



HGA

POST-OCCUPANCY SURVEY RESULTS

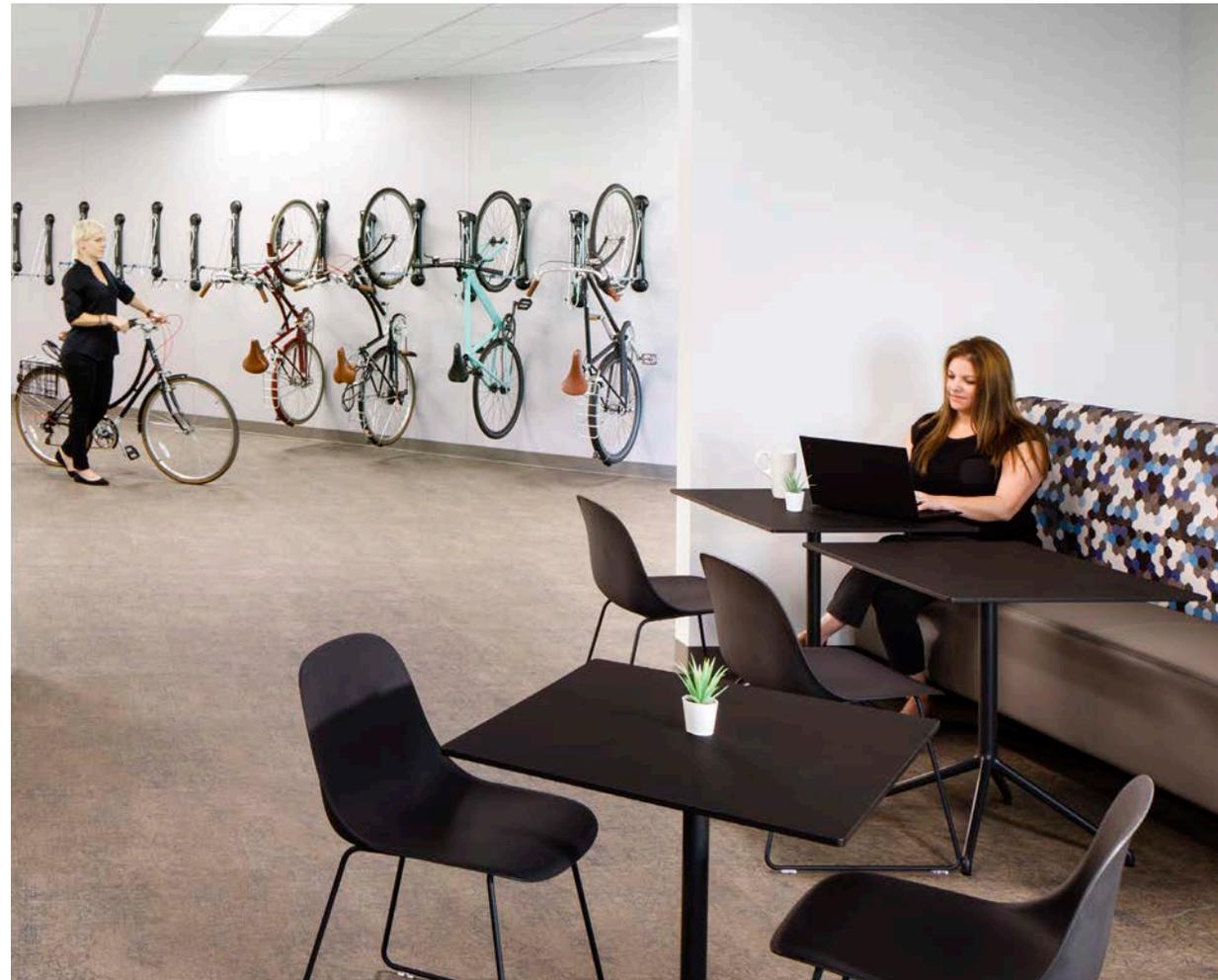
SACRAMENTO AREA COUNCIL OF GOVERNMENTS

JULY 2023



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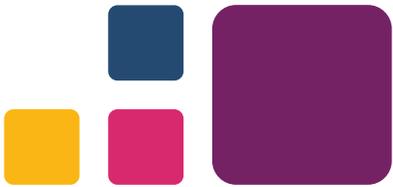
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ABOUT THE STUDY



BACKGROUND AND PURPOSE

In 2018, HGA partnered with Sacramento Area Council of Governments (SACOG) to complete a comprehensive workplace study to inform an office renovation. The workplace strategy for the new space was developed with insights from interviews, site observations, focus groups, and a questionnaire. The renovation consisted of workspaces and support spaces as well as a flexible and technology-driven board room.

The purpose of the 2023 post-occupancy study was to provide a clear and comprehensive occupant-focused assessment of the renovated SACOG office. Through an online employee questionnaire, quantitative and qualitative feedback was gathered about employees' experiences when working in the office, the functionality of the spaces they use, and their work patterns as they relate to space use. Findings presented in this report include current use and satisfaction, comparison to pre-renovation survey results, and future workplace preferences.

Organizations have a large investment in their human capital, their employees. Surveying occupants about their experiences and behaviors provides the means to understand current functionality and a mechanism for feedback on opportunities to improve productivity and satisfaction with the workplace experience.

POST-OCCUPANCY STUDY



METHOD: Online questionnaire



OBJECTIVE: To gather feedback from employees on their experience in the renovated office



TIMEFRAME: Open for two weeks from May 31 to June 14, 2023



PARTICIPANTS: 41 SACOG employees (71% response rate)



Note about analysis: where comparisons could be made between pre- and post-renovation responses, an upward triangle indicates improvement. If the triangle is gray, it is a statistically significant improvement, with darkest gray indicating strongest statistical significance.

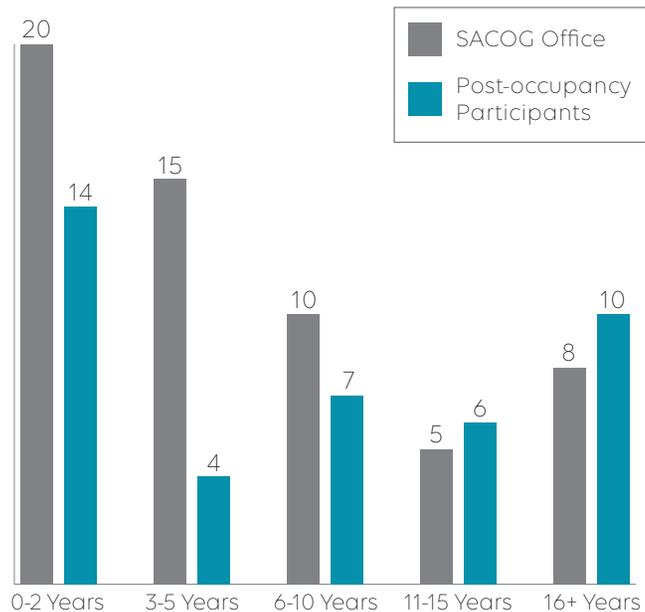


WHO WE HEARD FROM

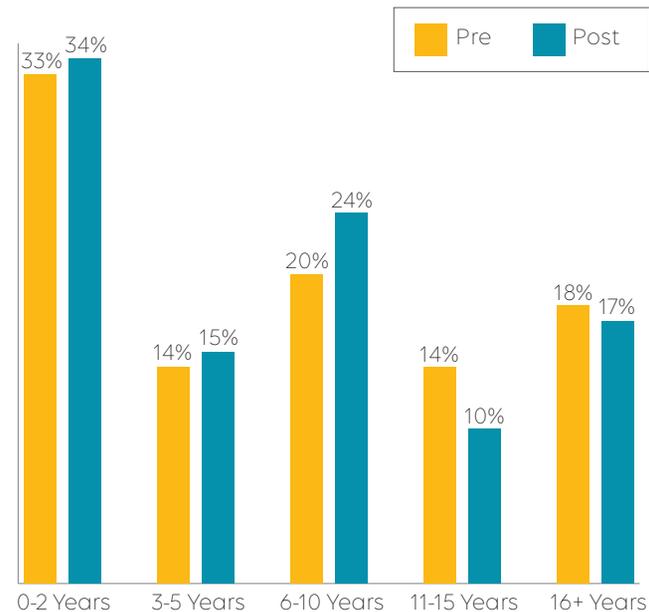
To understand if the post-renovation questionnaire captured feedback from a representative sample of the SACOG office, participant demographics were compared with office demographics. In terms of role, whether respondents supervise others, and gender identity, we heard from a representative sample of employees. We heard from each team, generation, and length of employment, but these categories were more mixed and the 3-5 years at SACOG group and Management team were under-represented. Meanwhile, Generation Z was over-represented.

