RL Workplace Consultants

RL Workplace Consultants' focus is the acquisition and analysis of programming and planning data for the design of work and learning spaces. We work to integrate the strategic goals of an organization with its use of workspace, so our methodology concentrates on project-specific criteria. Environmental, cultural, technological, and ergonomic issues are assessed in order to frame meaningful conclusions.

The principal purpose of our work is to understand and guide the development of a new project through conducting an assessment of current workplace structure and support systems, behaviors, needs and experiences which will lead to a Workplace Strategy and Design Guideline Recommendations for the new work and learning space.

Explore the Roles of the Workplace

- Support work behaviors important to the organization…. how environment affects occupants' behaviors & experiences.
- Communicate symbolically with employees and others … about values, services, clientele, accomplishments.
- Reinforce possible desired transformations in work culture and behaviors
- Set priorities for design concepts and investment decisions … based on effects on performance, satisfaction, and learning and identifying issues of the greatest importance to people.

Effectively Plan the Workplace

- Be informed about business goals … and desired behaviors that support them.
- Identify changes and initiatives that will affect goals, behavior, or culture.
- Measurably improve employee job satisfaction and individual and team performance through workplace planning and design.
- Understand daily work behaviors and experiences ... and workplace's effects on performance, satisfaction and learning.
- Prioritize workplace features most important to the business.
- Provide cost effective, manageable and varied alternatives to simplistic generic workplace solutions.
- Find the optimum common denominator so that the number of different components is minimized that provide for a sufficient number of different workspace types.
- Workspace needs can be proposed that can be met using new and/or existing products and materials.

Robert Luchetti has been working on the concept of alternative officing and activity settings since the late 1970's. He co-invented the now widely accepted concept of the office as activity settings in 1983. In an activity settings-based environment, multiple settings are provided which have different technical and physical attributes assembled to support the variety of performance "modes" that take place in a work environment. They range from small dedicated acoustically private enclosed spaces to large open team shared areas. These can be flexible and reconfigurable environments which all support very considerable technology integration. Activity settings focus on neighborhood/team/project spaces, which include both individual and group dedicated and shared settings, rather than solely in individual offices and cubicles.

What We Do

OUR APPROACH

Our business is to support profitable business activity through workplace planning and programming…

RL Workplace Consultants is firmly established as one of the leaders in the development of new work environments. Since the early 1980's, we have collaborated nationally and internationally with a wide variety of corporate and public institutions to create work environments which enhance individual creativity, collaboration and overall productivity. Our core business is the planning and programming of environments to facilitate work.

We develop workplaces that support optimum and dynamic relationships between people, work process and technology

DEVELOPING A STRATEGY AND PROGRAM

We get to know you very well

Work task flow

Work teams

Nonlinear work flow

Work teams with specialized individuals
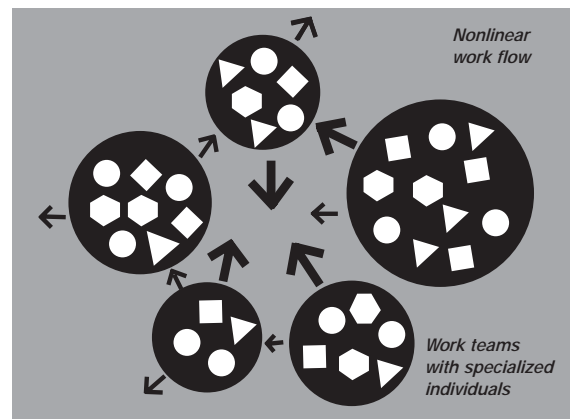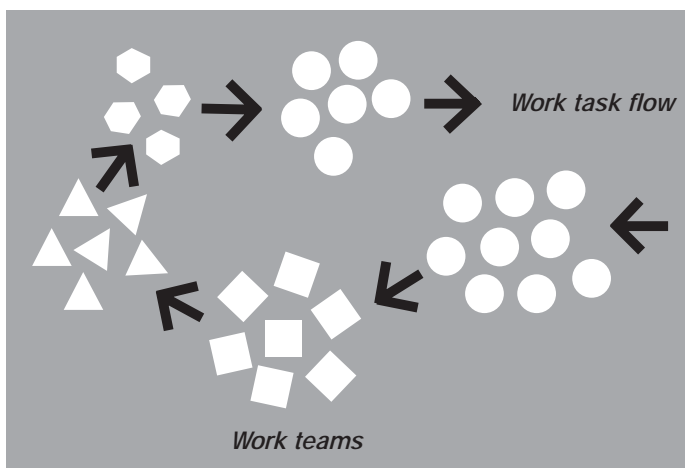
HOW WE DO IT

We collect and analyze data to learn not just how you operate, but to ascertain the core objectives and activities that embody your basic mission.

OUR APPROACH IS SIMPLE

We first get to know the organization, or companies, inside and out. We analyze and develop a thorough understanding of your priorities, needs and goals. We then create with you what we believe are your best options for using space while working closely with your team to arrive at a comprehensive planning strategy and space program.

THE ACTIVITY SETTINGS APPROACH

Over the last decade we have had demonstrated success in centering our office design work around what is currently labeled in the press as the 'knowledge worker'.

We describe our point of view as an "activity settings" approach

It is this approach that we elaborated on in detail in a 1985 Harvard Business Review article entitled "Your Office Is Where You Are." Today the key concepts presented in this paper have become the "state-of-the-art" method of planning new office space.

We believe that because of the current nature of real estate, business structures, work processes and most importantly, technology, these are concepts whose time has clearly arrived

We are confident that they would be very effective for your culture and organization.

Network of complex and overlapping communications

Specialized individuals and teams
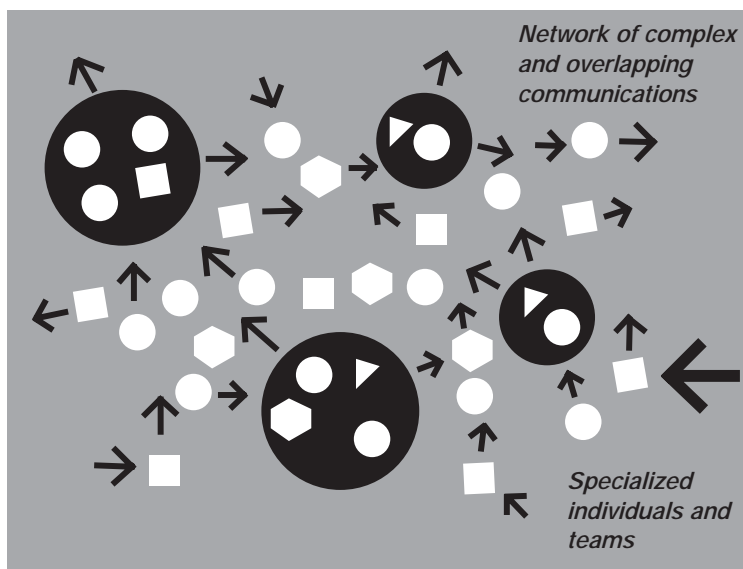
WHY ACTIVITY SETTINGS?

