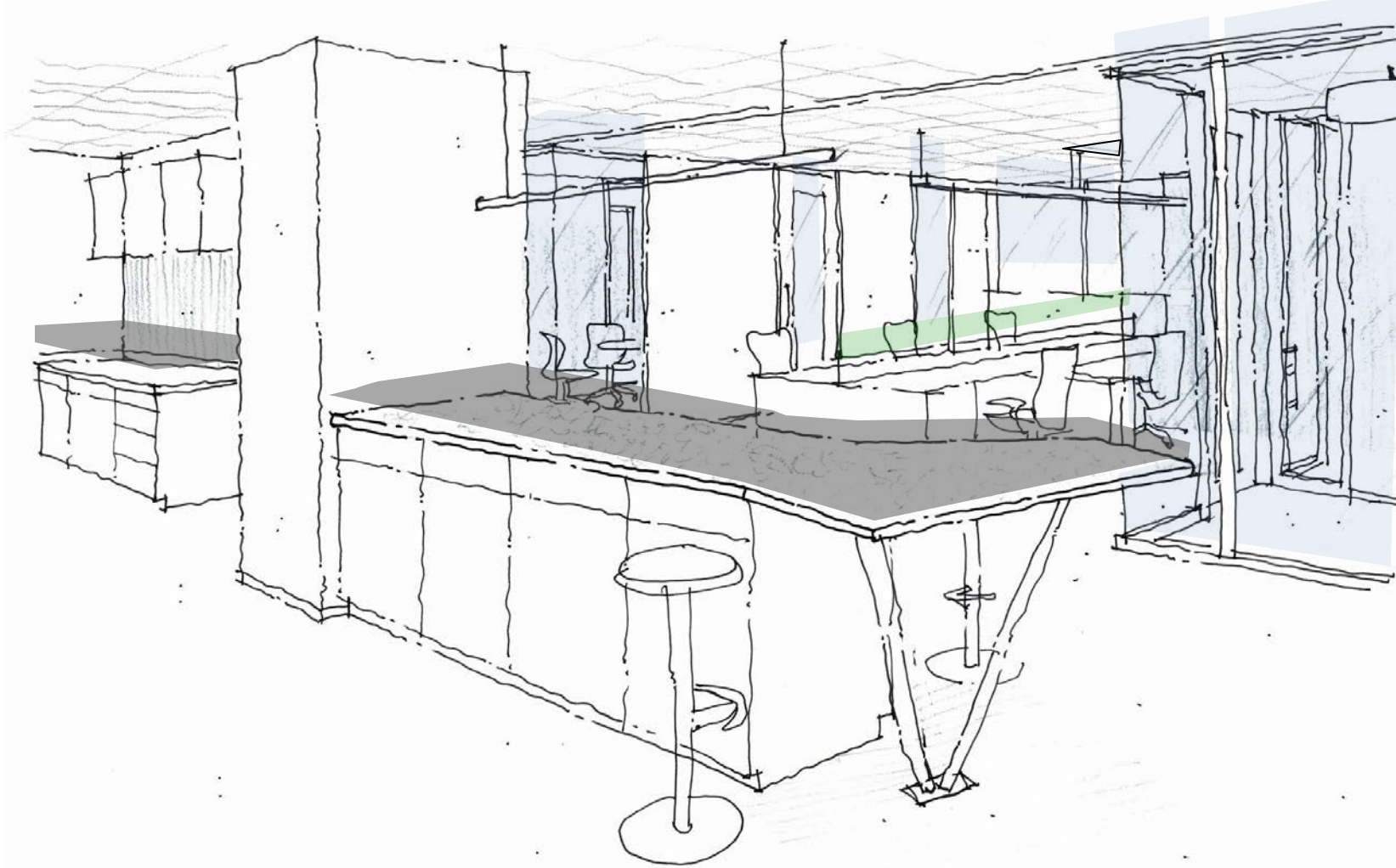
Work setting –
 Collaboration Area





Center of Excellence | Design Development

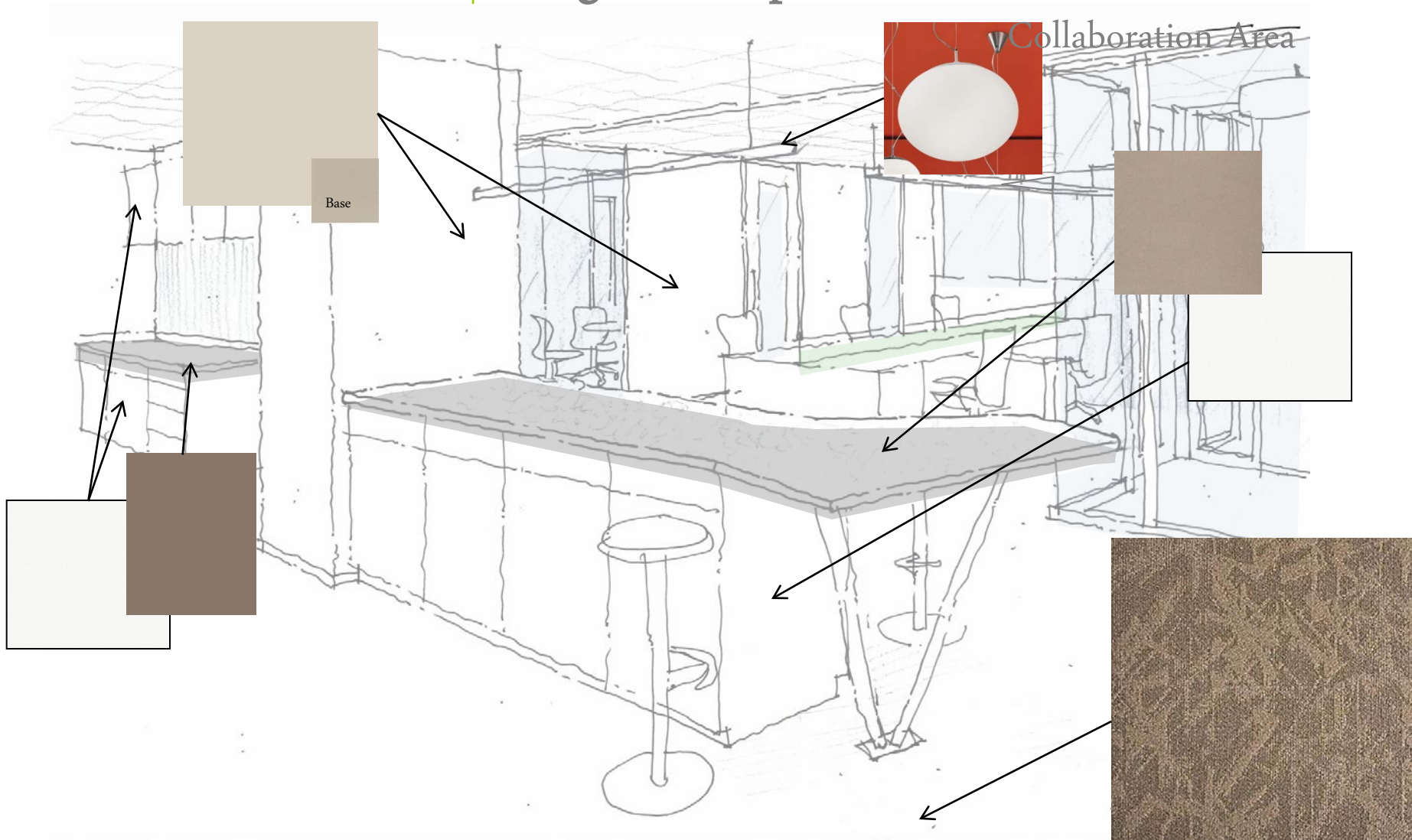
Work setting –
Collaboration Area





Center of Excellence | Design Development

Work setting –





Center of Excellence | Design Development

Work setting

Floor Plan





Center of Excellence | Design Development

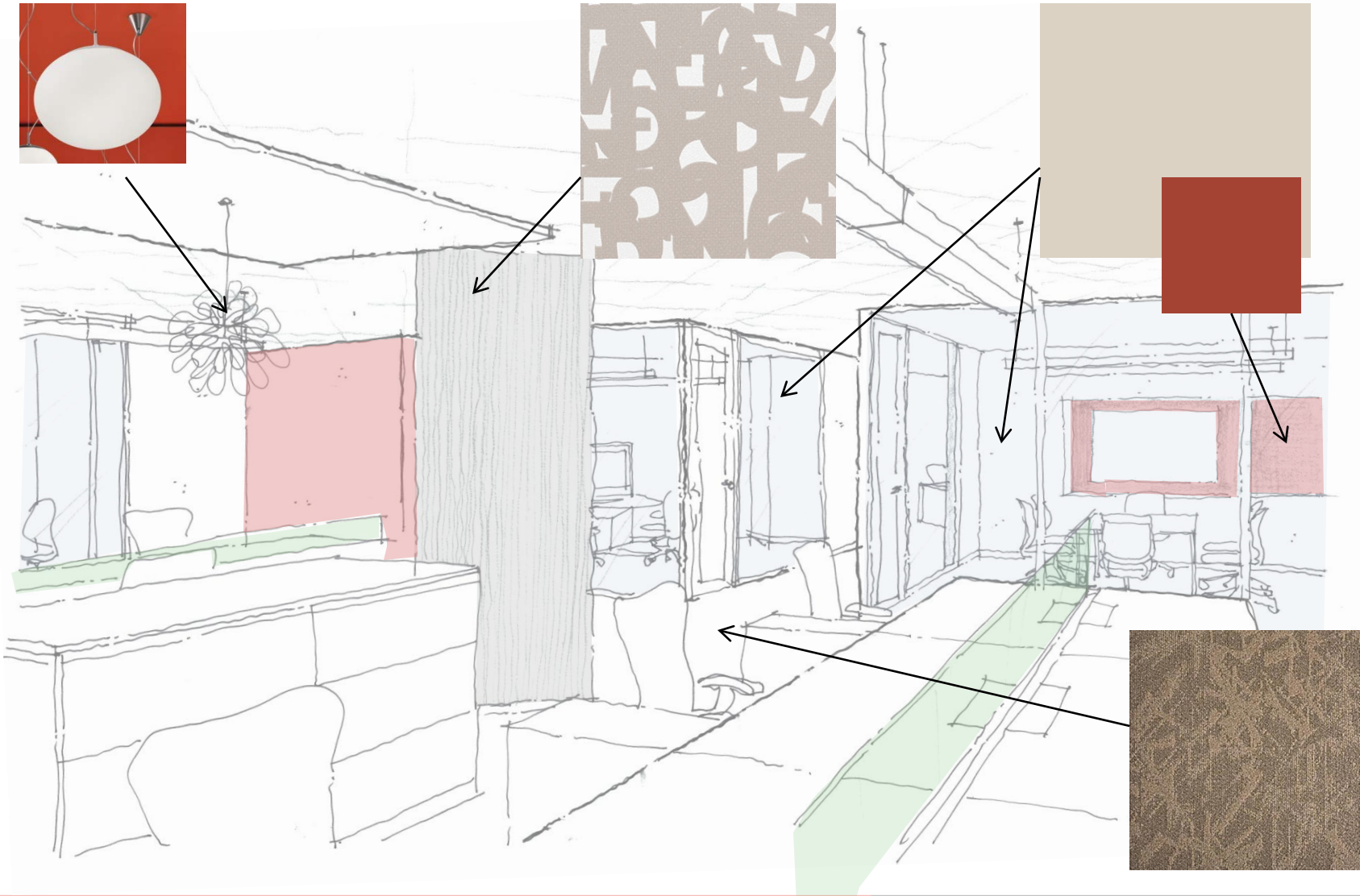
Work setting





Center of Excellence | Design Development