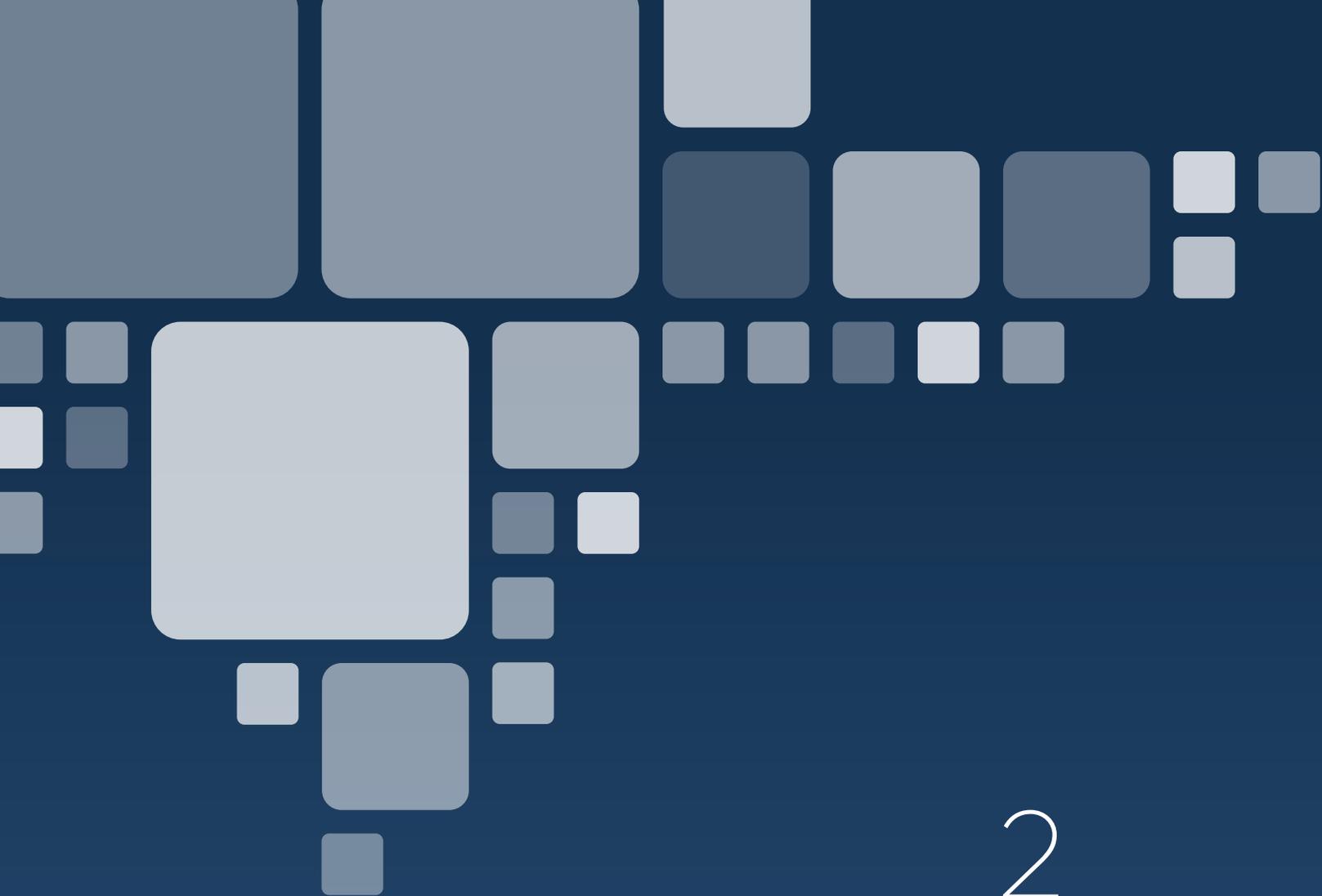
When comparing pre- and post-renovation results, changes in participant groups may impact results. Distribution of roles and number of years working at SACOG were comparable between pre- and post-questionnaires, while differences seen in teams can in part be explained by changes in organizational structure between study periods. Overall, the biggest difference between pre-renovation and post-renovation participants was generational, with less Baby Boomer and Generation X respondents and more Millennial and Generation Z. This difference was reflective of expected workforce changes over time.

YEARS AT SACOG



YEARS AT SACOG





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KEY FINDINGS



KEY FINDINGS

SIGNIFICANT DIFFERENCES POST-RENOVATION

Habits and Values

- Respondents were spending less time in the SACOG office post-renovation and using office spaces less frequently. This change was primarily a result of hybrid work becoming the norm post-pandemic.
- When time was spent in the office, it was primarily for collaboration or socialization (rather than focus work or learning).
- Reasons for working in the office depended on personal circumstances such as commute or preferences regarding work-life balance.
- Responses indicated greater focus on doing what is best for one's own individual productivity needs.

Impact of Office Renovation

Overall, post-renovation workplace experience was very positive across all respondents.

- Higher satisfaction with furniture, storage, and light in personal workspaces.
- Higher satisfaction with the variety of spaces and options for places to collaborate, share ideas, socialize, and have private conversations.
- Higher satisfaction with natural light and views in the office and feeling that the design better reflects SACOG values.

KEY FINDINGS

HYBRID WORK

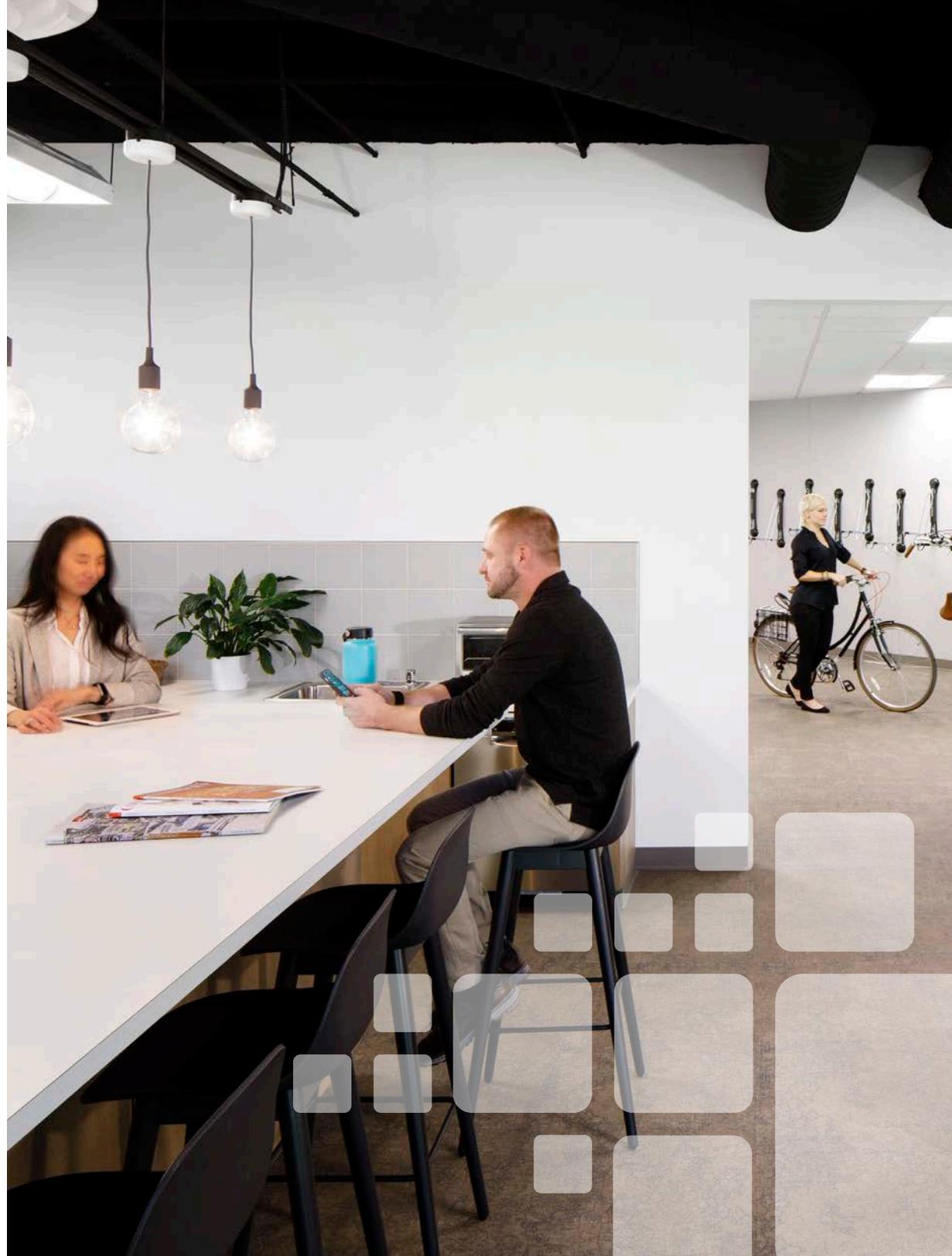
Hybrid Work at SACOG

When asked about hybrid work at SACOG most responses were positive, expressing appreciation for SACOG's hybrid policy and the flexibility, autonomy, and trust enabled by it. They said it works well to support work-life balance and accommodated different types of work.