- One place, one all-purpose workstation per person, no longer suffices
- People need multiple workplaces, and different settings for different activities
- They provide for a variety of often contradictory office-worker requirements, such as acoustical privacy for concentration and informal spaces for collaboration
- They are neither all open nor all closed

ACTIVITY SETTINGS

This approach needs to be implemented in a way that accommodates, even celebrates, the wide range of needs, contexts and corporate cultures that exist.

### What works for one company or group may not work for another

Each working environment calls for a different mix and quantity of activity settings. This is what makes the programming phase of a project such an important one.

A Day in the Life

People perform a variety of different tasks requiring a variety of different settings during the course of a day. A typical morning's work might involve three or four separate settings:

8:45 AM

Arrive at the office. Go directly to dedicated individual setting, check email
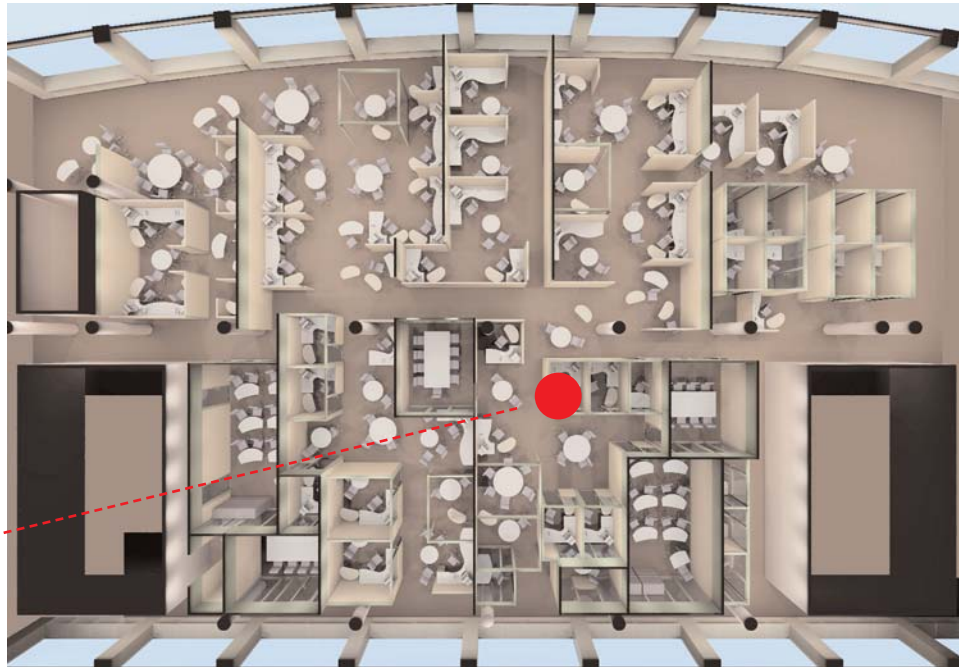
10:15 AM

Present monthly sales report to managers in shared presentation setting

11:40 AM

Collaborate with
team members on
a project in shared
group setting

12:30 PM

Attend lunch meeting
in conference room

ACTIVITY SETTINGS PROVIDE FOR PRIVACY

We believe that everyone should have access to a "home base", a private, personal place

The approach follows a university campus model where users can use a library for research, reserve a conference room for department meetings or go to an auditorium to screen a film. The settings are activity based.
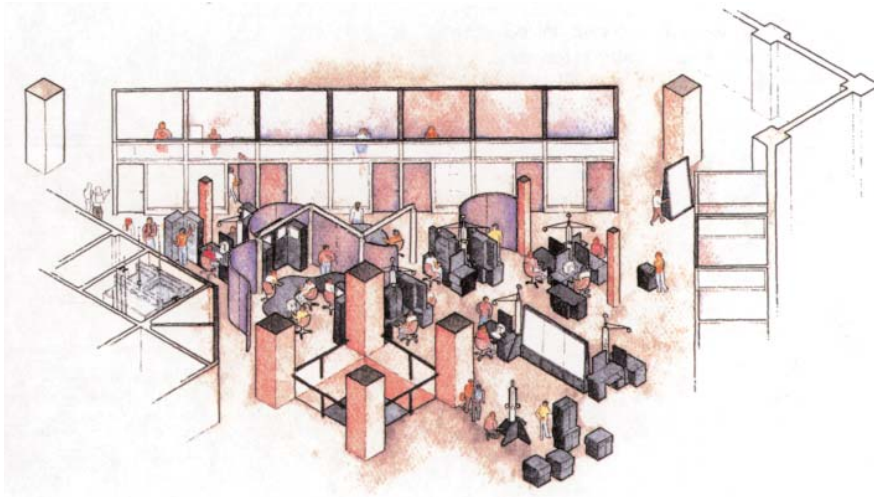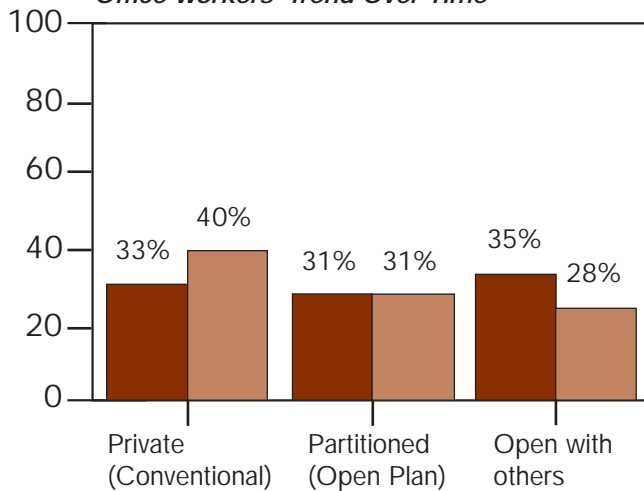

