Space Optimization Strategies:
Hybrid Office Sharing Case Study

EVC Academic Affairs Finance & Administration (AAFA)
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How to Approach Campus Growth & Demand for Space?

Start with **Office Space** and consider as the "Low-Hanging" fruit.

❑ Easiest type of space to put guidelines around;
❑ Requirements do not vary significantly by department or unit;
❑ Relatively easy to reallocate as needed to meet demand.

Remote Work

BENEFIT

1	No Commute
2	Ability to Focus & Be Productive
3	No Office Distractions
4	Employee Satisfaction

CHALLENGE

1	Sense of Isolation
2	Productivity
3	Speed of Decisions
4	Underutilization of On-Campus Space

What is the Goal?

Leverage existing flexible work arrangements to optimize space usage with a goal of reducing the administrative footprint and re-allocating space to core mission operations.

"Think of coming to the office as a magnet not a mandate"

Change Management: What is in it for Me?

Support Increasing Demand for Limited Space
and
Preserve Employee Access to Hybrid Work Schedules

Hybrid Office Sharing
Case Study

Starting Scenario: One Team, Two Office Suites

UC 104 – Resource Administration
- **14 Onsite Staff**
- **4 fully Remote Staff**

SERF – Business Office
- **11 Onsite Staff**
- **0 fully Remote Staff**

Total Staff =
- **25 Onsite**
- **4 Remote**

LEGEND

EVC RA STAFF IN OFFICE	
EVC BO STAFF IN OFFICE	
Not Used	

UC 104 – 60% Utilization

SERF – 43% Utilization

% Utilization = Occupied seats / Available seats

Optimized Office Assignments Based on Hybrid Work Schedules

008 106 asf

Mon	Cassandra
Tue	Carlos
Wed	Arwen
Thu	Beverly / Sally
Fri	

010 122 asf

- Vasavi
- Kate
- Vasavi
- Kevin

011 64 asf

- Kathy
- Kathy
- Kathy
- Kathy
- Kathy

012 112 asf

- Adrienne
- Adrienne
- Adrienne

014 126 asf

- Denise
- Wendy
- Kathleen
- Gilda

007 119 asf

Heide		Mon
		Tue
Shirley		Wed
Denise		Thu
		Fri

006 165 asf

- Marie
- Marie
- Marie
- Marie
- Marie

005 120 asf

- Adam
- Adam
- Adam

003 145 asf

- Beverly
- Chad
- Sally
- Mel

002 111 asf

- Ahren
- Ahren
- Jessica
- Ahren
- Ahren

001 97 asf

- Alex
- Alex
- Jenn
- Alex
- Alex

LEGEND

- EVC RA STAFF
- EVC BO STAFF
- HOTEL

ALTERNATING WEEK

- EVC BO / EVC RA

7

Results

	M	T	W	TH	F
Available Seats (55)					
					▓
			▓		▓
		▓			▓
					▓
					▓
					▓
			▓		▓
					▓

UC 104 – 82% Utilization**

Staff Count =
- **25 Onsite**
- **4 Remote**

Space Inventory =
- **10 Private Offices**
- **1 Open Workstation**
- **3 Dedicated Hoteling Private Offices***
- **One 10-seat Conference Room**
- **One 6-seat Conference room**

LEGEND

EVC RA+BO OCCUPIED
HOTEL

% Utilization = $\dfrac{\text{Occupied seats}}{\text{Available seats}}$

Science Engineering Research Facility

Released 1,700 ASF for Reallocation to Core Mission Priorities

*Dedicated Hoteling Offices Located in Adjacent Building
**Target Utilization is 80% because >80% compromises flexibility and limits availability of hoteling spaces.

