

# **Space Management Strategies: Hybrid Office Sharing**

**AVC Academic Affairs Finance & Administration (AAFA)  
January 2024**

# 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

# Space Optimization Case Study

# Starting Scenario: One Team, Two Office Suites

## UC 104 – Resource Administration

- 14 Onsite Staff
- 4 fully Remote Staff

	M	T	W	TH	F
Available Seats (55)	HOTEL	HOTEL	EVC OCCUPIED	EVC OCCUPIED	HOTEL
	EVC OCCUPIED	EVC OCCUPIED	EVC OCCUPIED	EVC OCCUPIED	EVC OCCUPIED
	HOTEL	HOTEL	HOTEL	EVC OCCUPIED	HOTEL
	EVC OCCUPIED	EVC OCCUPIED	HOTEL	EVC OCCUPIED	HOTEL
	EVC OCCUPIED	EVC OCCUPIED	EVC OCCUPIED	EVC OCCUPIED	EVC OCCUPIED
	HOTEL	EVC OCCUPIED	EVC OCCUPIED	EVC OCCUPIED	HOTEL
	HOTEL	EVC OCCUPIED	HOTEL	EVC OCCUPIED	HOTEL
	EVC OCCUPIED	EVC OCCUPIED	EVC OCCUPIED	EVC OCCUPIED	EVC OCCUPIED
	EVC OCCUPIED	EVC OCCUPIED	HOTEL	EVC OCCUPIED	HOTEL
	EVC OCCUPIED	HOTEL	HOTEL	EVC OCCUPIED	HOTEL

UC 104 – 60% Utilization

## SERF – Business Office

- 11 Onsite Staff
- 0 fully Remote Staff

	M	T	W	TH	F
Available Seats (35)	HOTEL	EVC OCCUPIED	HOTEL	HOTEL	HOTEL
	EVC OCCUPIED	HOTEL	HOTEL	EVC OCCUPIED	HOTEL
	HOTEL	EVC OCCUPIED	HOTEL	EVC OCCUPIED	HOTEL
	HOTEL	HOTEL	HOTEL	EVC OCCUPIED	HOTEL
	EVC OCCUPIED	HOTEL	EVC OCCUPIED	HOTEL	HOTEL
	EVC OCCUPIED	HOTEL	HOTEL	EVC OCCUPIED	HOTEL
	EVC OCCUPIED	EVC OCCUPIED	EVC OCCUPIED	EVC OCCUPIED	EVC OCCUPIED
	EVC OCCUPIED	HOTEL	HOTEL	EVC OCCUPIED	HOTEL
	EVC OCCUPIED	EVC OCCUPIED	EVC OCCUPIED	EVC OCCUPIED	EVC OCCUPIED
	EVC OCCUPIED	EVC OCCUPIED	EVC OCCUPIED	EVC OCCUPIED	EVC OCCUPIED

SERF – 43% Utilization

## Total Staff =

- 25 Onsite
- 4 Remote

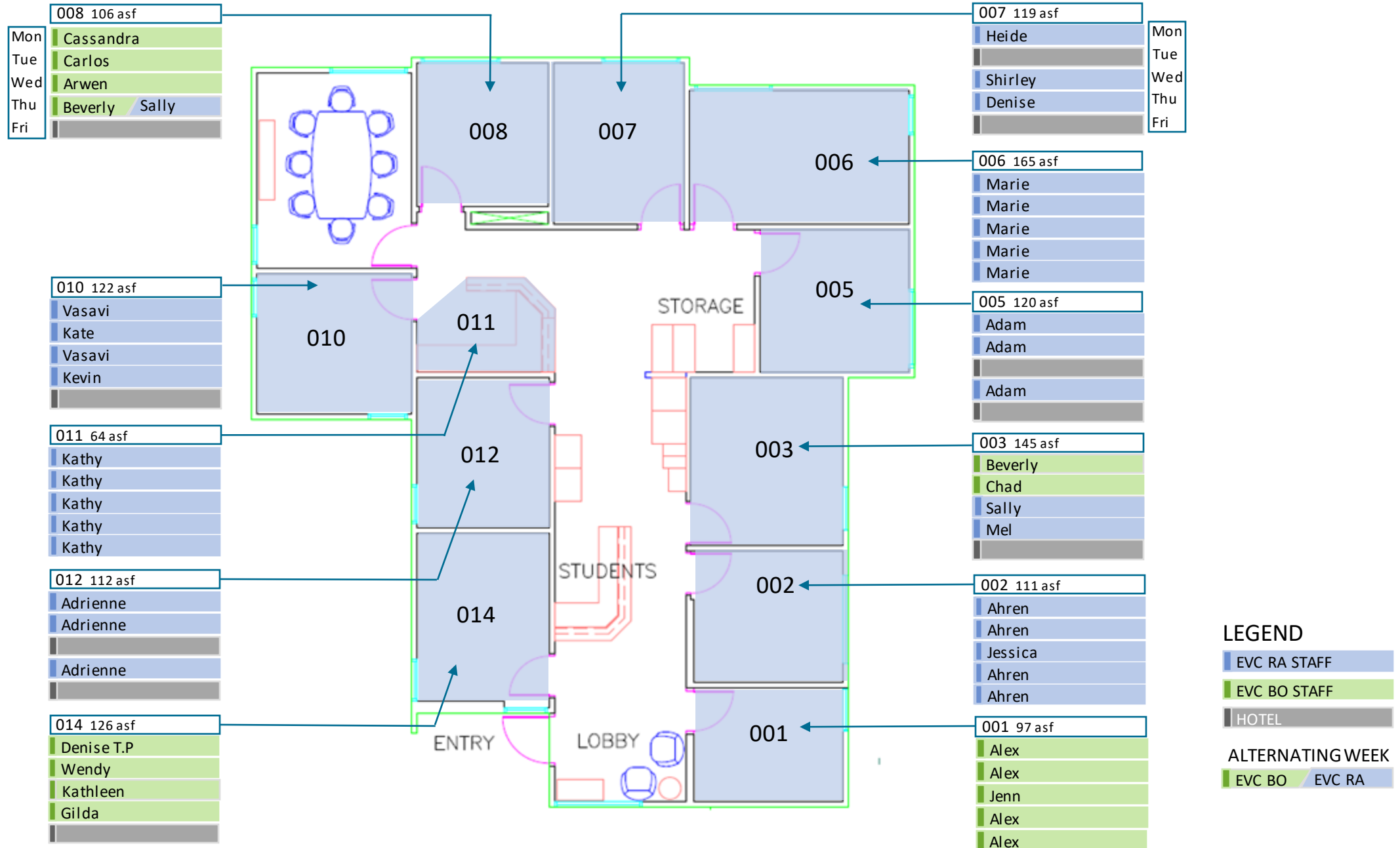
### LEGEND

EVC OCCUPIED

HOTEL

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

# Optimized Office Assignments Based on Hybrid Work Schedules



# 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 Workstations
- 3 Dedicated Hoteling Private Offices\*
- One 10-seat Conference Room
- One 6-seat Conference room

LEGEND

EVC OCCUPIED

HOTEL

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



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 Management:

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

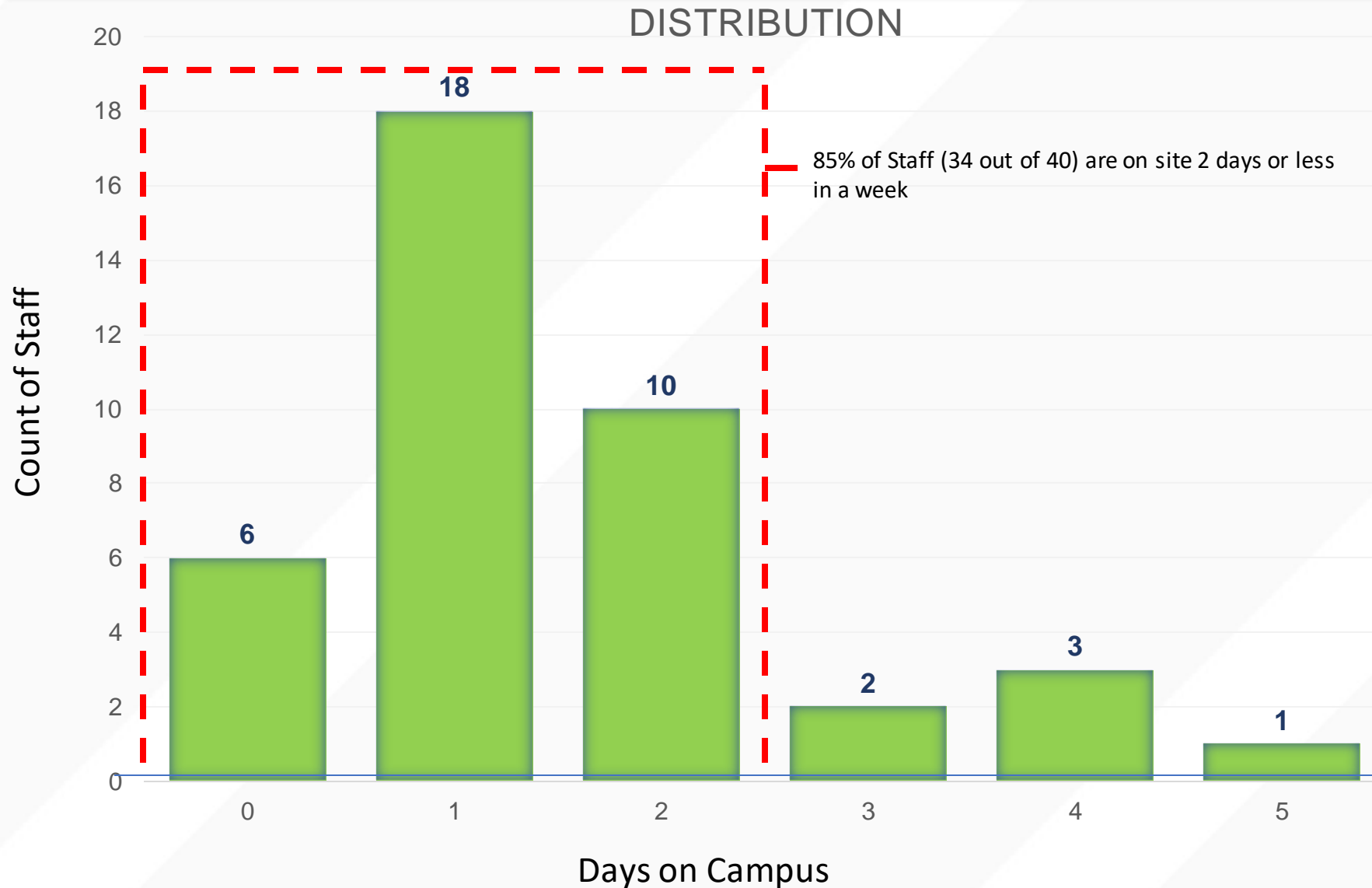
Office Sharing Allows for the Creation of Hoteling & Collaborative Spaces

# Appendix: Best Practices & Supporting Materials

# Checklist - Best Practices for Space Optimization:

- 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 16)
- Remember: Space optimization practices will continue to evolve as teams learn what works best**

# Getting Started: Evaluate Hybrid Schedules



**Observation:**  
Optimization was effective because a majority of our 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

# Step 3: Review Algorithm Output & Refine Office Assignments Based on Team Needs

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

7 rooms/private offices needed

## 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

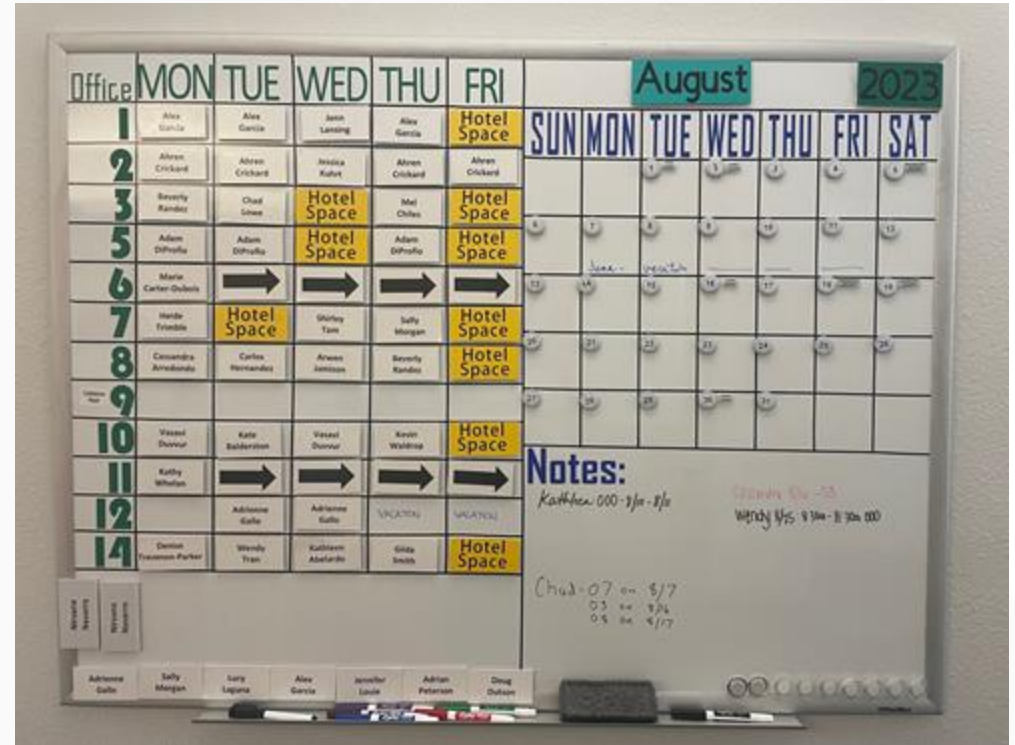
## Room Calendar

1	11111
2	11110
3	00111
4	11111
5	11110
6	11110
7	00011

# Maintain and Share Schedule with Team Members

Suite # Seating Schedule							
Office #	Staff Name	Supervisor	Days in Office				
			M	T	W	Th	F
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			
10	Joey Tribbiani	CL			X		
	Elaine Benes	AG	X		X		HOTEL
	Jerry Seinfeld	AC				X	
11	George Castanza	AC		X			
	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					

Magnetic White Board in Common Area



# 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.



of workers spend up to 60 minutes every week searching for available desks, conference rooms, or colleagues.<sup>2</sup>

## RMP Reservation Tool for reserving Hoteling Spaces

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

The screenshot shows the UCSD Workplace Services interface. At the top, there is a navigation bar with a home icon, the text 'UCSD Workplace Services', and an external link icon. Below the navigation bar, a message states: 'We cannot detect your location. Using your primary location:'. This is followed by a small image of a building, the text 'University Center 104', 'La Jolla, California, The United States of America', and a 'Change location' link. The main content area features three service cards: 'Reserve' (highlighted with a red border), 'Request Service', and 'Locate'. The 'Reserve' card includes a calendar icon and the text 'Reserve a room', 'Check availability', and 'Find a space to work'. The 'Request Service' card includes a bell icon and the text 'See a problem?', 'Need help?', and 'Need a repair?'. The 'Locate' card includes a location pin icon and the text 'Find people' and 'Find rooms'.

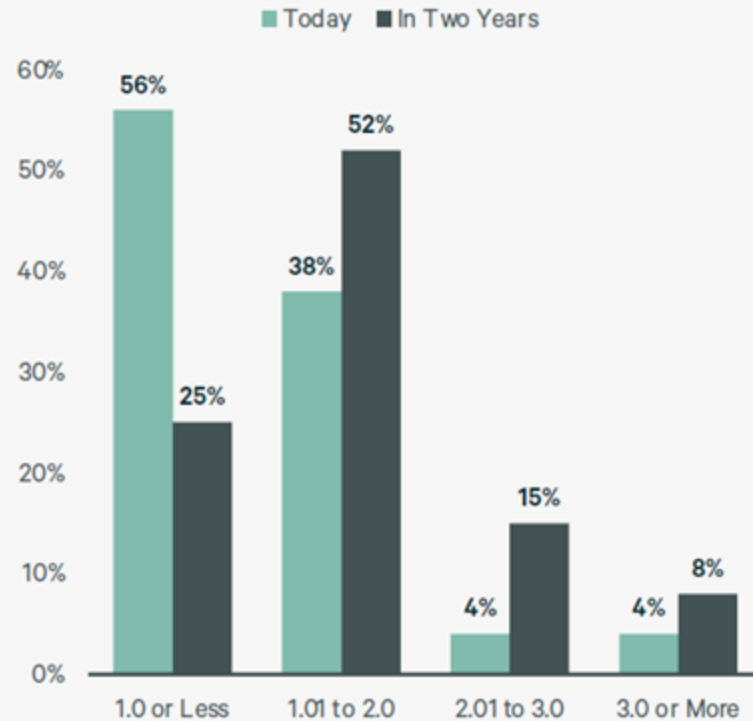


## Making space efficient and effective

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



Source: CBRE Research, April 2023.

Figure 15: Corporate Real Estate Technology Implementation