The Value of In-Person Work

In addition to physical renovations, workplace environments have transformed since the COVID-19 pandemic. The way people work has changed, and it is important to consider how that impacts perceptions of and attitudes towards in-person work.

In the context of hybrid work, survey responses indicated that the role of the SACOG office post-renovation (and post-pandemic) was seen as enabling person-to-person connection via collaborative workspaces, in-person meetings, and social events.





KEY FINDINGS

HYBRID WORK

Choosing Work Location Based on Type of Work

While respondents viewed the office as the preferred option for collaboration and socialization, working from home was better for focused work and individual productivity. Respondents appreciated being able to choose where they work based on what they are working on that day. Other considerations for choosing whether to work in-person or remotely were commute and work-life balance.

Office Design to Support Hybrid Work

Moving forward, respondents indicated that they would like to spend more days in the office, but not more than 3 days in a typical week. To support this, the office could better accommodate new needs of hybrid work by:

- Providing more small private rooms with technology to support calls or virtual meetings
- Upgrading workstation technology, including docking stations with one or two monitors and noise-cancelling headphones to accommodate virtual meetings at workstations without disturbing others.
- Coordinating in-office schedules to maximize benefits of in-person collaboration
- Creating dedicated areas to store and display project work for asynchronous in-office schedules





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DETAILED FINDINGS

WORK LOCATIONS AND ACTIVITIES

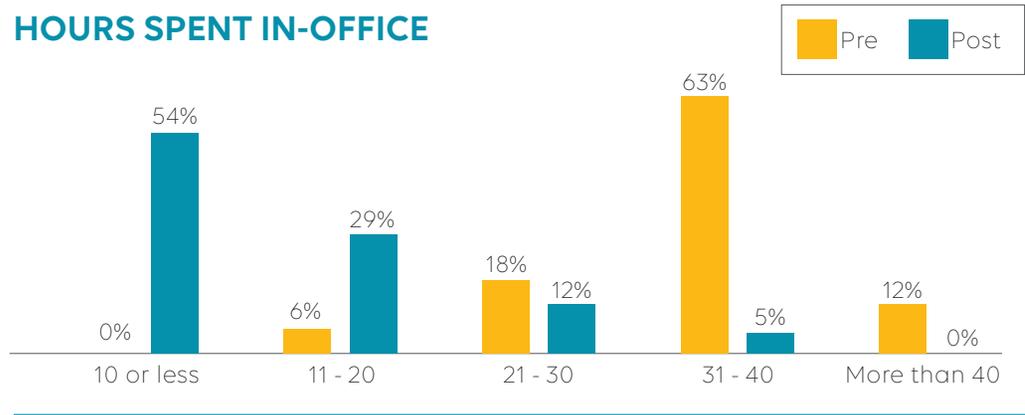
GOING INTO THE OFFICE

Compared to pre-renovation responses, there was a notable shift towards spending less time in the office. In the post-occupancy, over half of respondents (54%) spent 10 hours or less in the office in a typical week. On average, respondents spent 12 hours a week working in the office.

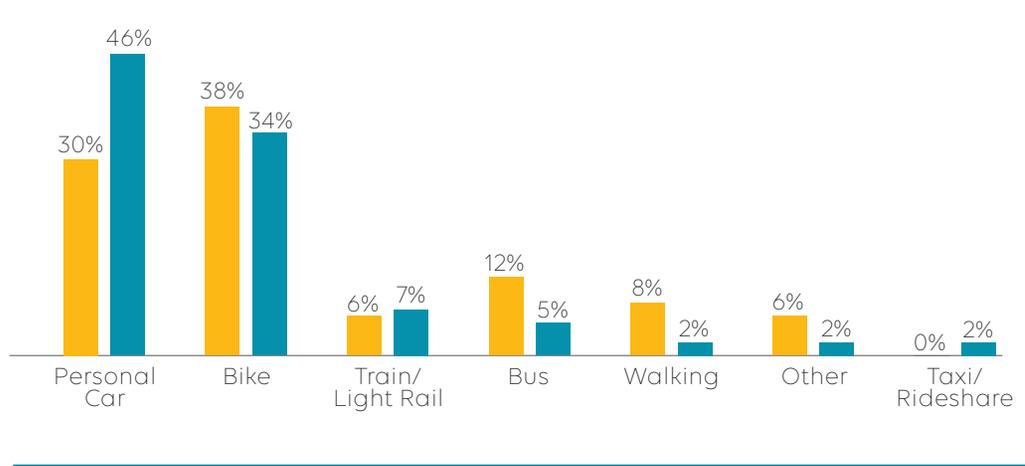
While not significantly different, there were some indications of changes in respondents' commute habits:

- Personal car usage increased, while taking the bus and walking both decreased.
- About half still commuted for less than 30 minutes (round trip). Yet, there was an increase in those who commute 1-2 hours (round trip).

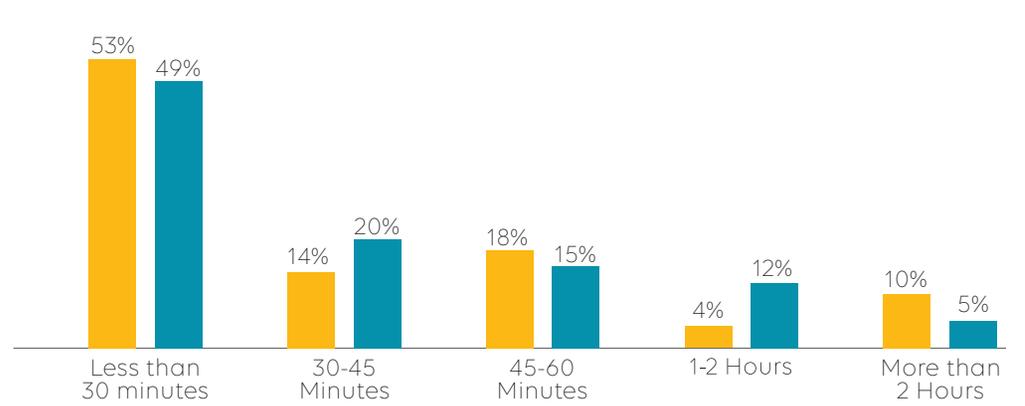
HOURS SPENT IN-OFFICE



MODE OF TRANSPORTATION



LENGTH OF COMMUTE



WORK LOCATIONS AND ACTIVITIES

REASONS FOR IN-OFFICE WORK

Top reasons selected by respondents for choosing to work in-person emphasize that the office environment enabled person-to-person connection:

- Opportunities for informal or impromptu collaboration
- Attend scheduled in-person meetings
- To be more visible and/or accessible to others