Consolidation of Physical Space Unlocked Multiple Benefits

Improved Space Utilization:

Reduced Number of Empty Seats on Any Given Day

Reallocated Vacated Space to Core Mission Priorities

Enhanced Employee Experience:

Improved Staff Retention by Preserving Access to Flexible Work Arrangements

Reduced Isolation via Opportunities for Social Connection when on Campus

Weekly or Monthly Opportunities for Team Building & Meetings

Plug & Play Tech & Equipment Supports Flexible Use of Space

Opportunities for Cross Team Collaborations

Office Sharing Allows for the Creation of Hoteling & Collaborative Spaces

Other Strategies:
Office Sharing – with multiple workstations

UC San Diego

Setting up Shared Offices with multiple workstations

If there is an operational need, an Enclosed Shared Office can also be furnished with more than one workstation which would allow two or more staff to work simultaneously.
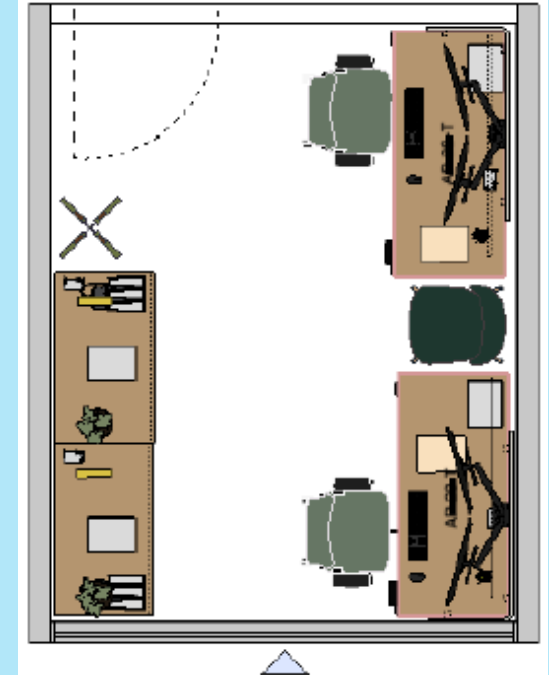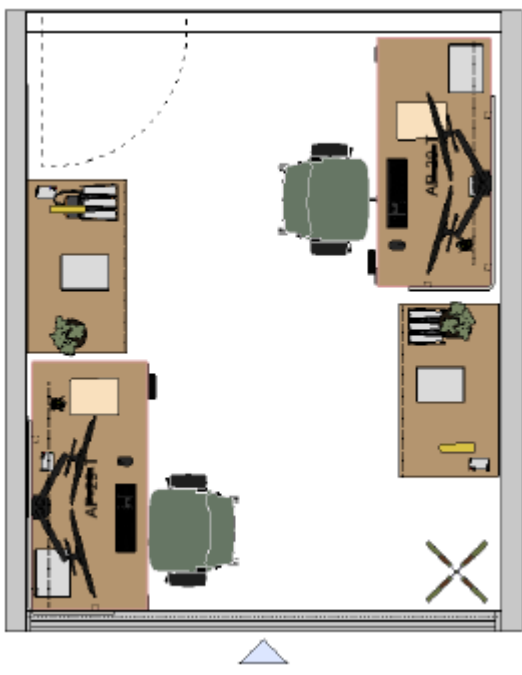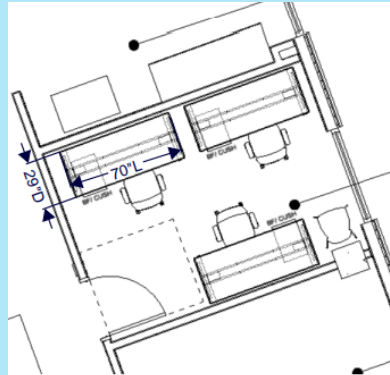

Examples of shared office layouts being proposed at Ridge Walk North Living Learning Neighborhood & Triton Center projects currently under construction
Design and graphics courtesy: BKM

Setting up Shared Offices with multiple workstations

Consider using smaller offices for single occupancy and larger offices as shared with multiple workstations

TRIPLE PRIVATE OFFICE
TRIPLE OCCUPANCY – HEIGHT ADJUSTABLE DESKS

- Equitable Workspace
- Additional seating in cushion top mobile pedestal for quick meetings

Quadruple Office

Triple Office layout proposed at Ridge Walk North Living Learning Neighborhood currently under construction
Design and graphics courtesy: BKM
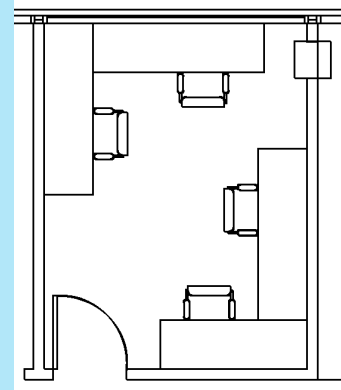
Graduate Student Office
SDSC East Expansion