DISCOVERING WHAT'S RIGHT FOR A PROJECT

Analyze how a client company functions, categorizing roles of personnel, defining working relationships, establishing parameters for how to organize spaces to best support the operations of the company
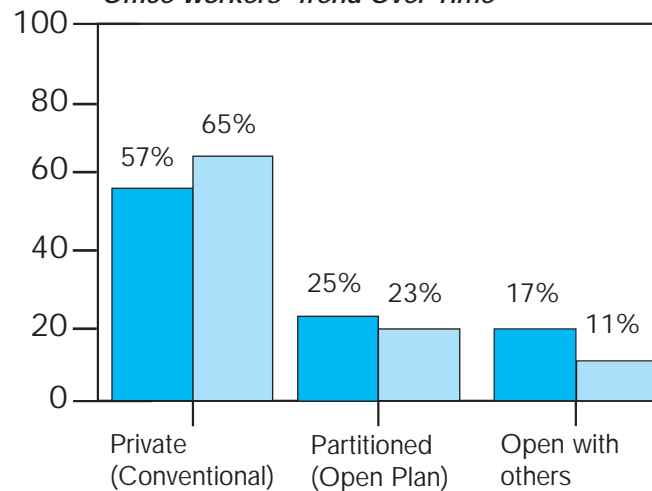
Usual and Preferred Office Arrangements

Usual Workspace:
Office Workers' Trend Over Time

Type of Workspace Office Workers

Private (Conventional): 33%, 40%
Partitioned (Open Plan): 31%, 31%
Open with others: 35%, 28%

Preferred Workspace:
Office Workers' Trend Over Time

Type of Workspace Office Workers

Private (Conventional): 57%, 65%
Partitioned (Open Plan): 25%, 23%
Open with others: 17%, 11%

• Develop custom survey instruments for use with your staff such as personal interviews, questionnaires and on-site observations

We propose to develop customized analytical tool analysis for the project based upon a comprehensive review of existing and probable future individual and team work/task processes. Individual tasks will be identified and characterized by their work content in terms of concentration, communication and process modes.

A key issue will be identifying the degree of enclosure/acoustic and visual privacy required or desired in relation to open spaces for teamwork

Group work tasks will be reviewed in terms of the need for collaboration, presentation and social/informal workplaces. We have used computer-based data analysis extensively for this purpose and may propose to develop and use this technology for future projects.

Broker-based Mortgage Sale and Processing

Luchetti/Stone 2/87

IN DEPTH ANALYSIS OF QUANTITATIVE AND QUALITATIVE DATA

With your team's close participation, analyze, then synthesize, this information to develop a comprehensive interior programming strategy for the project
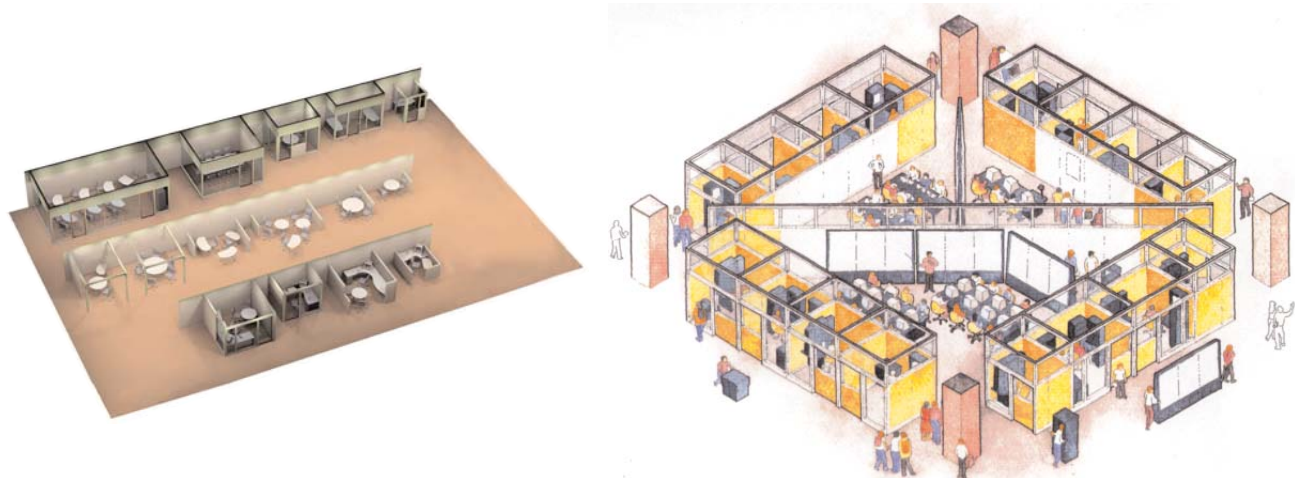
DESIGNING FOR FLEXIBILITY AND CHANGE

A key component of this strategy will be designing for flexibility and the management of a continually changing workplace over time

We will propose an activity settings-based environment which balances the need for privacy and communication by providing a range of dedicated and shared settings which can evolve over time. A kit of parts will be developed consisting of a variety of private and shared settings. These will include space division components, equipment and furniture. The kit of parts will then be used to create environments that meet the specific needs of different work teams.
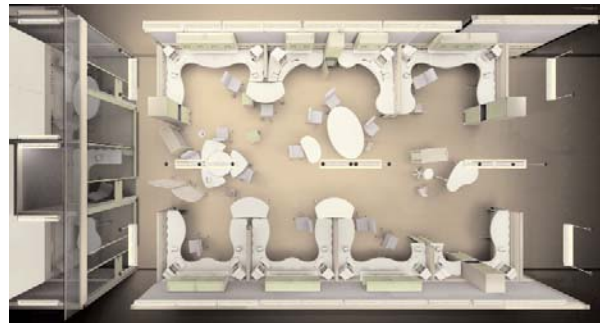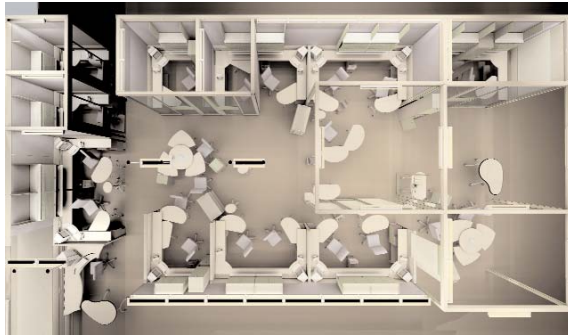
FUNCTIONAL RELATIONSHIPS IN A FLAT ORGANIZATION

Establish organization profile based upon business process

*Effective team size- identifiable and personalized clusters assembled into a large dynamic organization*