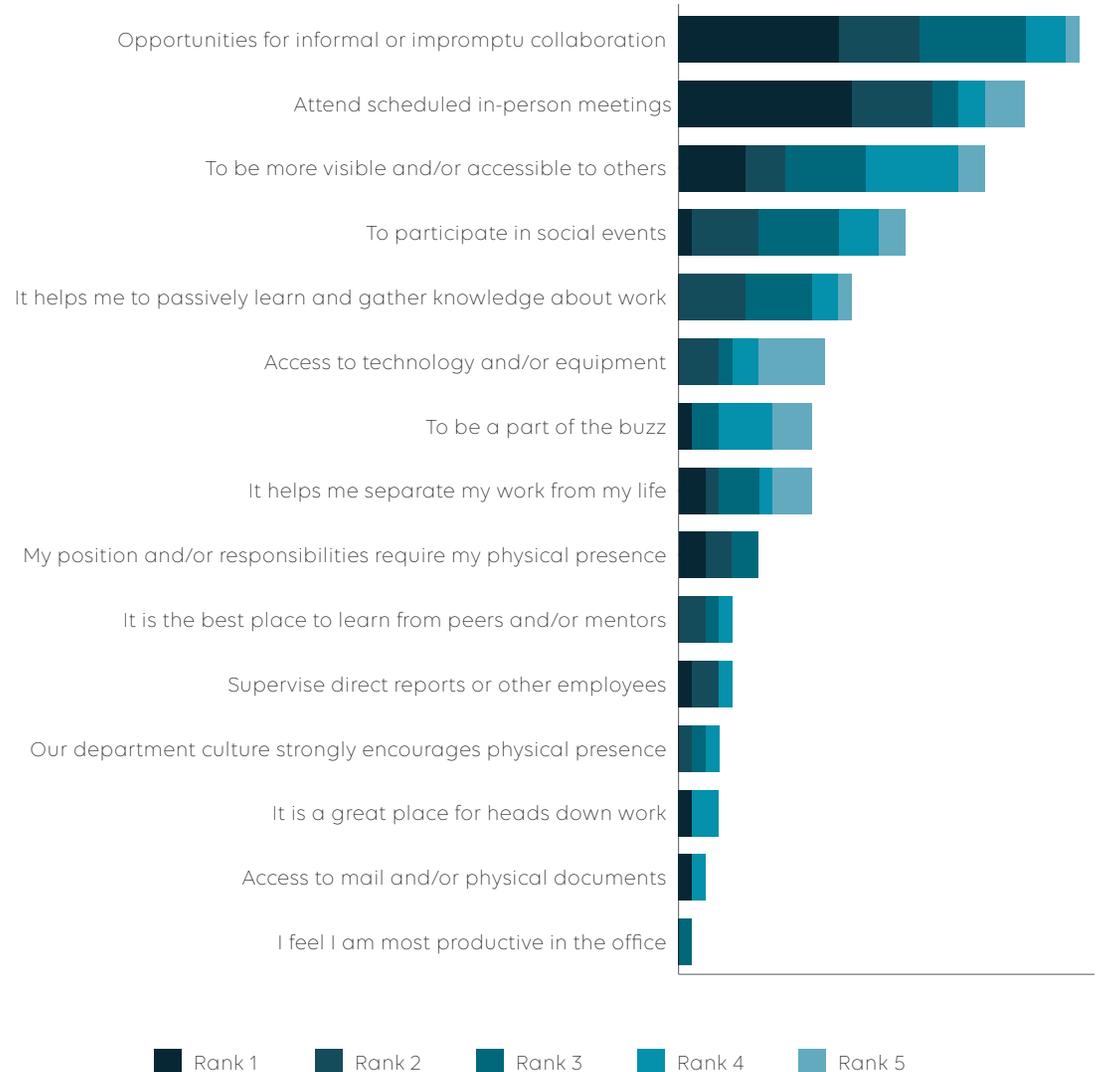
In open-ended responses, suggestions were made for more coordination and/or scheduling of when people are in the office to be able to take full advantage of collaborating and socializing with others (eg, quarterly in-person meetings).

“ *It’s much better when there are more people around, like on a committee day or staff day.*

SACOG has been very responsive to staff desires for hybrid work. It is a bit too individualized and there should be more focus on having people who work together be in the office together on the same schedules.

”

TOP REASONS FOR WORKING IN THE OFFICE POST-RENOVATION



WORK LOCATIONS AND ACTIVITIES

REASONS FOR IN-OFFICE WORK

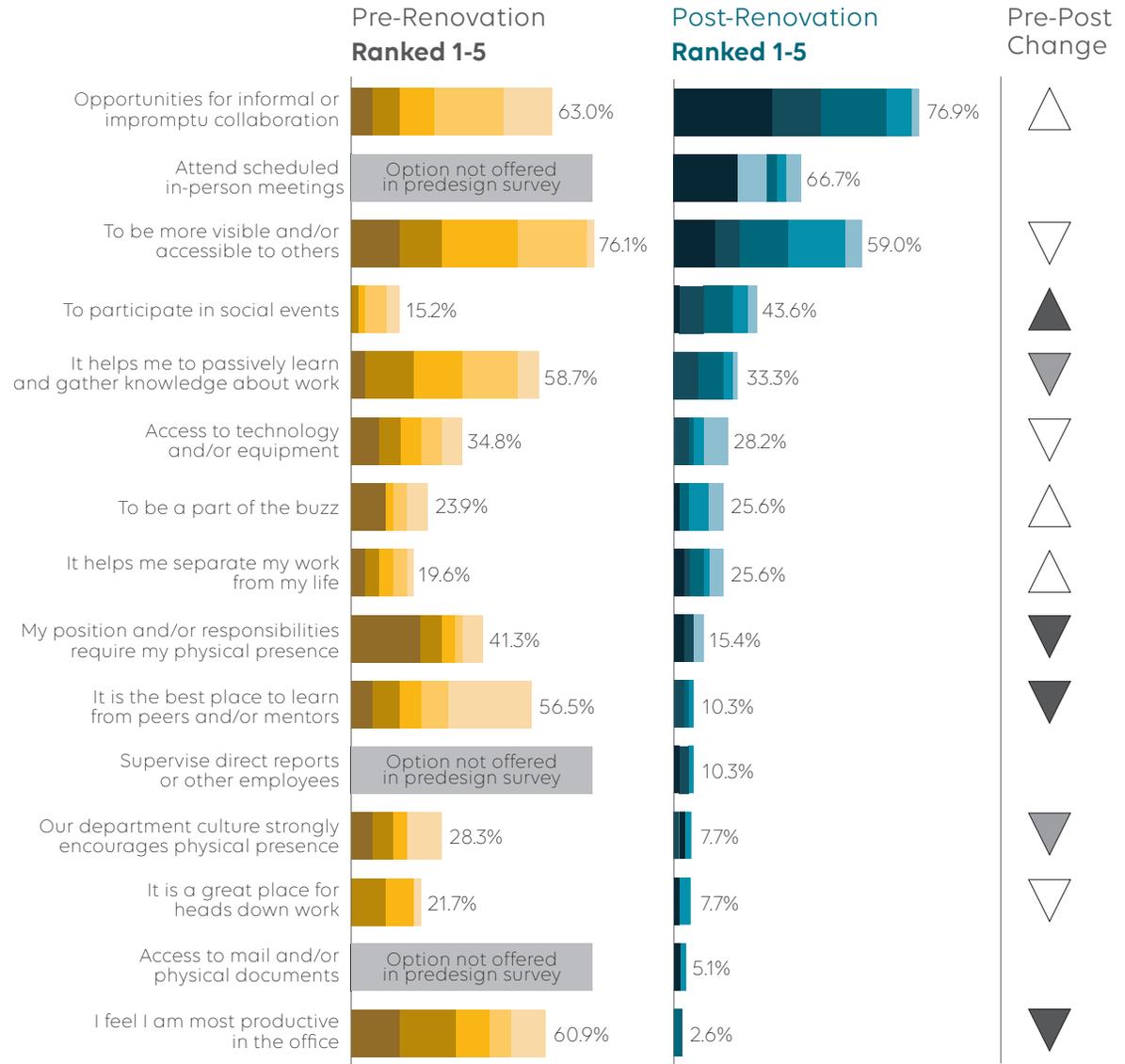
Opportunities for collaboration and being accessible to others were top reasons that were consistently influential both pre- and post-renovation. Attending scheduled meetings was a new consideration in the post-COVID hybrid work environment and especially influential for those that work one day or less in the office in a typical week.

Significant changes since pre-renovation further reflected the new role of the office in hybrid work:

- Participation in social events ranked much higher.
- Required presence and mentoring were less influential.
- Feeling productive in the office dropped from the top three reasons to the last.

“ I like the mixture and flexibility of hybrid work. I like to be in the office for comradery and collaboration but can work for longer periods uninterrupted at home. ”

TOP REASONS TO WORK IN THE OFFICE



△ Not statistically significant ▲ Statistically significant ▼ Most statistically significant



WORK LOCATIONS AND ACTIVITIES

REASONS FOR IN-OFFICE WORK

The average time spent in-office in a typical week was 12 hours.