Appendix:
Best Practices & Supporting Materials

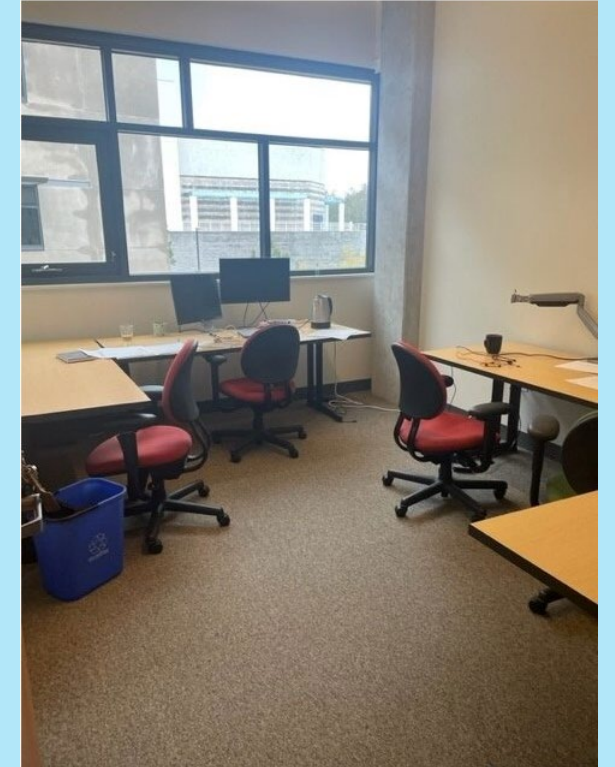UC San Diego

Making space efficient and effective

The most common actions to reallocate space in support of new work patterns focus on making space more efficient for the company and more effective for employees. Sixty-six percent of respondents indicated they were moving away from individual seat assignments toward a greater ratio of seat sharing. Fifty-two percent are planning up to a 2-to-1 employee/ seat ratio, while 15% are planning up to a 3-to-1 ratio. Only one-quarter of respondents plan to keep a 1-to-1 ratio or less.

Seat sharing and employees collaborating between the virtual and physical worlds on a regular basis have made both video-conferencing technology and space booking technology more of a priority. The right technology and space to support that technology can help companies and teams transition effectively to hybrid work. Surveyed companies are most focused on investing in video conferencing technology, which includes the platform, microphones, speakers, cameras, high-definition displays and room set-up.

Figure 14: Employee-to-Desk Ratio

Figure 15: Corporate Real Estate Technology Implementation
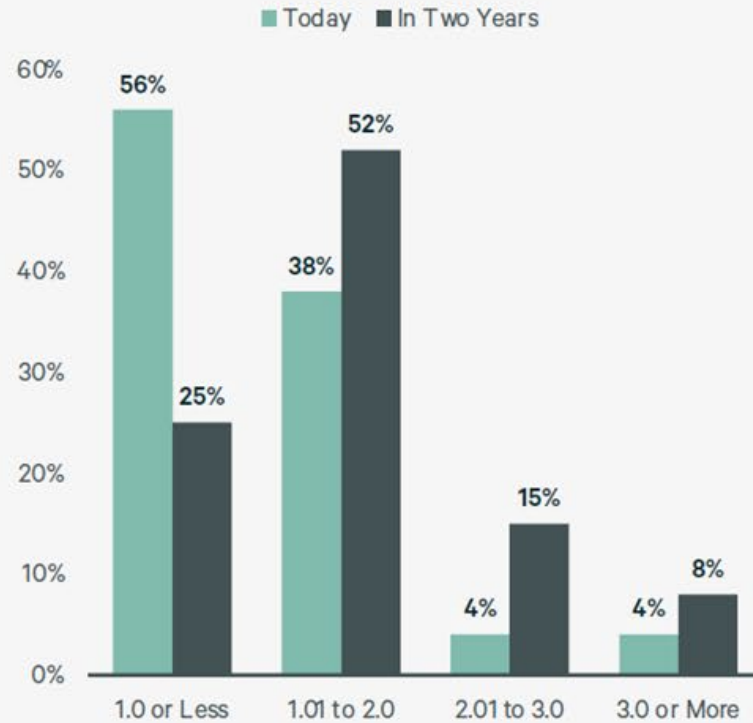
Source: CBRE Research, April 2023.