- 2, 3-4, 5-7, 8-12
- 24-48
- 48-150
- 1,000-1,200

Comprehensive review of existing and probable future individual and team work-task processes

A key issue will be identifying the degree of enclosure/acoustic and visual privacy required or desired in relation to open spaces for teamwork.
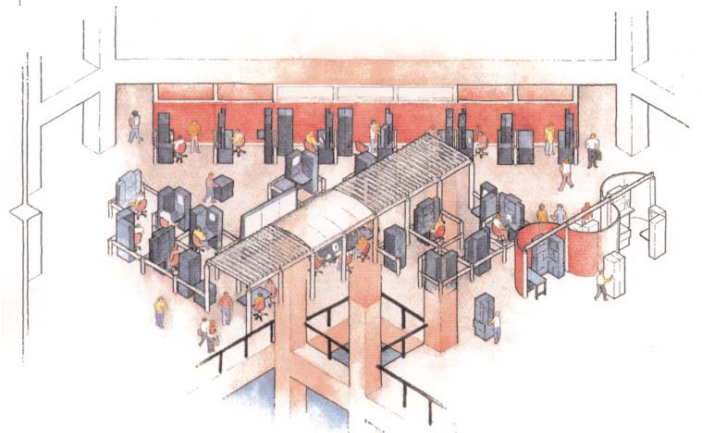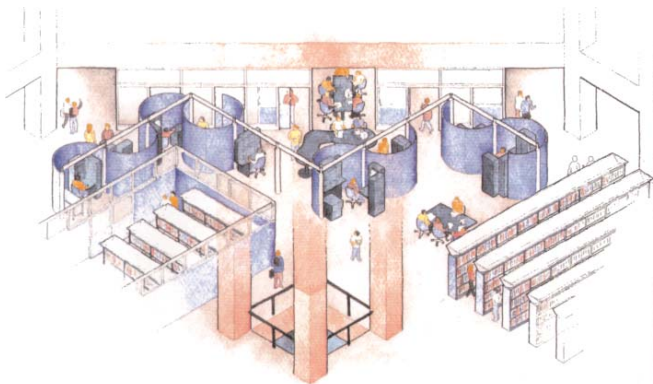
Individual Tasks can be identified and characterized by their work content in terms of concentration, communication and process work, need for task continuity and the degree of importance of a given task to one's job

Telephone
Reading
Writing
Computer based
reading
writing
spreadsheet
drawing
Collaboration
small 2
medium 3-4

Group tasks can also be reviewed in terms of the need for concentration, communication and process work

Collaboration
small   2
medium 3-4
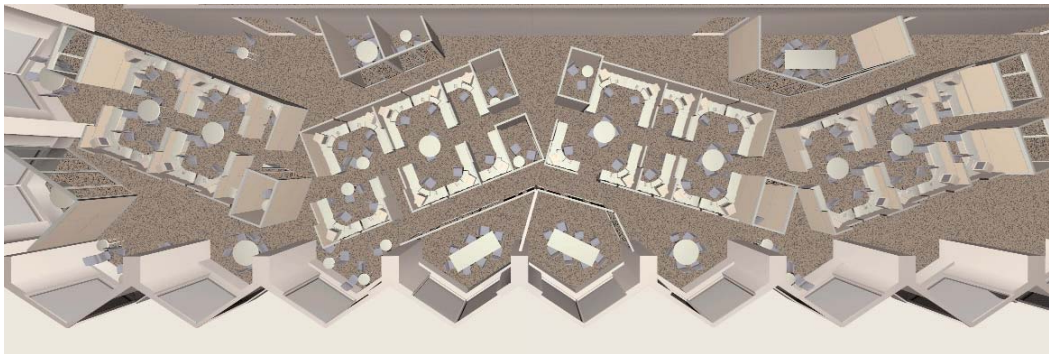large   5+
Presentation
small   2-5
medium 6-10
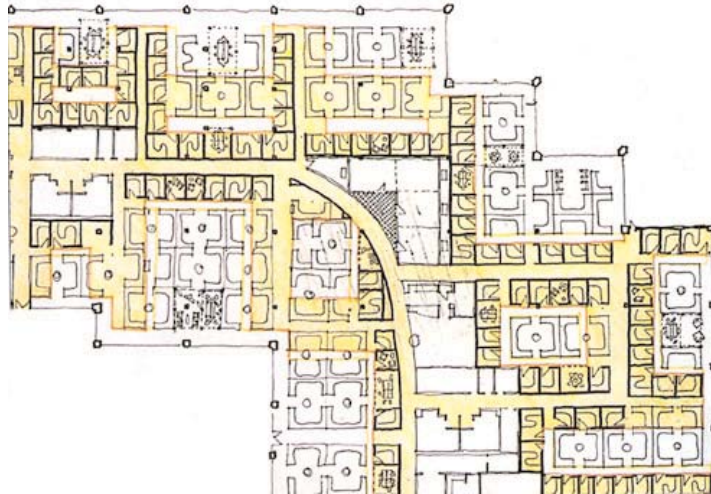large   11+
Informal/social
small   2
medium 3-4
large   5+

What are the Benefits?

DOES BETTER OFFICE PLANNING AND DESIGN...
     • Improve our productivity?
     • Improve our job performance?
     • Make our entire organization more effective?
     • Improve our satisfaction with our jobs
     • Help us attract and retain the best people.
     • Save money over time?

We get asked this question all the time. Naturally, we would not be in this "business" if we did not believe that the answer was a resounding yes. But there are real and significant qualifications:

• *What do we mean by "productivity"?*
• *How can we measure the effect of what we are doing?*
• *What about the "successful" people that work on a door laid over a couple of sawhorses in the middle of a large, clamorous open sea of similarly equipped folks?*
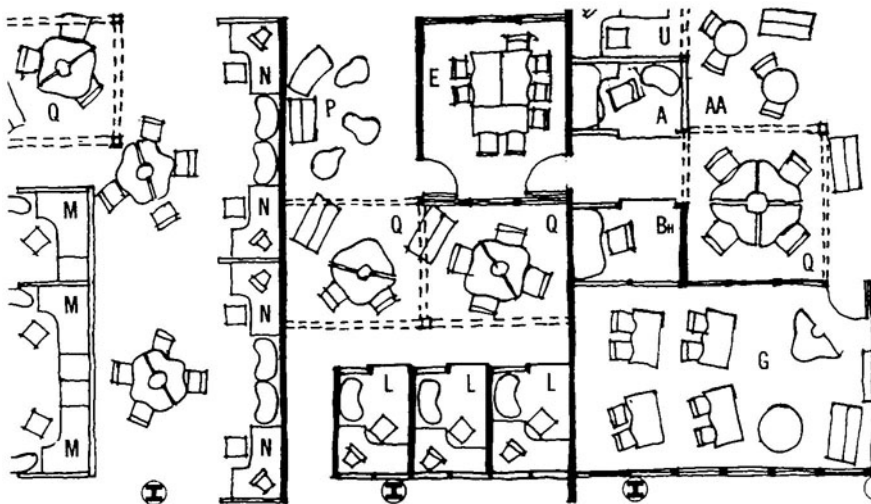
Over the last thirty years, the cost of providing and operating office work-space (rent, maintenance and operations and furnishings) for an employee in the U.S. has been between 8 and 15% of the entire cost of that employee's compensation, benefits, technology support, rent, maintenance and operations and furnishings (Average 8.10%). Interestingly, and not surprisingly, over the same timeframe, the cost per person of technology support has increased, and in the year 2000, it reached an average of 10.2% of total employee cost, now surpassing the average cost of providing and operating workspace. (reference: BOSTI @ www.BOSTI.com)