For respondents who spent more than an average amount of time in the office, additional top reasons for choosing to work in-person were to gather knowledge and for work-life balance.

For those that spent a below average amount of time in the office, attending in-person meetings was the top reason for coming into the office and social events were also influential.

>12 HOURS PER WEEK

46% of respondents spent more than 12 hours in the office in a typical week.

Their top reasons for coming into the office were:

- Opportunities for informal or impromptu collaboration
- To be more visible and/or accessible to others
- Helps passively learn and gather knowledge about work
- Helps separate work from life

No one selected: access to mail and/or physical documents

<12 HOURS PER WEEK

54% respondents spent less than 12 hours in the office in a typical week.

- 17% of respondents did not spend any time in the office in a typical week

Their top reasons for coming into the office were:

- Attend scheduled in-person meetings
- Opportunities for informal or impromptu collaboration
- To participate in social events

No one selected: to separate my work from my life, or most productive in the office



WORK LOCATIONS AND ACTIVITIES

HYBRID WORK

When choosing to work remotely, respondents shared three categories of reasons: inconvenience of physically going into the office, feeling more productive at home, and balancing work and life.



Physically going into the office: not wanting to make the **commute** into the office was the most frequently mentioned reason for working remotely (primarily due to time and costs). Additionally, participants indicated it is more **convenient** and **comfortable** to stay home (time saved, can be in own space).



Being more productive at home: Many responses also mentioned that working remotely supports **productivity**, either due to **less distractions** or due to **workspace** set-up. Furthermore, certain **types of work** are better suited to remote work (heads down individual work, back-to-back virtual meetings).



Balancing work and life: Another consideration mentioned was balancing work with **caring for family and self**. Having **flexibility** to accommodate other things happening in the day.

When asked about hybrid work at SACOG most responses were positive, expressing appreciation for SACOG's hybrid policy and the flexibility, autonomy, and trust enabled by it. Respondents view the office as a good option for collaboration and socialization, and working from home as a good option for individual work and wellbeing.

“ I love having the flexibility to come into the office or work remotely. The office is a great environment to work in and be able to ask my colleagues questions, meet in person, and collaborate.

Having a balance of more social, interactive in office time and individual quiet time at home really helps me balance my work load.

The office is good for being around staff and collaboration. More focused “heads-down” type work is better done remotely. The sit-stand desks are great.

It is helpful for work life balance.



INDIVIDUAL WORKSPACE

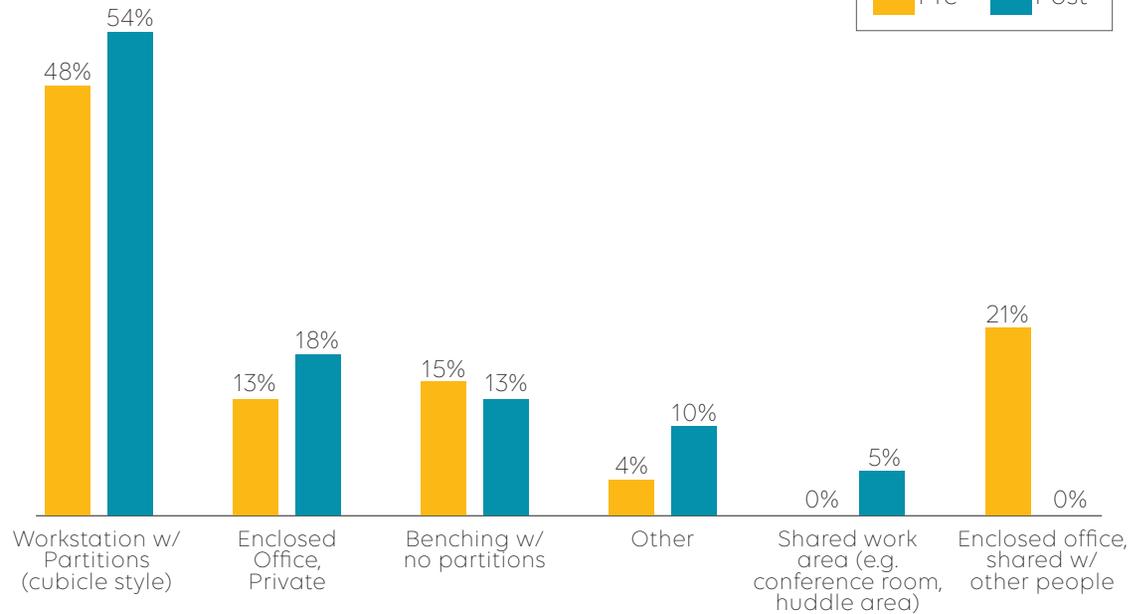
WORKSPACE TYPES AND LEVEL OF ASSIGNMENT

Since the office renovation, options for types of workspaces have changed: there are no longer shared enclosed offices (which accounted for 21% of respondents' workspace pre-renovation), and shared work areas were added (e.g., conference room, huddle area). In both time periods, about half of respondents sat at cubicle-style workstations with partitions. Most of the remaining people had either a private office or bench workstation without partitions. Those that selected 'other' said they sit anywhere that is open.

Nearly all respondents (92%) had an assigned workspace post-renovation. Those that did not used workstations with partitions and anywhere that is open.

Respondents that indicated that they are managers were 77% more likely to have an enclosed private office than staff, who mostly sit at workstations with partitions.

TYPES OF INDIVIDUAL WORKSPACE

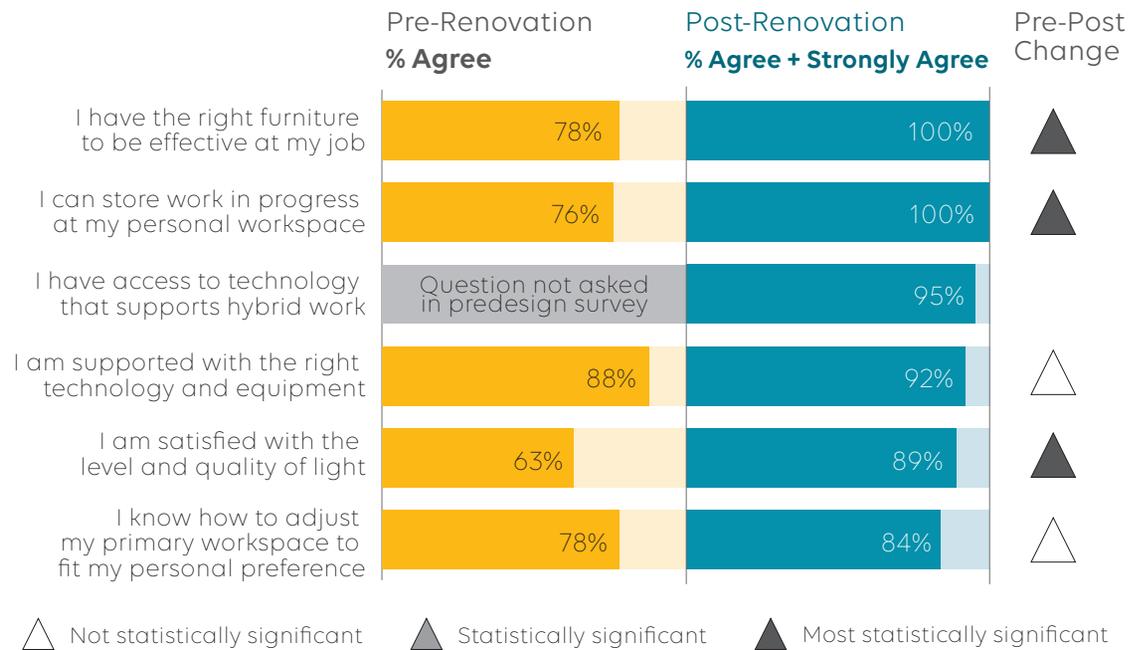


INDIVIDUAL WORKSPACE EXPERIENCE

Overall, post-renovation workplace experience was very positive across all respondents. Compared to pre-renovation responses, there was significant improvement with having the right furniture, ability to store in-progress work, and satisfaction with lighting.

However, comments expressed concern that hybrid work (specifically joining virtual meetings) was not well accommodated.

EXPERIENCE IN PERSONAL WORKSPACE



“ Amazing transformation. So sad we don't enjoy it as much since COVID. The new features will help us get to know so many new employees.

The only thing that can be tough in our office design is the echo of Teams calls and meetings when people are in the office on speaker.