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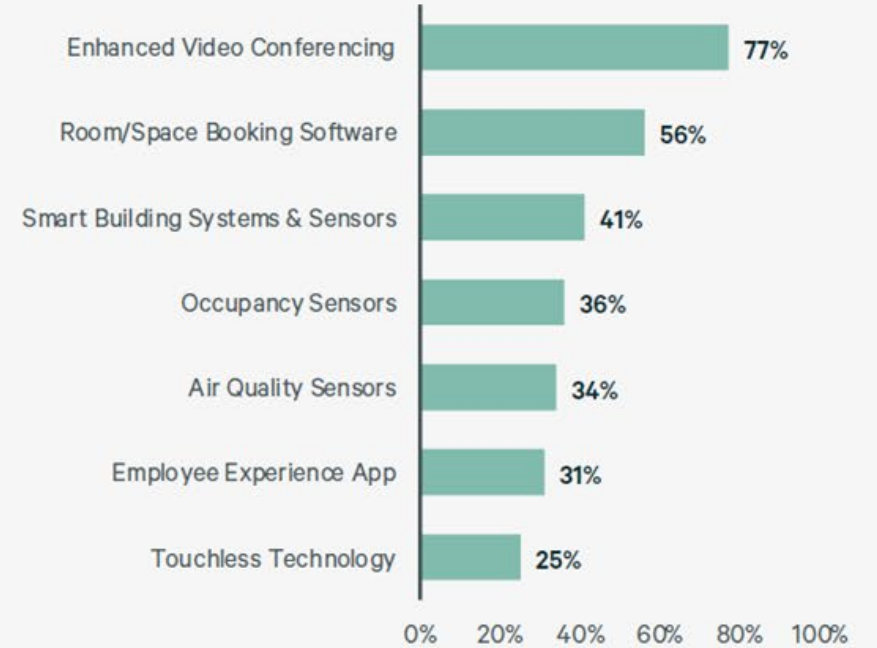
Hoteling Spaces

Hoteling spaces are a necessity to accommodate people who need to occasionally modify their on-campus days and to provide space for remote staff to be on-campus as needed.
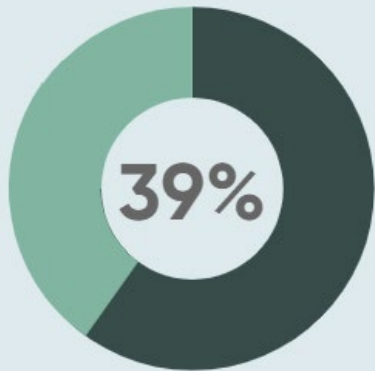
servicenow.

Daily frustrations can chip away at employee happiness and satisfaction.

39%

of workers spend up to 60 minutes every week searching for available desks, conference rooms, or colleagues.[2]

RMP Reservation Tool for reserving Hoteling Spaces

https://ucsd.tririga.com/p/web/workplaceServices

⌂ UCSD **Workplace Services**   ↦

We cannot detect your location. Using your primary location:

University Center 104
La Jolla, California, The United States of America
Change location

📅
Reserve
Reserve a room
Check availability
Find a space to work

🛎
Request Service
See a problem?
Need help?
Need a repair?

