Developing a Workplace Strategy

**ETS** is a global leader believing in the power of learning – developing, administering, and scoring 50 million test in over 180 countries.
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Our research team

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Senior Director, Workplace Management

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Manager, Space Planning and Design

Melissa Marsh
Founder & CEO, PLASTARC
ETS background

- Founded in 1947
- 501(c)(3) non-profit organization
- ETS’ main campus is located on 376-acres outside of Princeton, NJ
- Approx. 3,200 employees on NJ campuses
- Committed to sound research, assessments, and testing to advance learning and increase opportunities for students internationally
Investing in the future - Landgraf
Learning and incorporating
Aligning the workplace to the business

ETS Strategic Portfolio Plan Framework

**External drivers** – what is driving ETS to change its real estate strategy?

- Globalization of product and customers
- Transformation to digital and on-line delivery
- Increased competition = higher uncertainty
- Lack of exit options on Rosedale campus
- Changing workplace practices/mobility
- Favorable lease rates in submarkets

**Key real estate initiatives** – what real estate actions must ETS accomplish to support the strategy?

- Increase utilization of owned asset
- Plan for long term exit of Legacy assets

**Key enablers** – what must ETS do as a company to support the strategy?

- Use holistic analytics to measure workplace effectiveness
- Migrate to “for profit” real estate practices
Our objectives

- Improve quality of workplace to support product development
- Increase understanding of critical work processes
- Develop a workplace strategy and set of standards shaped by ETS employee work styles and requirements
- Deliver test fit scenarios and guidance on future change management to build an iterative workplace change process
- Position future workplace standards to align with upcoming ETS business strategy & goals
Overall findings

Total allocation of space compresses many staff into limited space.

Space Use: Offices/Large PODs consume 76%. Individual/Executive offices consume 42% but hold 24% of FTE. 10% of space is shared by 25% of FTE.

Need to provide functionality for all, design for function not just hierarchy.

Mismatch of space allocation and functional requirements.

Rebalance space for collaboration & concentration, provide access to all staff.

Enable collaboration technology on and off campus, expand telework option.

High frequency of coming to campus, but then dialing in or doing individual work.
Badge swipe visualization

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Disparity of spatial allocation
Collaborative activity by dept.

**Offices**
- IT: 38%
- TLC: 26%
- Assessment Development: 23%
- Research: 23%
- Finance: 12%

**Workstations**
- IT: 23%
- TLC: 16%
- Assessment Development: 8%
- Research: 8%
- Finance: 12%
Existing work point types

- VP Office: 289.2 square feet
- Langraf Office: 141.6 square feet
- Office: 141.6 square feet
- ½ Office: 80.0 square feet
- C-POD: 97.6 square feet
- D-POD: 74.4 square feet
- 120° Workstation: 47.8 square feet
- G-POD: 34.3 square feet

SF shown is average of spaces in database
## Seat ratios

### Recommended & current

<table>
<thead>
<tr>
<th></th>
<th>Work points : away (all)</th>
<th>Work points : away (owned)</th>
<th>Work points : away (shared)</th>
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<td>1 : 0.8</td>
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<tr>
<td><strong>Landgraf Hall</strong></td>
<td>1 : 1.6</td>
<td>1 : 0.7</td>
<td>1 : 0.9</td>
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</tbody>
</table>

- SHOULD BE LESS THAN 30% OF ALL
- SHOULD BE MORE THAN 70% OF ALL
Existing + NEW work point types

- VP Office 289.2 square feet
- Langraf Office 141.6 square feet
- C-POD 97.6 square feet
- D-POD 74.4 square feet
- Convertible Office
- 120° Workstation 47.8 square feet
- G-POD 34.3 square feet
- Office 141.6 square feet
- ½ Office 80.0 square feet

SF shown is average of spaces in database

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Space planning vocabulary

Recommended Kit of Parts & Seat type terminology

### Work point seats

- **Assigned individual desk seat**
  - **Office seat:** Enclosed personal office
  - **Workstation seat:** Open individual desk, part of a row or cluster, with some partition between

### Away seats

- **Seat not** at a desk, that may be used for collaboration or retreat depending on department needs
  - **Owned away seat:** Away seat embedded within an individual office or workstation
  - **Shared away seat:** Away seat that anyone may access, in a meeting room, phone booth, etc. In a space that is not an individual workspace
Workplace guideline objectives

Pillars of successful future workplace

1. Healthy & Healthful
   Fulfilling bottom of Maslow's needs triangle - daylight, fresh air for all, better for all may require significantly different for some

2. Equitable & Fair
   Transparency – people understand how decisions have been made and how space is allocated; allocation feels fair and consistent for all employees, incorporate Teleworking policies

3. Productive, Supportive & Aligned
   Considers and sustains how people work from a practical/tactical perspective

4. Sustainable by Definition
   Not just "green," but a design solution that accommodates multiple needs, balancing the organization and the individual
Primary planning concepts

- Shift enclosed spaces off perimeter
- Pull workstations out to perimeter
- Centralize leaders with teams around, provide immediate access to enclosure

- Use enclosed spaces to create buffer zone between neighborhoods
- Identify key nodes for retreat
- Identify key nodes for meeting, assembling & collecting

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Future space types

Kit of parts recommended

**INDIVIDUAL SPACES**
- Office
- Shared office
- 120° Workstation
- Typ. Workstation

**SHARED SPACES**
- Lg. Meeting/Team Rm.
- Sm. Meeting/Retreat
- Focus booth/Cowork
- Open meeting/Cowork

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Wood Hall: test fit 1A

APPROX 16,000 SF

<table>
<thead>
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<th>Work point seats</th>
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<tbody>
<tr>
<td>Workstation seats</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>222</strong></td>
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0% office

157 sf/work seat

Work points : shared away seats 1 : 1.2

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The change is the journey

01 Investing in Landgraf
02 Landgraf and legacy building research
03 New workplace guidelines
Questions?