”



SPACES FOR COLLABORATION EXPERIENCE

Post-renovation experience with collaborative work areas was also very positive. Compared to pre-renovation responses, there was significant improvement with mix and variety of spaces, availability of small group meeting space, access to inspiring spaces, access to space for private conversation, and promotion of social interactions outside of immediate teams.

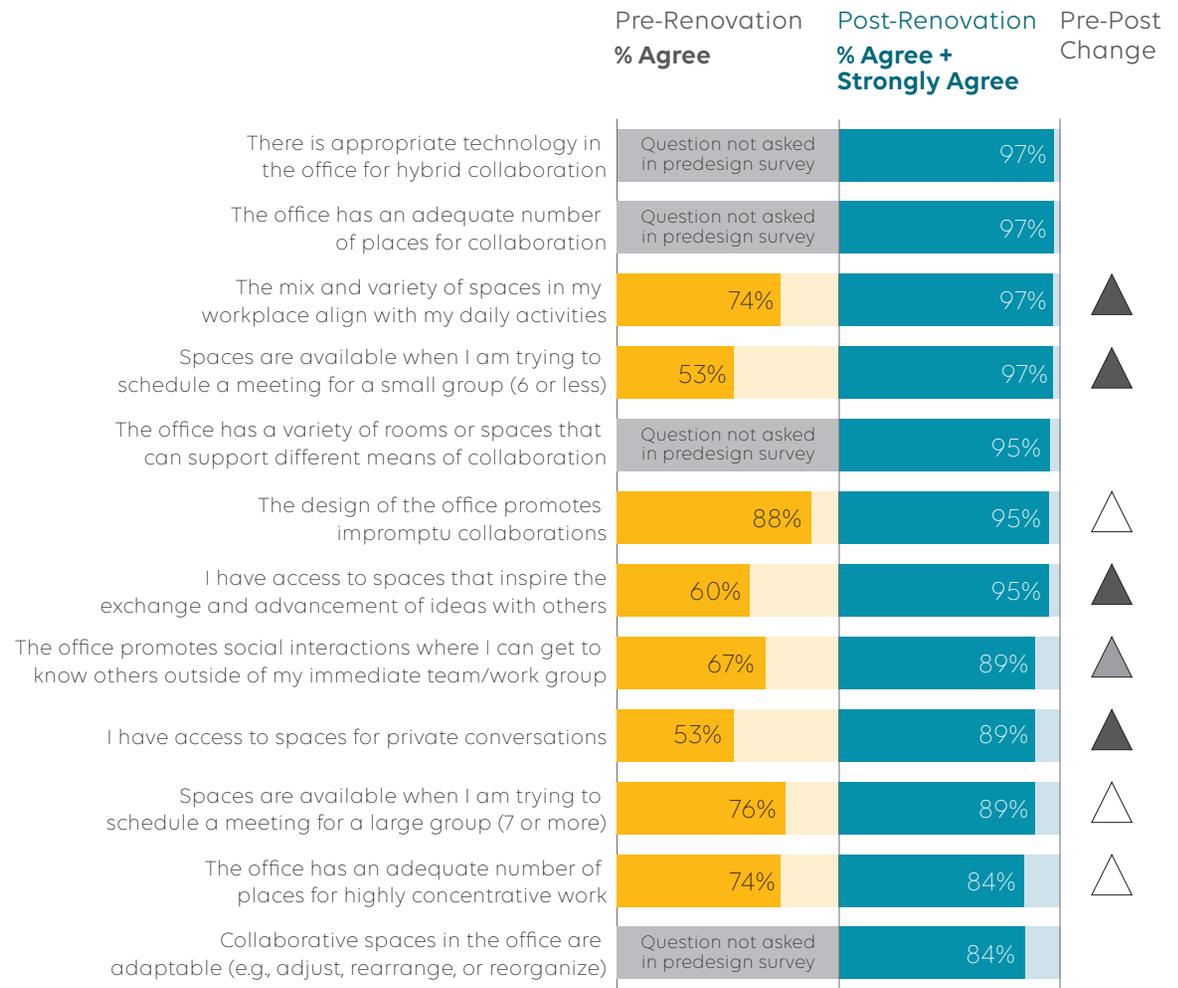
Comments about open collaborative spaces further explained that while they work well for in-person collaboration, the combination of in-person work and hybrid work (virtual calls) makes noise a concern.

“ I enjoy our space being collaborative. But some teams collaborate consistently and are very loud. I almost never feel like taking a virtual meeting at my desk due to others talking in the office.

Need more smaller offices where you can plug your laptop into a docking station and be ready to join a Zoom/Teams meeting and/or have multiple screens to work off of in a quiet location.

”

EXPERIENCE IN COLLABORATIVE WORK AREAS



△ Not statistically significant ▲ Statistically significant ▲ Most statistically significant

SPACES FOR COLLABORATION

WHERE PEOPLE MEET

Compared to pre-renovation responses, in-office spaces were generally used less frequently for meeting with others. In particular, workspaces and meeting rooms were used significantly less post-renovation.

When looking at results by how much time respondents spend in the office in a typical week, those who spent more time in the office generally also spent more time meeting with others in all spaces in the office.

Comments from respondents indicated that meeting rooms work well for in-person meetings but are not as well-equipped for hybrid meetings.

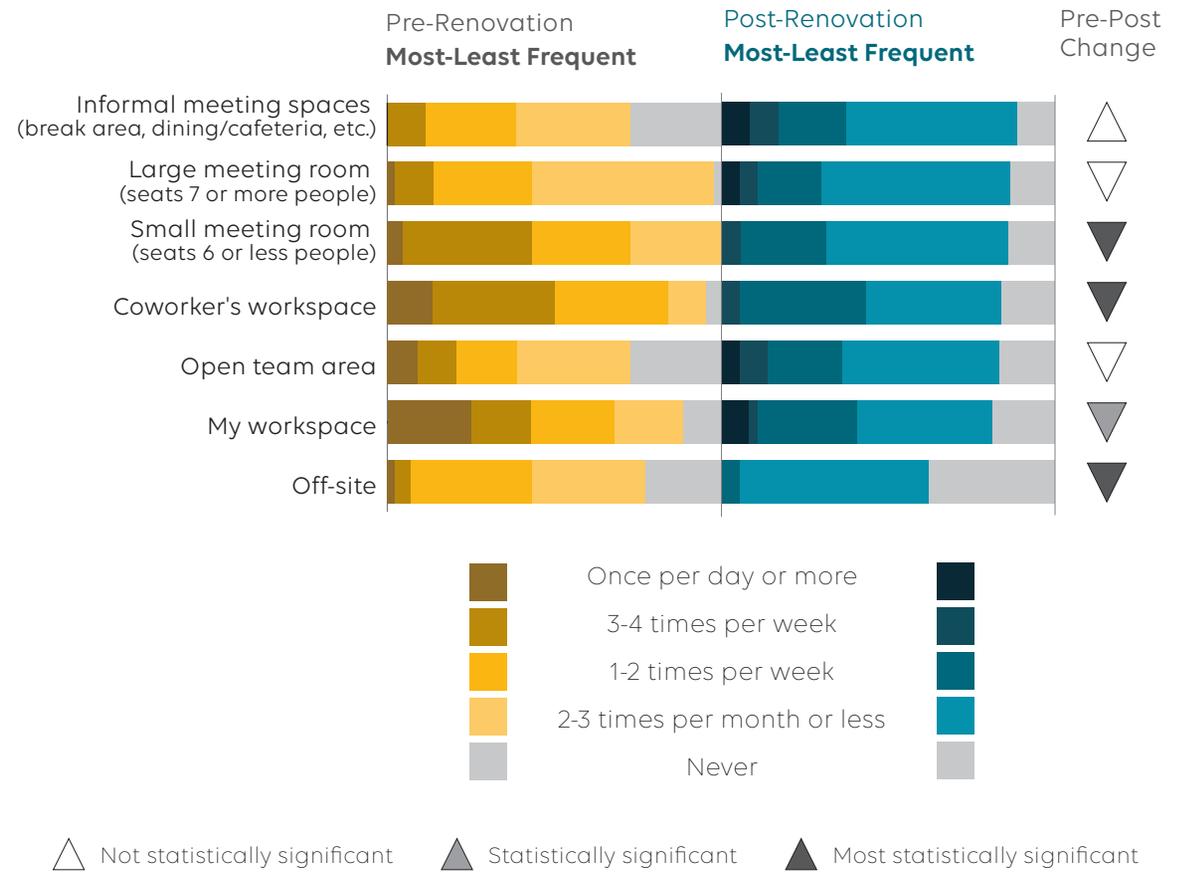
“ It would be helpful to have more technology in all of the meeting rooms.