At these rates, facilities and technology are a very significant investment. If we go back and answer our questions, we can confidently make the following assertions. IF we define productivity as...
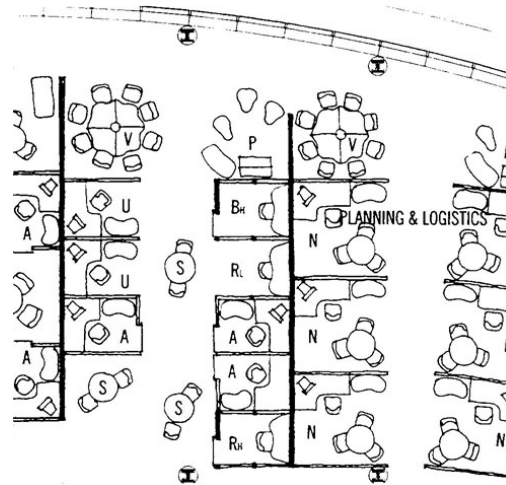
- *Higher employee enpowerment*
- *An enhanced ability to perform one's job*
- *Getting the right people together face to face at the right time*
- *Making technology more effective, trouble free and usable*
- *Making us more "satisfied" with our jobs: colleagues, compensation, ability to learn and advance in our skills and value*
- *Faster and cheaper per person turnaround time and budgets to recombine teams*
- *Effective prioritization of operating funds over time*
- *Ergonomic features that maximize employee health, safety and comfort and minimize injuries and illness*
- *Competitively positioned environments and amenities that attract and retain employees*

... then we indeed can measure the value of more effective workplace planning, programming and design. The "successful" guy sitting at the door slab has a cheaper first cost "office", but certainly not an intelligent, effective, and meaningfully less expensive alternative that will survive the evolution of an organization.

A well planned, optimized and designed work environment is a better, and often more effective first cost, investment that will contribute to and support the business success of an organization.

Most of the larger projects that we undertake involve strategic change beyond the work environment itself

Organizations are restructured, sites are relocated, assembled or split up. Processes are "reengineered", projects and teams recombined, work flow is "automated", companies are merged or acquired, new technologies hardware and infrastructures are established and at the very least, new ways of communicating in time and space are discovered. This scope of change is no longer an exception, it is now the rule. As such, a strategic level facilities initiative is also a change management project.

Therefore, in our role as planning and programming consultants we also often serve a tandem role as change managers. We have developed expertise and offer services in communicating and facilitating change through a variety of channels including on-line and printed publications and workshops. This activity also serves the valuable role of establishing a constituency among employees, which facilitates understanding, accepting and adapting to a project initiative throughout its formation and implementation.
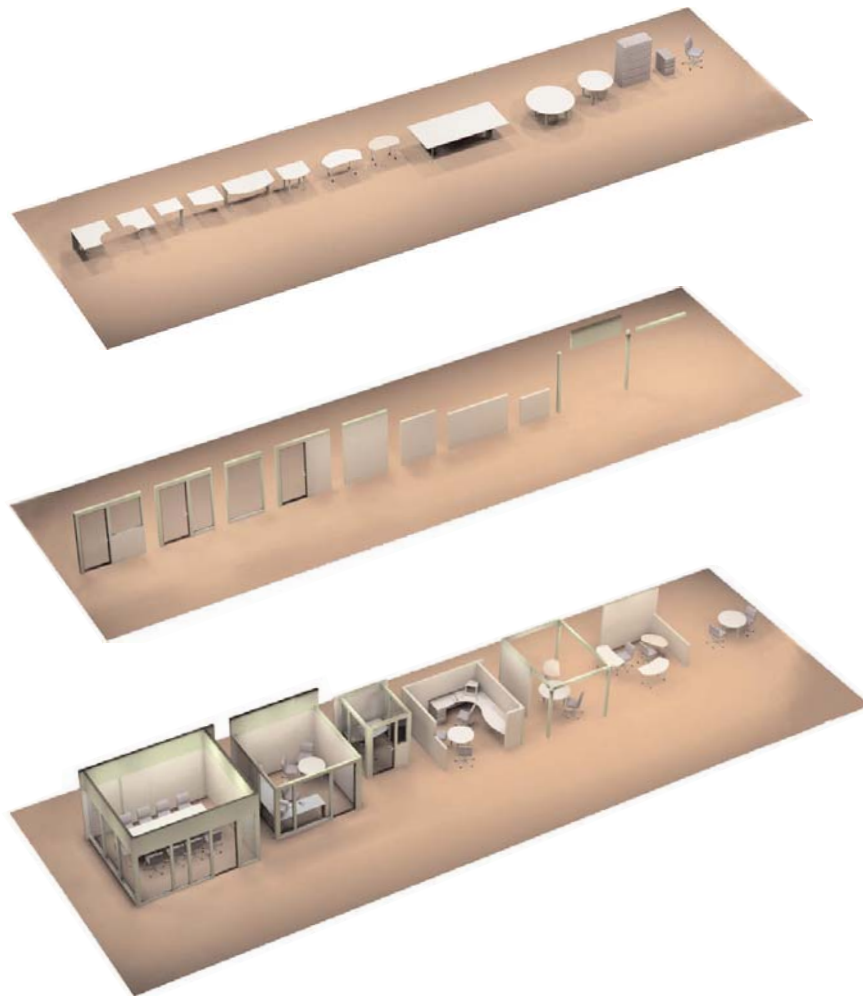
Planning Philosophy and Approach

Robert Luchetti has been working on the concept of alternative office processes and design since the late 1970's. Our work has consistently been research based and we value the learning and knowledge we continue to gain over time with our clients, colleagues and projects.