Work setting





Center of Excellence | Design Development

Work setting



Allsteel Acuity Chair



Allsteel Stride



Allsteel Essentials Storage



Center of Excellence | Design Development

Phone Rooms

Floor Plan





Center of Excellence | Design Development

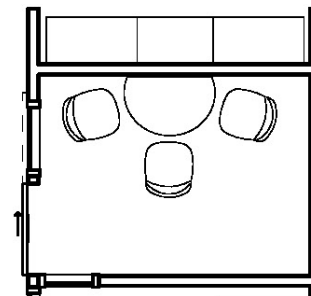
Phone Rooms



Steelcase Cobi Chair



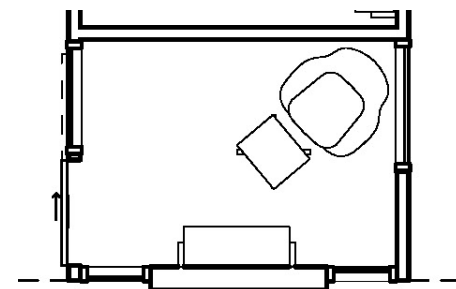
Allsteel Merge Table - D Top



Izzy Fixtures Furniture Dewey Shelving



Coalesse Bob Chair





Center of Excellence | Design Development

Media:Scope Conference Rm

Floor Plan





Center of Excellence | Design Development

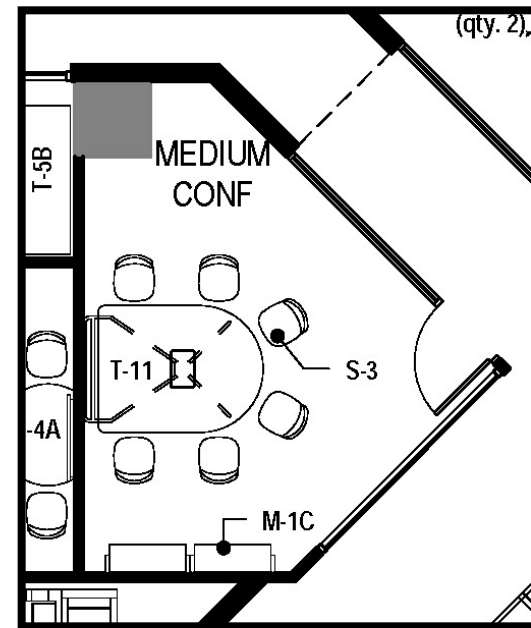
Media:Scape Conference Rm



Steelcase Media:Scape



Izzy Fixtures Furniture Dewey Shelving





IFMA: Center of Excellence Workplace Strategy and Relocation Project

Workplace Strategy Consultant:



Real Estate Brokers:



JONES LANG
LASALLE®

Architect/Engineering Services:

