



**THE POWER OF PLACE:
WORKPLACE STRATEGY & DESIGN (WS+D)
GUIDELINES
EXECUTIVE SUMMARY**



BUILDING OUR COUNTY. BUILDING OUR FUTURE. TOGETHER.

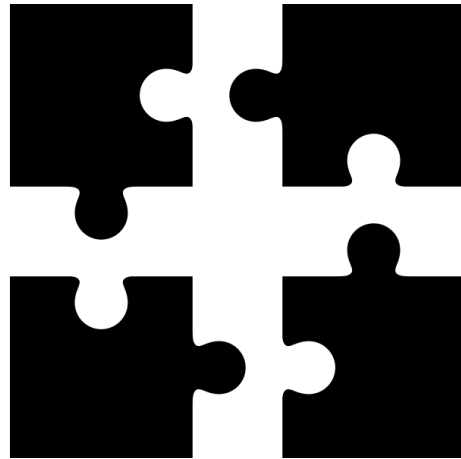


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**BUILDING BLOCKS
KIT - OF - PARTS**



ACKNOWLEDGEMENTS

We are thankful to all those who embarked upon the WS+D project. Through design, we can impact performance and innovation to build a stronger Cook County. This project shifts our workplace paradigm given the changing workstyles of our workforce and the growing expectations of service delivery to our residents.

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**Office of the Cook County Board President
Toni Preckwinkle**

In 2015, I established the Bureau of Asset Management (BAM) to efficiently manage Cook County's approximately 19 million square feet of real estate that is divided into three portfolios: corporate facilities, health and hospitals, and public safety. These portfolios range from courthouses to hospitals to clinics and administrative offices, all of which are occupied by County employees focused on serving our residents.

We continue to invest millions of dollars in innovative infrastructure to not only protect our public assets, but also to unlock their value in order to address the critical social, economic, and environmental challenges of today and tomorrow.

As the second largest county in the country, Cook County is focused on the smart governance of its assets for the success of our residents and employees. With an equity lens in mind, last year my office released the Cook County Policy Roadmap: Five-Year Strategic Plan for Offices Under the President, which is organized into six policy priorities: Smart Communities, Healthy Communities, Vital Communities, Safe and Thriving Communities, Sustainable Communities, and Open Communities. Our goal under Smart Communities is to *"provide an innovative infrastructure that will change how we live, work, and connect."*

The Roadmap makes equity a foundational value and mandates that an equity lens be used in all of our strategies, as a policy and practice, from employee training to funding formulas. Furthermore, equity is a key component that drives our real estate decisions, from how we invest in our assets to boost economic development, to the way in which we deliver workplace solutions that will change how employees and residents work and connect to public services.

Workplace Strategy and Design (WS+D) Guidelines provide a blueprint on how to deliver optimal workplace solutions. WS+D uses a methodology that is people-centered when designing and delivering workspace solutions in the County. The recommended methodology is the result of an inclusive process in which staff from various offices – serving internal and external stakeholders – provided invaluable input.

These guidelines are examples of the Policy Roadmap in action. They incorporate our foundational value of equity to the built environment such as shifting to designing space based on how people work and not because of title and tenure; and providing universal access to daylight. WS+D aims to help the County grow and adapt to an everchanging workplace, one that is focused on two of Cook County's most important assets - its workforce and customers.

Sincerely,

Toni Preckwinkle, President

THE CASE FOR CHANGE

In November of 2019, we officially released the Cook County Workplace Strategy and Design (WS+D) Guidelines, which enables our workplace to enhance organizational performance both in the short-term and the future.

WS+D creates the framework through which the design of the workplace can be executed; that framework provides a path for creating a Cook County workplace that looks at both current and future needs in order to future-proof the workplace.

Successful workplace design strategies look to future trends and internal initiatives to make a business case that supports an ongoing workplace strategy. The strategy explores the role of the future in the delivery of government services and how the workplace can adapt and play a significant role in facilitating and realizing that future. The guidelines foster a Cook County workplace that supports the mission, vision, and values of the County, while aligning closely with the Cook County Policy Roadmap.

The WS+D Guidelines support equity, a foundational component of the strategy, and strive to design space based on how people work instead of designing based solely on title or tenure.



**HEALTHY
COMMUNITIES**



**VITAL
COMMUNITIES**



**SAFE AND THRIVING
COMMUNITIES**



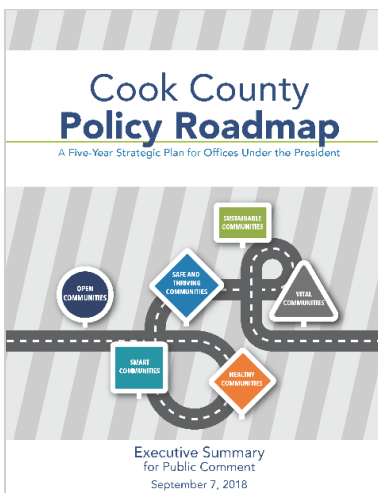
**SUSTAINABLE
COMMUNITIES**



**SMART
COMMUNITIES**



**OPEN
COMMUNITIES**



MISSION:

To serve as a good steward of public resources that builds equitable and sustainable communities for all residents.

VISION:

To be a leader in building vibrant, sustainable, and inclusive communities where people want to live, learn, work, and play.

VALUES:

Equity
Excellence
Engagement

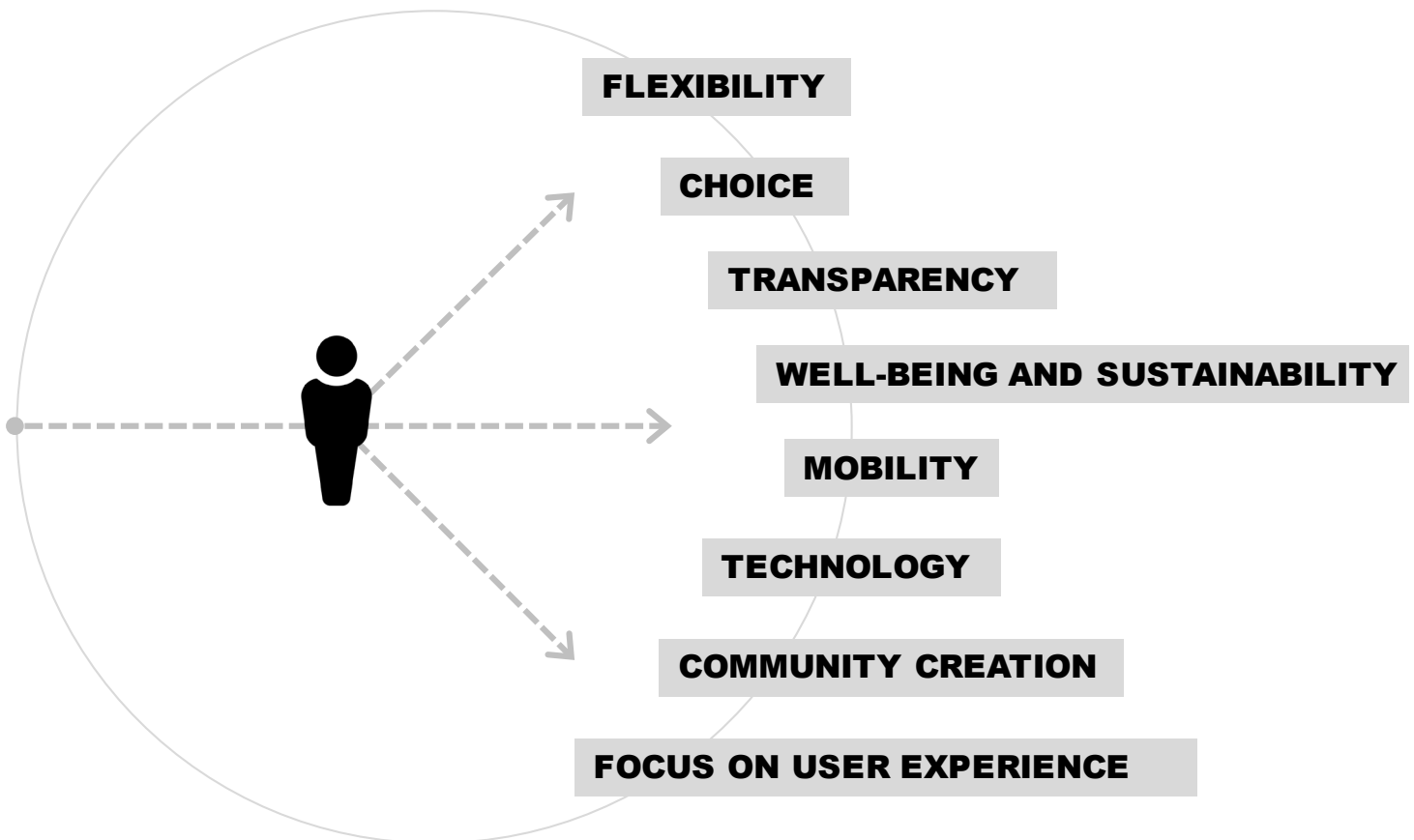
The Cook County Policy Roadmap highlights supporting communities that are **Healthy, Vital, Safe and Thriving, Sustainable, Smart, and Open.**

CHANGING THE WAY WE WORK

Acknowledging the increased competitive job environment across industries that is driven by technology and customer service as the core values of all enterprises, the future of government at Cook County will also evolve to meet those demands and changing nature of work.

Cook County employees, both current and future generations, will need to embrace technology as a ubiquitous resource and a mindset of customer-experience as a primary focus. These individuals should then be supported by a workplace that enables choice, greater degrees of collaboration, enclosed spaces to support focused work, agility, and mobility, all with higher degrees of social interaction for a greater sense of community within Cook County.

The new workplace platform aims to support optimum employee performance and well-being, providing a holistic user experience.



THE POWER OF PLACE: THE STUDY

The scope of the initiative included the Offices Under the President (OUP), as well as four organizations of separately elected officials. The Bureau of Asset Management partnered with the Bureau of Human Resources and the Bureau of Technology in this initiative. Ten bureaus/departments were selected to be a part of the research process to help craft the Workplace Strategy and Design (WS+D) Guidelines. They participated in a range of activities to provide data and insights.

BOA (OUP)
BUREAU OF ADMINISTRATION

CIRCUIT
CLERK OF THE CIRCUIT COURT

BAM (OUP)
BUREAU OF ASSET MGMT.

CLERK
COUNTY CLERK

BOF (OUP)
BUREAU OF FINANCE

JAC (OUP)
JUSTICE ADVISORY COUNCIL

BHR (OUP)
BUREAU OF HUMAN RESOURCES

SHERIFF
OFFICE OF THE SHERIFF

BOT (OUP)
BUREAU OF TECHNOLOGY

ROD
RECORDER OF DEEDS



1,543

of Cook County employees responded to the online **Workplace Performance Survey**

Internal research with the 10 selected bureaus/departments involved a variety of engagement activities and platforms to provide data and insights. A town hall meeting kicked off the initiative, followed by a leadership vision session and workshops with managers and staff. A web-based on-line survey was then launched while on-site observation gathered utilization data over a one-week period. One-on-one interviews with each department gathered details on the uniqueness of each organization.



1

Week of onsite **observation**

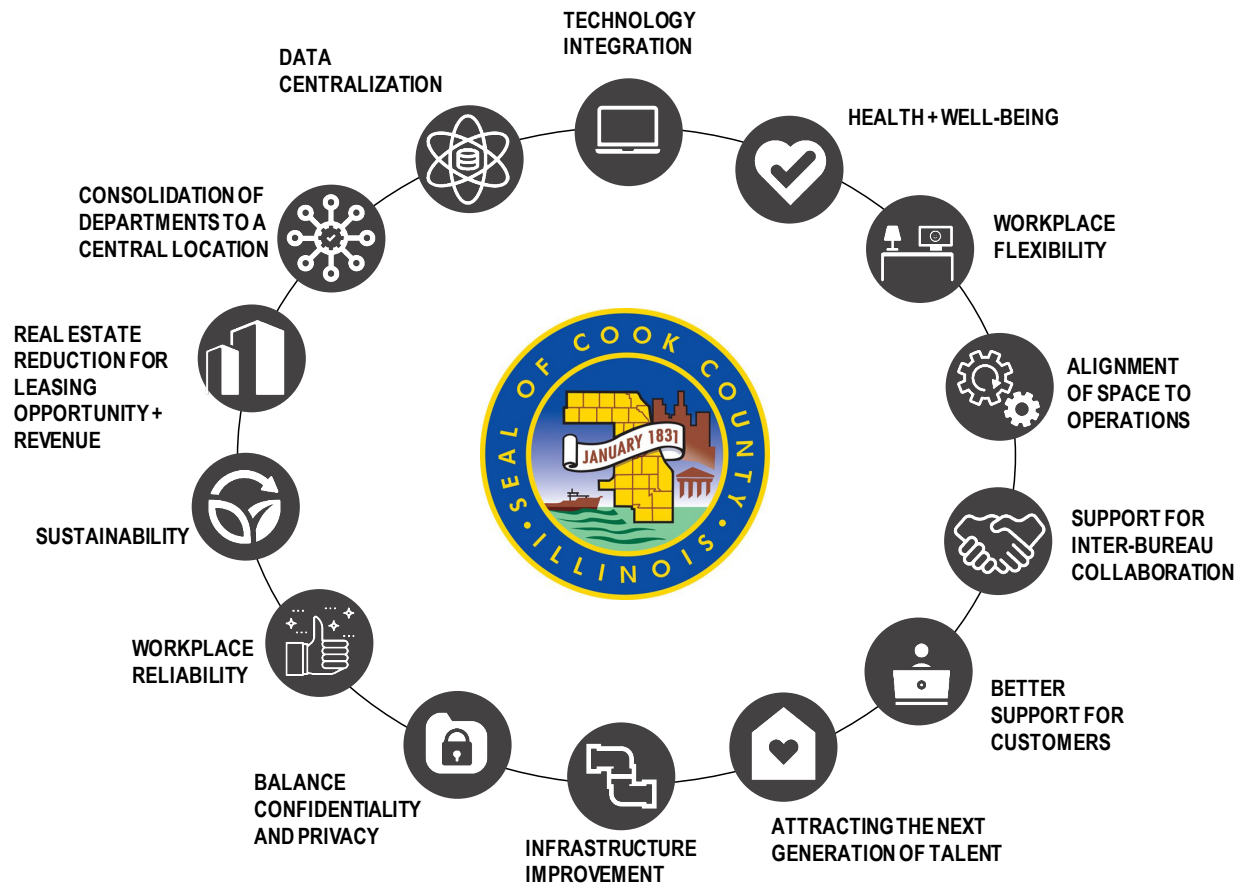
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Departmental interviews

10

Departments participated in **workshops**

From the workshops, which included leaders, managers, and staff from the 10 bureaus/departments, 14 goals for the initiative were identified:



From the internal research, 10 key insights were identified as primary themes to be addressed in the WS+D Guidelines. These insights were determined by the data gathered through the workshops, interviews, observations, and surveys.

<p>01</p> <p>Desire to have greater level of COLLABORATION</p>	<p>02</p> <p>34% of workstations occupied on average</p> <p>Low rate of space utilization</p>	<p>03</p> <p>Spaces not flexible or adaptable for CHANGE</p>	<p>04</p> <p>Perceived inconsistency and inequality in workplace from department to department</p>	<p>05</p> <p>Health & Well-being not supported</p>
<p>06</p> <p>Inter-bureau collaboration desired but SILOED</p>	<p>07</p> <p>Lack of employee COMMUNITY SPACES</p>	<p>08</p> <p>Work settings assigned by level and not flexible for new typologies or changing needs</p>	<p>09</p> <p>Does not support, attract or retain TALENT</p>	<p>10</p> <p>Lack of ubiquitous technology</p>

ADDRESSING THE IMPACT AND FUTURE OF GOVERNMENT SERVICES

What are government consultants telling us about the future of government work and the delivery of services? Research and studies from numerous consulting organizations highlight significant trends in the delivery of government services that informed the Workplace Strategy and Design (WS+D) Guidelines. Disruptive technologies, globalization, and economic inequality are combining to make public sector challenges more complex than ever before. The primary trend will be the integration of disruptive technologies and the ability to attract a skilled workforce to deploy.



Addressing the future of government services and its impact on the future of work at Cook County Government:

1 DISRUPTIVE TECHNOLOGIES

Adoption and integration of technologies include:

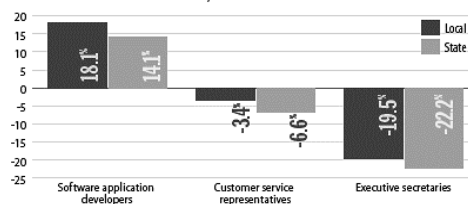
- Cyber Security
- Migration to the Cloud
- Blockchain
- API's (Application Programming Interface)
- Hyperconverged Infrastructure
- Cognitive Technologies
 - Artificial Intelligence (AI)
 - Computer Visioning Algorithms
 - Machine Learning
 - Augmented Reality (AR)
 - Virtual Reality (VR)

2 WORKFORCE

To leverage the emerging technologies, government leaders are having to rethink how they organize, attract and retain, develop, manage, and engage future employees. State and Local Workforce Trends:

- Projected hiring growth – 7.6%
- Selected Positions 2016-2026
- Software application developers - 18.1% increase

STAFFING PROJECTIONS, SELECTED POSITIONS 2016-2026*



3 WORKPLACE IMPLICATIONS

To support these emerging trends, the workplace needs to provide flexibility, choice, and elements that allow for the space to be agile and allow employees to work at their best.

By creating these types of workplaces, Cook County will be able to attract, retain, and engage talent needed to help Cook County residents prosper and reach their full potential.

Sources Referenced: Deloitte, Kronos, OECD, World Economic Forum.

BENCHMARKING OTHER GOVERNMENT ORGANIZATIONS:

To leverage the learnings of other government agencies committed to aligning their workplace to their organizational goals, the following government entities were researched: U.S. General Services Administration, Los Angeles County, British Columbia Government, City of Calgary, and the City of Edmonton. The research focused on their workplace strategy, what worked, what they have learned, what would they do differently, and what they have measured. A high level summary is below.



Organizational Goals	Workplace Strategies & Metrics	LA County	BC Government	GSA Total Workplace	City of Calgary	City of Edmonton
Financial	Reduce Real Estate	x	x	x	x	x
	Increase Utilization	x	x	x	x	x
	Unassigned Work Settings		x	x	x	x
Sustainability	Life Cycle Costing		x	x		
	Reduce CO2 - Commutes/ RE		x	x	x	
	Reduce Landfill Materials		x	x		
Business Continuity	Work From Home		x	x	x	x
	24/7				x	
	Mobility	x	x	x	x	x
Customer Experience	Efficiency & Ease				x	
	Branding / Vision & Values	x	x	x	x	x
	Welcoming	x		x		x
Engagement	Community / Social	x	x	x	x	x
	Choice / Control / Mobility	x	x	x	x	x
	Workplace Satisfaction	x	x	x	x	x
	Flexibility		x	x	x	x
Future Proofing	Kit of Parts	x	x	x	x	x
	Zoning / Neighborhoods	x	x	x		x
	Universal Planning	x	x	x		x
Innovation	Proximity to Key Teams			x		x
	Display / Technology	x	x	x	x	x
	Collaboration Spaces	x	x	x	x	x
Productivity	Choice / Control / Mobility	x	x	x	x	x
	Technology / Tools	x	x	x	x	x
	Concentration	x	x	x	x	x
Talent Acquisition and Retention	Transparency & Trust	x	x	x	x	x
	Flexible Work - Time / Place		x	x	x	x
	Welcoming		x	x	x	x
Well-Being	Daylight / Lighting	x	x	x	x	x
	Biophilic Concepts			x		x
	Ergonomics / Movement	x	x	x	x	x
	Restorative		x			x
	Healthy Buildings - Air, Daylight, Sound, Movement, Materials, etc.			x		x

1 A FOCUS ON THE WORKPLACE FOR THE NEXT GENERATION

Creating workplaces for the next generation is a primary focus of each of the governmental agencies examined. There is a universal acknowledgment that as technology continues to drive the delivery of services, the public realm will increasingly be competing for the same talent pool that every private sector industry is trying to attract. For the public realm to be competitive, the workplace becomes a pivotal opportunity to create a differentiator by combining the motivations of public service with a workplace environment that reflects the values and work styles of the next generation of employees.

2 IT'S ALL ABOUT THE WORKPLACE EXPERIENCE

The primary purpose of government workplace is to create an environment that enables the highest level of service to be provided to the public. There is an acknowledgment that technology, the physical environment, and personal interaction with customers creates a positive and engaging experience. Each project represents an opportunity to develop an intentional “employee” and “customer” experience. To do so, it will require collaboration with others within the organization, such as HR, IT, Communications, Sustainability, etc.

3 INNOVATION DRIVES THE FUTURE OF DELIVERING GOVERNMENT SERVICES

Delivering on the promise of the customer experience, as well as creating the workplace for the next generation, is contingent on the public realm integrating a culture of innovation as part of the work culture. As research indicates, the way government services will be delivered in the future demonstrates innovation needs to be at the forefront of any workplace strategy and design initiative.

GUIDING PRINCIPLES

From the initiative goals defined during the workshops, four workplace themes emerged, providing a framework for workplace strategy and design recommendations; these four themes are known as the Guiding Principles. These guiding principles are an essential foundation of the Cook County Workplace Strategy and Design (WS+D) Guidelines, which provides meaningful context and the “why” for design directions and solutions.



CREATING THE “RELIABLE WORKPLACE”

Implements common standards for technology, Collaboration, wayfinding, and security.

The **Reliable Workplace** is designed to provide adaptable and scalable workplace solutions that provide consistency and ‘reliability’ across agencies and departments yet can be adapted to the intrinsic requirements of specific departments.



THE SUSTAINABLE & HEALTHY WORKPLACE

Supports reducing the environmental footprint and employee wellbeing.

A **Sustainable and Healthy Workplace** is a comprehensive and holistic approach to a sustainable workplace that aims to support health and wellbeing of Cook County employees at large. A culture created around supporting sustainable practices and framework must consider employee at its core.



A WORKPLACE FOR THE NEXT GENERATION

Attracts and retains future talent.

A **Workplace for the Next Generation** acknowledges the increased competitive job environment across industries and creates a workplace that enables choice, greater degrees of collaboration, and types of collaboration, agility and mobility, along with higher degrees of social interaction.



OPTIMIZING REAL ESTATE

Aligns space to operations.

Optimizing Real Estate by maximizing and adding value to both current and future assets by aligning space with operations. Cook County Government real estate assets should be utilized to yield the greatest value to the community, both internally and externally.

Each of the above principles should be viewed through two perspectives:



CONCLUSION: OPTIMIZING REAL ESTATE

Optimizing real estate means utilizing Cook County Government real estate assets to yield the greatest value to the community (both internally and externally). This takes many forms:

- ✓ Manage and conserve County assets by right-sizing the workspace (right-sizing being the result of creating workplace strategies where space utilization is based on need rather than entitlement), where space utilization is considered in making decisions around seating assignments. Strategies are also in line with progressive standards adopted in both the private and public sectors.
- ✓ Create a workplace strategy and design that is future-proofed through flexibility and permeability of work settings and that can be an attraction to the next generation of government employees.
- ✓ Integrate sustainable practices as integral to workplace strategy and design.
- ✓ Understand how the future of government services will impact and inform workplace strategy and design.
- ✓ Accommodate ubiquitous technology to allow for the delivery of government services.
- ✓ Promote and achieve equity through the democratization of real estate by ensuring all staff have access to natural daylight, technology, resources, and community workspaces, thereby increasing overall productivity.
- ✓ Develop workplace strategy and design focused on both the employee and customer experience.





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