The core of alternative officing is to determine how, when and where people want and need to work to make an organization most effective. The basis of our research inquiry is to measure how people use their time (quality and quantity), what networks exist in the organization, what technology is available and how is it used, and what "disconnects" exist in terms of accessibility, proximity and efficiency.

SPACE/TIME/TECHNOLOGY

Our basic methodology for applying this approach is to assess the use of space, technology and time in an organization. We all tend to focus on same time/same place work as the definition of office work. The accompanying chart, adapted from a similar one created by Robert Johannsen of the Institute for the Future in the late 1980's, depicts four quadrants which present the full spectrum of space/time/technology relationships that make up contemporary office work. In a strategic planning effort we work with all of these.

TIME

Same Time Same Place	Different Time Same Place
Same Time Different Place	Different Time Different Place

PLACE
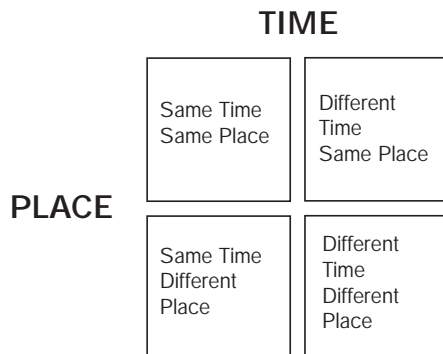
When an individual's use of time is assessed, the key factor
that is often identified is their need for access to other people and their
individual need for free time to concentrate without site and sound distractions.
Individual processing work continues to be taken over by technology. The
remaining balance of office work involves establishing and maintaining
ever-changing project initiatives in teams or with customers. Team-based
project work thrives on intercommunication. Face and meeting time are more
in demand. Fewer people can efficiently conduct more initiatives over a
wider range of space and time.
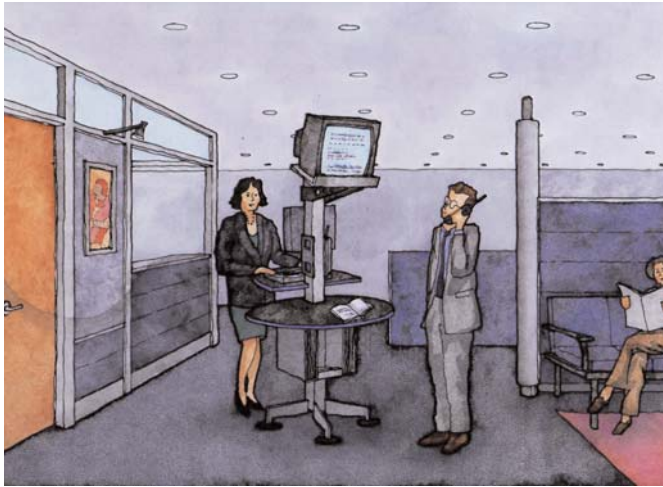
Allowing the right people to get together, combine and recombine is an
essential component of project-based teamwork "Communities of practice"
is the current "hot" alternative workplace topic. We believe, however, that
community/team-based workplace planning is not a fad. The staff of an
organization is the key components of the knowledge and value of that
organization. We presume that the effective and efficient behavior of a
group is based upon their ability to act in a highly matrixed community.

*We believe that the fundamental value of alternative workplace planning
is to leverage communication and interaction for teams in networked and
overlapping opportunities to establish community within the framework real
estate, furniture and technology.*

ACTIVITY SETTINGS

In 1983, collaborating with psychologist Professor Philip Stone of Harvard University, Robert Luchetti co-invented the concept of the office as a collection of Activity Settings. Their approach provides a wide choice of spaces for flexibly programmed activities well beyond individual offices and cubicles. Stone and Luchetti published their research in the seminal article, "Your Office is Where You Are," printed in the Harvard Business Review in 1985. That article was cited in the current show at the Museum of Modern Art in New York as one of the seminal on the future of the office from his Generation.

In 1985, Phillip Stone and Robert Luchetti published an article in the Harvard Business review entitled, Your Office is Where You Are," which became a mantra for innovation and forward thinking among those challenging conventional office environments. It may well be the single most influential document of its kind. Its premise is that office spaces can support a working philosophy but cannot actually create it. The office environment that they proposed presumes that management "has a democratic attitude toward the workplace and creates an atmosphere of trust and shared responsibility." In this scenario, the emphasis on employees went from an extracted degree of productivity to a fostered and supported contribution. Furthermore, the article questioned the validity of the cubicle and the type of efficiency it represented. It advocated activity-based planning, a concept where individual and groups would select the appropriate setting for specific tasks rather than expect a single space, such as a cubicle, to be effective for every task. This called for a high degree of mobility, supportive technology, and far less ownership of space and management controls. Like Propst's The Office: A facility Based on Change, Stones' and Luchetti's article anticipated technology that did not yet exist… Christopher Budd, The Office:1950 to the Present, Page 32, from Workspheres, Design and Contemporary Work Styles, The Museum of Modern Art, 2001.

The foundation of the HBR article was laid by Professors Philip Stone, Psychology and Social Relations, and Robert Luchetti, Visual and Environmental Studies, of Harvard University when they, in late 1982, successfully co-authored a competition project sponsored by the French Ministry of Culture for the creation of new office furniture. This was our first attempt to present the concept of work and learning environments as "activity settings".

With activity settings, a person is provided access to a variety of different "settings" for different activities. These places vary in size, features, ownership, location etc. Much like a high school or university, a person seeks out the setting to support an activity. These settings can be anywhere: an airport, an office building, a conference center, a hotel, at home, in a vehicle.

Activity settings can be applied to most of the new "alternative office" concepts now used as a baseline for defining any work place. The fact is that the new office is already here and there is no going back. If you have a portable computer, cell phone, voice mail or e-mail, you are already there. New technology has forever liberated us from the notion that our place of work is a simpleminded all-purpose office or cubicle. The fact is our office is now indeed where we are.

Work at the "office":
Find the individual or group, dedicated or shared setting that you need when you need it.