I think we need a few reservable private office spaces equipped with a docking station and 2 monitors for when we need to give a presentation. It is too difficult to use just a laptop in one of the small meeting rooms when presenting on Zoom using screen share and doesn't make sense to use a conference space either.

”



IN-PERSON MEETING LOCATION FREQUENCY



OFFICE WORK ENVIRONMENT EXPERIENCE

Overall, the SACOG office environment experience was positive and an improvement over pre-renovation responses. However, temperature was still a key dissatisfier and did not improve after renovation. Those that spent more time in the office were more dissatisfied with temperature. Comments from respondents specified that the office is too cold in the summer.

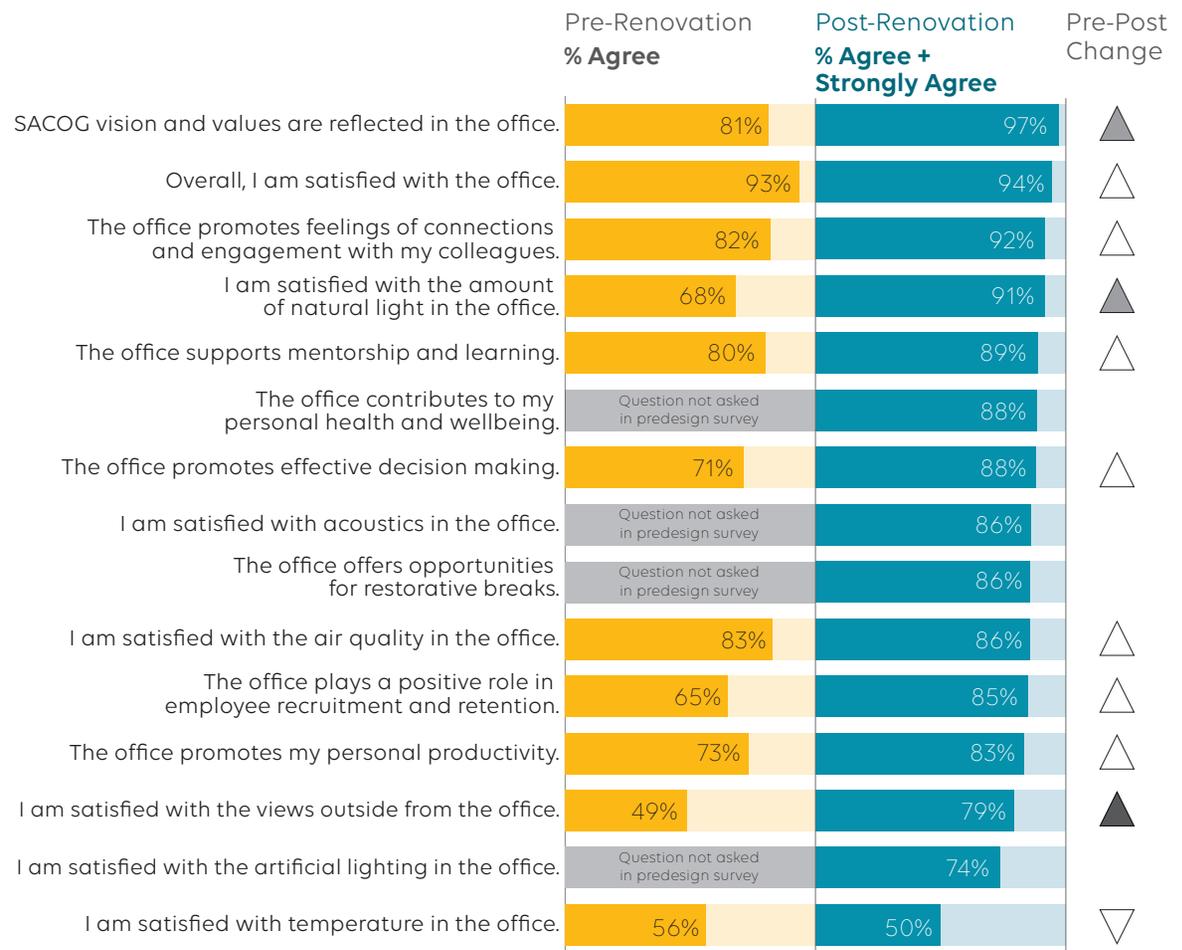
Satisfaction with views outside significantly improved compared to pre-renovation. Similarly, satisfaction with natural light also improved. Respondents commented that they appreciate the natural light in the office. Related to that, anti-glare on computer screens and ability to turn off overhead lighting would further improve the experience of natural light.

“ I have amazing natural light through the window and would prefer to not have overhead lights when the sun is out.

Glare from natural light on screens can be bothersome during some parts of the day. Some anti glare devices on monitors should help. I love the light!

”

EXPERIENCE IN OFFICE WORK ENVIRONMENT



△ Not statistically significant ▲ Statistically significant ▲ Most statistically significant

OFFICE WORK ENVIRONMENT

WHAT IS VALUED

In the post-renovation hybrid work environment, the office was most valued for providing in-person connection with colleagues. The top ranked office qualities were work colleagues and workplace flexibility. These were also highly valued pre-renovation (overall ranked fourth and third, respectively), but post-renovation, were valued over making a difference (ranked first in pre-renovation, third in post-renovation).

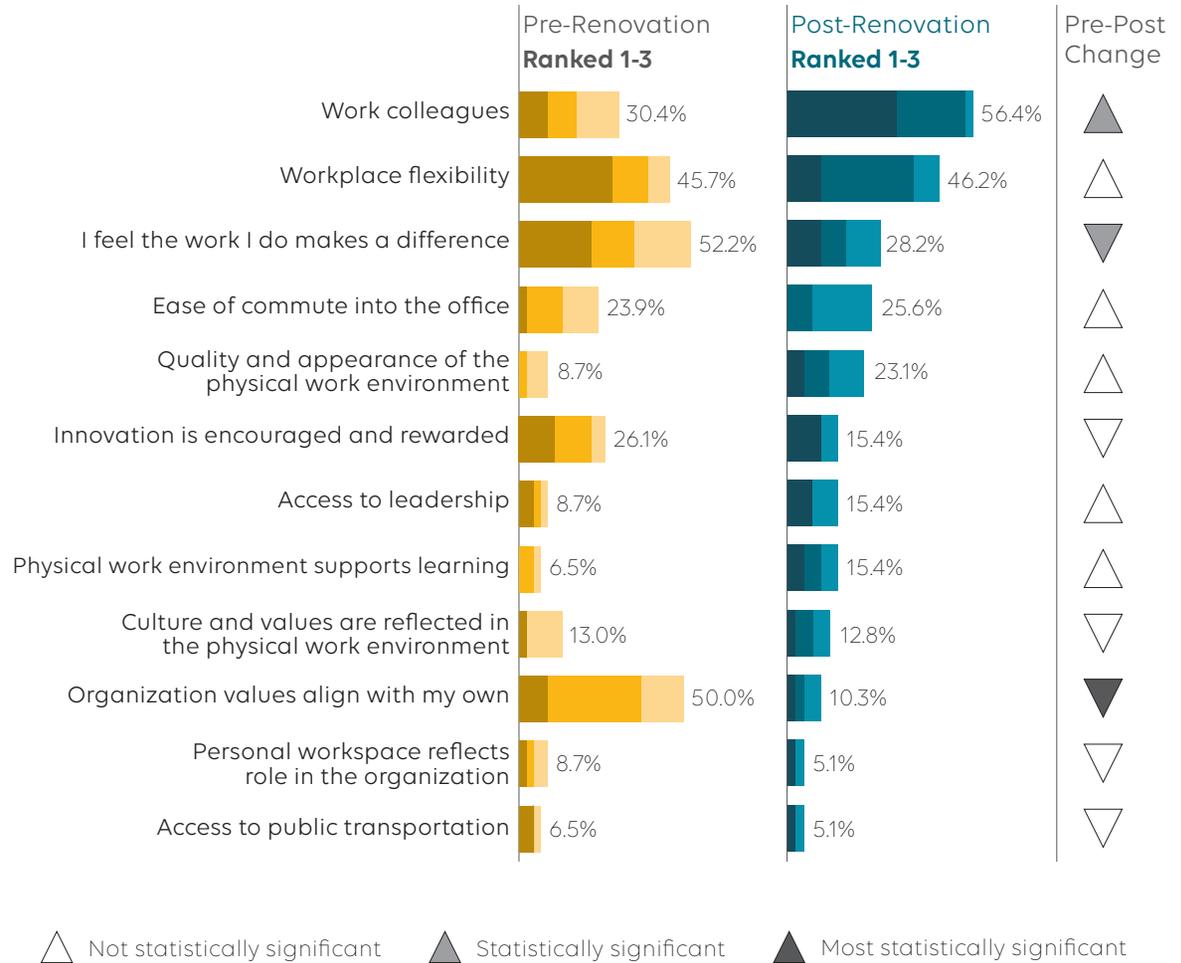
The most significant change was alignment between organizational and personal values moving from the second most important office quality to one of the lowest ranked post-renovation.

“ *It’s very nice, inviting, and comfortable. Its a very collaborative design.*

It helps to facilitate conversation that is both work-related and informal.

”

OFFICE QUALITIES OF GREATEST VALUE



OFFICE WORK ENVIRONMENT

PRODUCTIVITY AND ENGAGEMENT

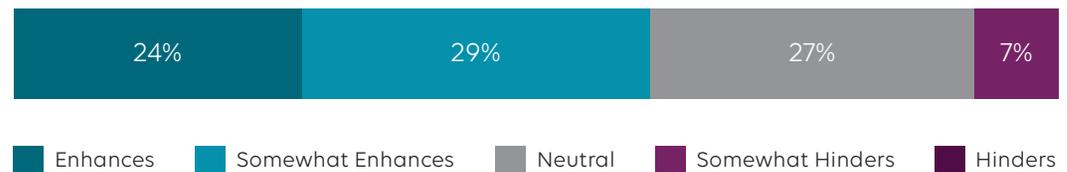
Post-renovation respondents indicated that places to do individual work, places that promote socialization, opportunities for collaboration within work zones, and technology for collaboration and connectivity are the most important aspects of the office environment to support their productivity and engagement.

Although still one of the highest ranked aspects, places to do individual work was selected significantly less by post-renovation respondents. 53% of respondents feel that the design of the office enhances or somewhat enhances work performance, but comments indicated that the type of work best supported is collaborative, while individual work was seen as better suited for working from home. The emphasis of the office as a place for in-person connection was also reflected in the significantly higher ranking of places for socialization and opportunities for collaboration.

PRODUCTIVITY AND ENGAGEMENT IN OFFICE



IMPACT ON WORK PERFORMANCE POST-RENOVATION



“If work performance is defined as producing work, rather than building relationships with colleagues or external staff, I am much more able to produce work at home than in the office, where I focus more on relationships.”



FUTURE WORK PREFERENCES

TIME SPENT IN OFFICE

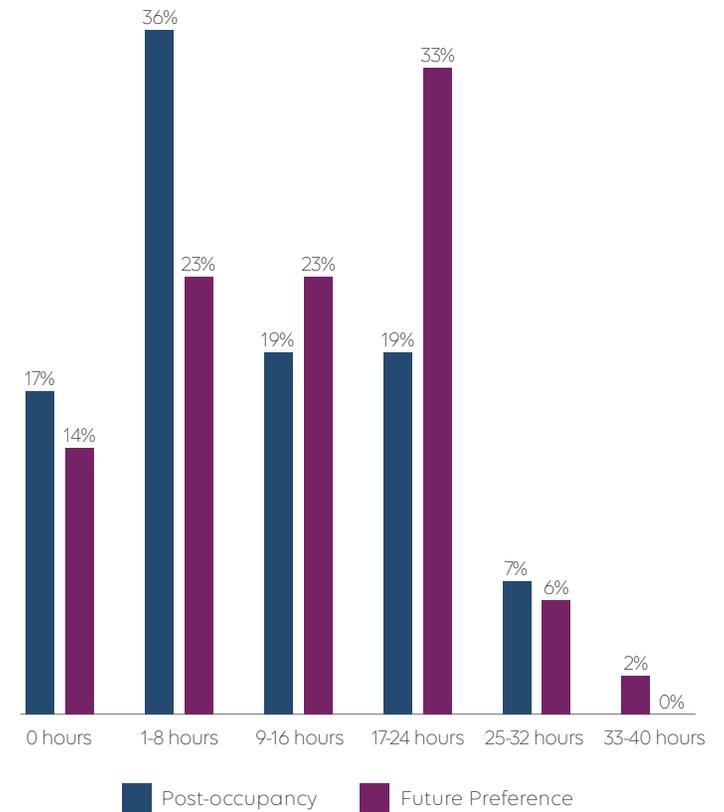
Overall, respondents said they want to spend more time in the office, up to three days in a typical week.

- 34% preferred three days in the office, which was more than the 19% of respondents that spend three days in the office at the end of the post-occupancy study.
- 23% preferred two days in the office.
- 23% preferred one day in the office, which was less than the 36% of respondents that spend one day in the office.
- 14% of respondents preferred to spend no days working in the office, which was also less than the amount of respondents not going into the office at the time of the post-occupancy.

There was no increase compared to post-occupancy numbers for percent of respondents that preferred to spend four days in the office.

No respondents indicated a preference for working all five days of the work week in the office.

TIME SPENT IN OFFICE IN A TYPICAL WEEK





FUTURE WORK PREFERENCES

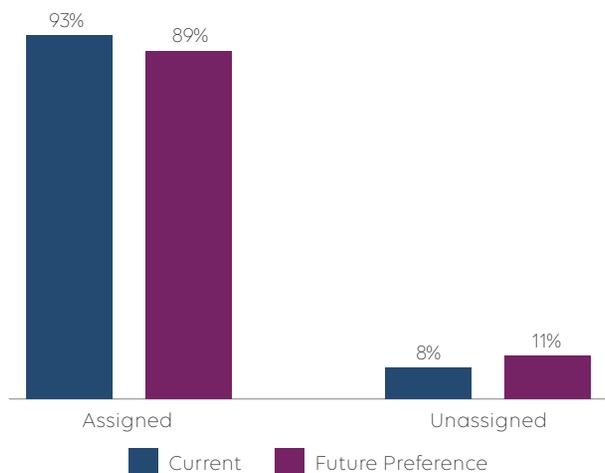
WORKSPACE ASSIGNMENT

89% of respondents preferred some level of assignment for their workspace. Of those, 60% preferred that their workspace is assigned only to them.

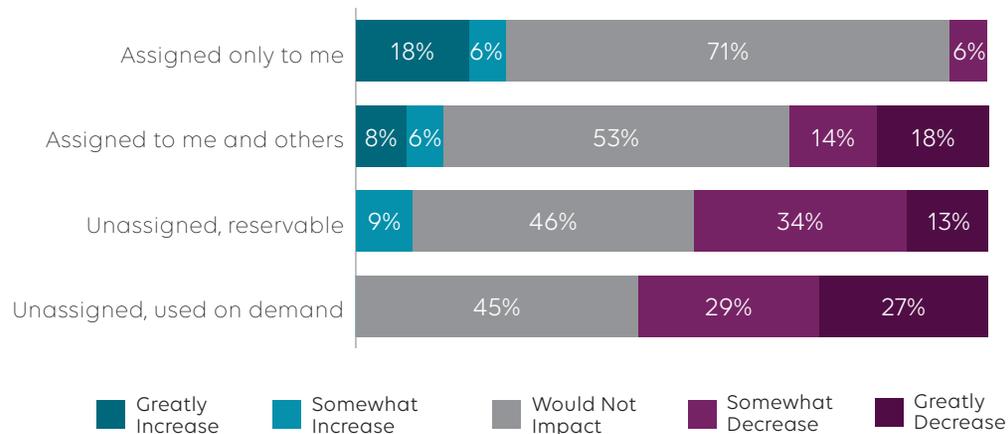
Assigned options would mostly not impact how often people come into the office because most participants currently have an assigned workspace. Still, assigning by individuals would encourage 26% of respondents to work in the office more often.

Unassigned seating with no reservation would discourage over half of respondents (56%) from working in the office. Unassigned seating that can be reserved would discourage 47% of respondents from working in the office, but would encourage a small proportion of respondents (9%).

LEVEL OF WORKSPACE ASSIGNMENT



IMPACT ON CHOOSING TO WORK IN THE OFFICE



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