📍
Locate
Find people
Find rooms

UC San Diego

Checklist - Best Practices for Hybrid Office Sharing

- ❑ Confirm that every employee has a hybrid work schedule on-file with supervisor/HR contact
- ❑ Evaluate flexibility of staff hybrid work schedules, a few may be asked to modify days on-campus
- ❑ Consult with supervisors to determine which teams require space for on-campus for collaboration days
- ❑ Assign offices/workstations based on hybrid schedule analysis and individual team needs
- ❑ **Consult with ITS *prior to* any moves to determine any necessary technology preparations**
- ❑ **Access to Hoteling Spaces is critical to success.** Teams are encouraged to use campus online reservation tool – see last slide.
- ❑ Set aside a small budget for:
  - Minimal modifications to physical space; determine if staff have personal conveyances (bicycles or scooters) that need secure parking.
  - Standardize furnishings with adjustable height desks, monitor arms, ergonomic chairs.
  - Recommend that each staff member have their own wireless keyboard and mouse that they keep in their cubby for personal use when on-campus (minimizes need to sanitize)
  - Staff should be assigned a drawer, shelf or cabinet to keep a few personal items (jacket/sweater, snacks, utensils) in the office
- ❑ Encourage staff to reduced office personalization and to leave valuables at home
- ❑ Review UCOP and Campus Document Retention Procedures to reduce unnecessary burden of paper file storage; may also consult with Policy & Records Administration (PRA)
- ❑ Communication is key: Establish Teams channels, both for office mates and for the entire suite, encourage office mates to notify each other of schedule changes, illness, etc.
- ❑ Host in-person social event such as a staff mixer to tour the space prior to moves & get to know each other; quarterly or monthly in-person events to encourage camaraderie
- ❑ Maintain access to current shared schedule and suggest use of magnetic white board (example Slide 19)
- ❑ **Remember: Space optimization practices will continue to evolve as teams learn what works best**

Getting Started: Evaluate Hybrid Schedules

DISTRIBUTION

85% of Staff (34 out of 40) are on site 2 days or less in a week
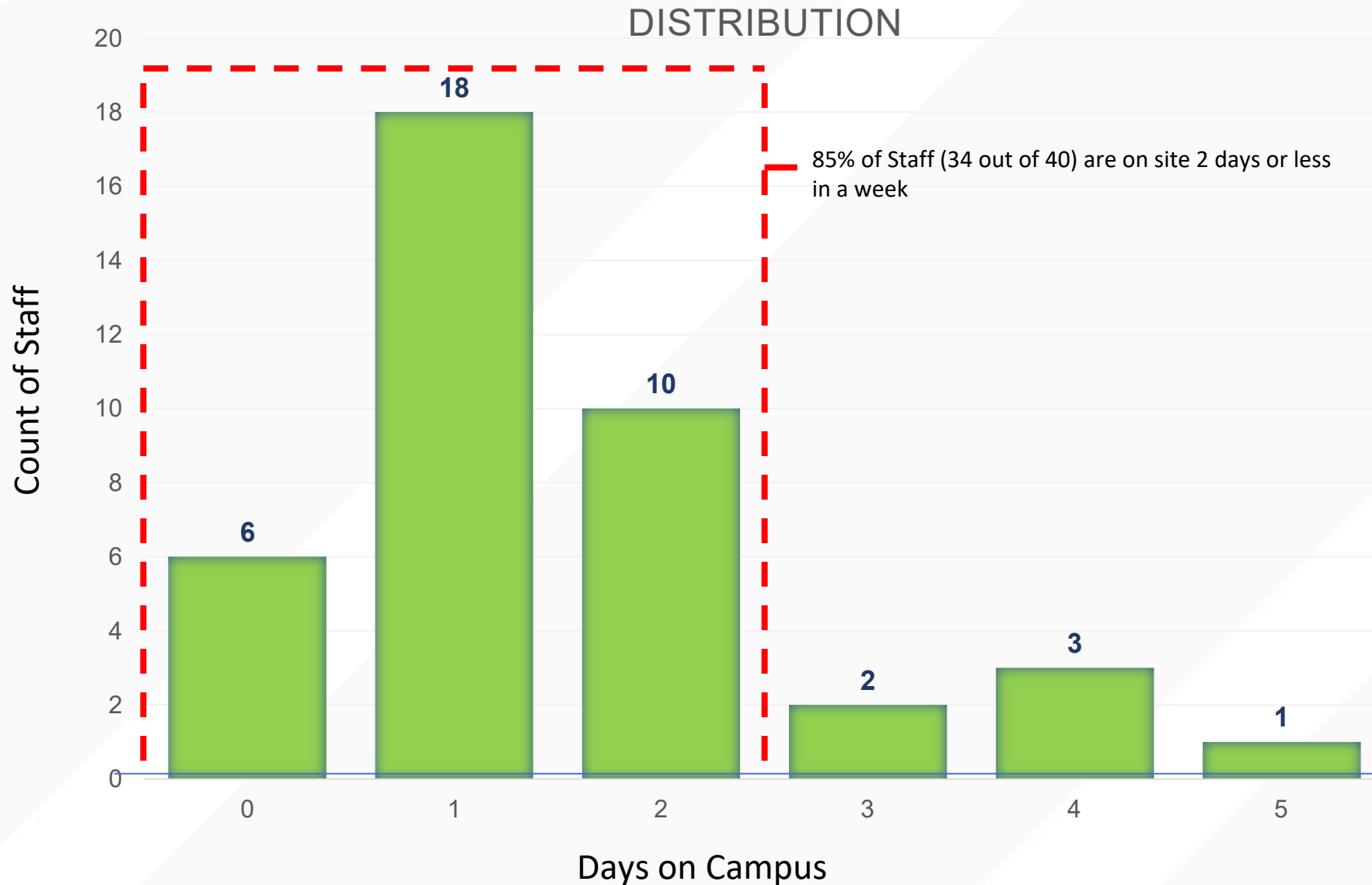
Observation:
Optimization was effective because a majority of the team is on-campus 2 days per week.

Step 2: Collect Hybrid Schedule Data in Spreadsheet then Run Basic Algorithm

Name of Staff	Monday	Tuesday	Wednesday	Thursday	Friday
Anne Smith	0	1	0	1	0
Lucy Bell	1	1	1	1	1
John Doe	1	0	1	0	0
Kent Clark	1	1	1	1	0
Tony Stark	0	0	1	1	1
Wanda Maximoff	0	1	0	1	0
Barry Allen	1	0	1	0	1
Carol Danvers	1	0	0	1	0
Ororo Munroe	0	1	1	0	0
Peter Parker	0	0	0	1	1

7 rooms/private offices needed

Space Optimization Percentage

```
Minimum Number of Rooms: 7

Usage: 77.14

Room Assignments
            Name    Rooms
       Lucy Bell      1
      Kent Clark      2
      Tony Stark      3
      Anne Smith      4
      Barry Allen     4
        John Doe      5
  Wanda Maximoff      5
   Carol Danvers      6
    Ororo Munroe      6
    Peter Parker      7

Room Calendar
    1      11111
    2      11110
    3      00111
    4      11111
    5      11110
    6      11110
    7      00011
```

Single Occupancy rooms
Lucy Bell in Room 1
Kent Clark in Room 2
Tony Stark in Room 3
Peter Parker in Room 7

Shared Rooms:
Anne & Barry in Room 4
John and Wanda in Room 5
Carol & Ororo in Room 6

Room Occupancy Calendar
Room 1: Full Occupancy
Room 2: Hoteling F
Room 3: Hoteling M, T
Room 4: Full Occupancy
Room 5: Hoteling F
Room 6: Hoteling F
Room 7: Hoteling M, T, W

Office #	Staff Name	Supervisor	M	T	W	Th	F
			Days in Office				
1	Anne Smith	GS	X	X		X	HOTEL
	Lucy Bell	GS			X		
2	John Doe	**MCD**	X	X		X	X
	Clark Kent	MCD			X		
3	Tony Stark	MCD	X				HOTEL
	Wanda Maximoff	BR		X			
	Barry Allen	MCD			HOTEL	X	
5	Carol Danvers	MCD	X	X	HOTEL	X	HOTEL
6	Ororo Munroe	MCD	X	X	X	X	X
7	Peter Parker	ADP	X	HOTEL			HOTEL
	Rachel Green	MC				X	
	Ross Gellar	JK			X		
8	Monica Gellar-Bing	CL	X				HOTEL
	Chandler Bing	MCD				X	
	Phoebe Buffay	CL			X		
	Joey Tribbiani	CL			X		
10	Elaine Benes	AG	X		X		HOTEL
	Jerry Seinfeld	AC				X	
	George Castanza	AC		X			
11	Cosmo Kramer	AG	X	X	X	X	X
12	Ren McCormack	AG	X	X	HOTEL	X	HOTEL
14	Ariel Moore	BR				X	HOTEL
13	Wendy Jo	EVC					
n/a	Willard Hewitt	ADP					
n/a	Shaw Moore	ADP					
n/a	Vi Moore	MCD					
n/a	Rusty Rodriguez	JK					

Suite # Seating Schedule

LEGEND

Shared Office

Magnetic White Board in Common Area