Hotelling:
Just in time, office as a home base

Telecommiting:
In a "satellite" office near where you live

Home Office:
Work at home or from where you "live"

We developed the concept of Activity Settings based fundamentally on the work of the American Sociologist/Psychologist, Roger G. Barker. Over the span of many years, as a co-founder of the Environment and Behavior Studies Movement, he developed the concept of Behavior Settings. Very briefly summarized, *a* "Behavior Setting" can be defined by the following six attributes:

1. *Program:* objective, goal of the event taking place
2. *Physical Attributes:* location, spatial description, equipment
3. *Temporal Characteristics:* length time, date, frequency of the event taking place
4. Human Components: number and types of individual and groups
5. Power of Human Components: distribution/hierarchy of control
6. Boundary Properties: admission/access regulations

We have opted over the years to use the term "activity" in place of "behavior" because we believe that it better describes the nature of what we are exploring. We have found these six key factors to be extremely useful for identifying and describing the nature of a very wide range of activity settings.

Services and Tools

We generally do not believe in "one size fits all" solutions. Every organization and project has its own culture and constraints. Over many years and through numerous projects, we have identified common themes, but we are often surprised by the variety of outcomes that we find. The following services and tools generally describe our capabilities and technique. An actual application will vary and should be customized for each project.

RL WORKPLACE CONSULTANTS PROVIDES THE FOLLOWING SERVICES:

- *Research-Based Workplace Strategic Planning*
- *Activity and Space Programming*
- *Activity and Work Process Analysis, Time Utilization Studies*
- *Pre and Post Occupancy Evaluations*
- *Existing Space Utilization and Standards Assessment*
- *Building Rating*
- *Facilities Master Planning*
- *Design Guidelines*
- *Change Management and Communications*
- *Product Development and Research*
- *Furniture, Acoustic, Lighting and Finishes Performance Criteria, Assessment and Specification*
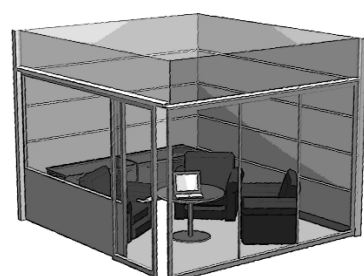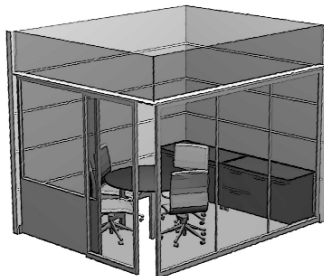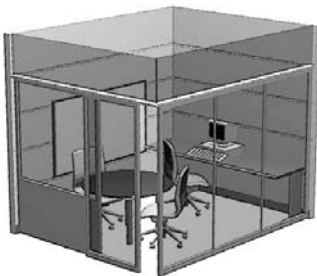
THE TOOLS THAT WE NORMALLY APPLY TO A PROJECT INCLUDE:

These techniques utilize varying degrees of quantitative and qualitative data collection and recording:

- On-site observation of existing facilities and work processes
- In-depth interviews with project executives' "steering committee" staff
- Numerous short (30 minutes +) interviews with representative staff at all levels of the organization
- Focus groups with teams of 6 to 10 people representing the larger groups of staff
- Survey instruments customized for the project and administered and collated electronically or in written form. These include time-use studies, commuting patterns, basic measurement of staff expectations and concerns, and priority settings.

Project communication:

- Facilitated workshops with the project team and staff
- Presentations to staff and management
- Change management face-to-face and web-based presentations of the developed approach to staff
- Establish and maintain web-based site domains for each project

PROGRAMMING AND BLOCK DIAGRAMS

We feel that an excellent project begins with careful and purposeful programming that is targeted at resolving space-planning issues with larger strategic goals. A carefully prepared Program Analysis is one of the most critical phases of implementation of an office design and it must address motivation and process, not just calculations of task hours. Our conclusions will result in a report of Key Findings and possible alternative strategies.
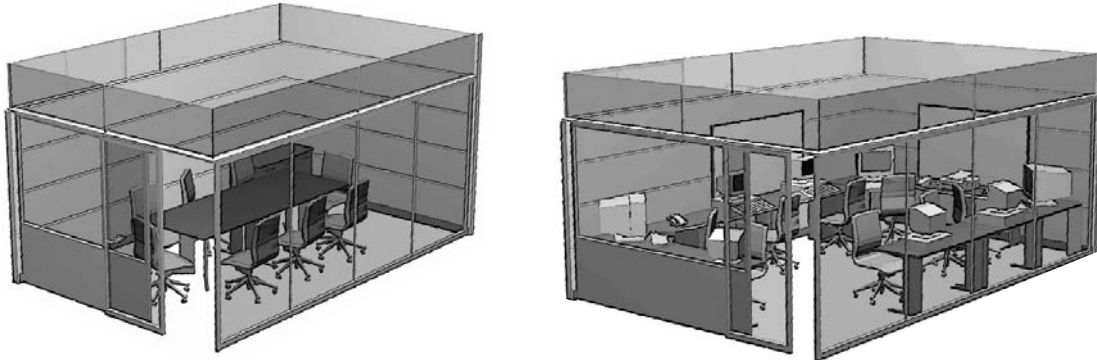
SPACE PLANNING AND SCHEMATIC DESIGN ASSISTANCE:

Our belief is that an excellent plan results from careful and attentive analysis of program data. We bring to every project both our considerable experience as well as our genuine intent to provide solutions that are innovative and objectively based on the specifics of the problem. There are no one size fits all solutions.

Prototype Project Workplan

Our approach to working on a project includes a high level management assessment to understand facility-relevant aspects of an organization and the facility implications of its business strategies, combined with staff level research on employees' work activities and workplace design needs. A typical project will examine work behaviors and processes in detail, so that they can be evaluated in terms of the strength of impacts on individual performance, team performance, job satisfaction, learning, collaboration, and other important business objectives.

Completion of this process will typically generate a Workplace Strategy and detailed Design Guideline Recommendations to incorporate the most beneficial workplace features and qualities in new workplaces … so that intelligent, fact-based, and business-based decisions can be made while developing holistic workplace solutions.

1. *EDUCATION:*

Inform the project management, principal design team and selected larger staff group with regard to current practice, theory and options on the planning and design of office work environments.

Present and assess the implications of open versus closed work areas. Provide an introductory survey on contemporary traditional and alternative workplace design options.

- Present the concepts and principles of current practice, implications, options and benefits for office planning and design to the new headquarters project management team. Review proposed method of approaching a larger staff group.
- Establish an educational program for a control group of management and staff representing up to 30 separate organizational groups that provides them with an informed understanding of the issues and impact of alternative workplace planning and design options.
- Provide the prime architects and interior designers for the project, with options and tools for the detailed planning and design of the office work areas of the project.

2. *QUANTITATIVE SURVEY AND ANALYSIS*

An employee survey is the most efficient and objective means of collecting a substantial amount of high quality, quantifiable information about individuals' and team's work processes, needs, behaviors and activities, and people's evaluations of existing workplace support. A survey can be tailored to the situation, and will endeavor to collect data required by other members of the project team, as long as those data do not need to be linked to specific individuals or teams.

General survey content will include:
- Employee info: Job type, job level, business unit, building location.
- Work activities: Frequency, duration, location, and numbers of participants in primary work activities.
- Workplace evaluations: The existing workplace's help or hindrance of work activities.
- Workplace characteristics: Individual workspace size and enclosure, equipment and storage needs.
- Work experiences: Physical comfort, experience of learning, interacting, etc.
- Work outcomes: Self-assessments of individual and team performance and job satisfaction to be used only in statistical analyses. Survey data is subsequently analyzed to provide information on:
  - Work activity profiles for individuals and groups that simplify workforce and job title complexity into a manageable set of design-relevant "functional job types".
  - Key work behaviors for functional job types identified by time spent and importance of individual and group work activities.
  - Time spent and evaluation of facility support for group work activities, collaboration, communication, interaction, and learning.
  - Existing workspace storage needs and technology use, including evaluation of furniture, lighting, ergonomics, and physical comfort.

- Evaluation of current workplace design features in use, and their effects on work outcomes such as individual and team performance, collaboration, job satisfaction, communication, and learning.
- Workplace design and space-use priorities that are based on those aspects of the workplace that have the greatest effects on the range of targeted work outcomes.

Preliminary survey analyses and results tabulations are done by major job types to guide the subsequent focus groups, interviews, and observations. A survey typically takes 30 - 45 minutes to complete.

An electronic version of the survey will be set up and administered by a technical consultant to Robert Luchetti Associates, which will reside on their web site, and will be accessed by the survey group from their "desktops" by using the Internet.

3.QUALITATIVE DATA GATHERING:

Assemble relevant qualitative data, through interviews, surveys and focus groups, on current work activities and characteristics to inform an analysis of work behavior to establish alternative design options and ultimately, workplace planning and design guidelines.
- Interviews with managers and team leaders, focus groups, study groups, and structured observations of people in their work settings will be conducted during a data collection site visit or visits
- Face-to-face discussions with staff, faculty and students will provide a qualitative perspective of workplace needs. These interviews obtain qualitative data about the "whys" of behavior
- Data about the workforce: The workforce and its organization are best understood by examining headcount data (broken down by practice, major job types and disciplines, job levels, and assigned buildings), organization charts, and job type/job level listings or descriptions. It is ussually helpful to have a knowledgeable person in the HR organization identified to help us understand and interpret this data

The nature of the questions that we ask are based on why people engage in various individual and group activities, the amount of time spent in different work behaviors (e.g., one-on-one meetings), the importance of these behaviors to their jobs, and how well current facilities help or hinder these activities.
- The opportunities and constraints of technology and how it affects their daily work lives in terms of work activities, work locations, collaboration, and learning
- How and where teams function and the spaces and tools they use … and how this differs by job functions, programs, projects, and/or project phases
- How and why people use various work settings, including space in and away from the office and their homes
- How work processes and cycles affect work behaviors, and how these have been changing
- How and where collaboration occurs, and how well existing work settings support collaborative activities with immediate team members, other employees, and clients. Most frequent and most effective modes of interactions (face-to-face, VTC, e-mail, telephone) and places for interaction (in workspaces, labs, hallways, at food and drink areas, mail, etc.) are examined.
- What people need to and want to learn, how do they do it, and how important is it to job satisfaction and effectiveness. How well workspaces, training spaces, VTC rooms, etc. support different forms of learning, and where there's opportunity for improvement

4. DATA ANALYSIS:

Develop a better understanding of how new approaches in workplace planning using enhanced technology to communicate with work teams might play a role in the organizations future.
- Compile meeting interview notes.
- Categorize and analyze data from interviews.
- Establish design option priorities based on effects on work outcomes.
- Identify functional job types: Aggregate similar job types by similar work behaviors.

Functional job types are groups of people in different job categories, often crossing major practices and job levels, which exhibit similar design-relevant workplace behaviors and therefore have similar needs in terms of physical workplace characteristics.

- Data on work activities are analyzed for similarities and differences in time spent in various work activities, their importance, and overall mix. This process identifies job categories within each functional job type, and develops the rationale of how and why assignments to individual and group workspace types can be based on these functional job types. This aggregation of job categories into functional job types can significantly reduce the complexity of workplace standards development, and workplace design and location planning.

5. DEVELOP AND REVIEW OPTIONS:

Explore traditional and innovative approaches to office planning, which will tie the organization's mission, success factors, business applications, and needs to the recommended strategy for workplace design.

- Propose a number of outline office planning options based on access to variable open and/or closed and individual and group multiple work settings
- Provide the framework for setting new directions in making office facilities decisions.
- Establish design priorities based on effects on work outcomes: Given the need to achieve greatest benefit for costs incurred, we want to establish clear priorities for design, for trade-offs in work place design decisions and for rational discourse within the project team about design and its effects. This requires understanding which workplace needs identified above relate most strongly to business outcomes: individual and team performance, collaboration, learning, job satisfaction, and ease of communication ... all critical "bottom-line" measures. Best investments are identified as those that support workplace needs that have the strongest effects on desired outcomes, as well as positively affecting large numbers of employees.
- Evaluations of existing workplace support for work: The employee interviews and focus groups probe how well current work settings support employees' different work activities and their ability to collaborate, communicate, and learn. Different aspects of the current work settings will be evaluated using this data to identify areas for improvement. Highest priorities for work place change are those best areas for investment (described in the paragraph above) that are poorly evaluated in existing workplaces ... areas where there's opportunity for improvement.

6. DOCUMENT A WORKPLACE STRATEGY AND DESIGN GUIDELINE RECOMMENDATIONS:

Design Guidelines will be developed which combine both strategic and detailed recommendations for the different space types and how they might best be organized to support high-performance work. The Workplace Strategy rational that underlies each recommendation is made a part of each design guideline. With this information, each group of stakeholders using the guidelines knows the basis for each recommendation; its priority or importance in supporting productive work and being efficient with space; and the physical characteristics of the workplace feature(s) needed to enable the desired workplace behaviors. The design guidelines will serve as input into the development of preliminary workplace models.

Recommendations for each workplace feature involved in a design guideline are given both in text and in dimensioned drawings, and all are combined into sample floorplate designs representing "typical" layouts to ensure feasibility and show clear images of what can be accomplished using the guidelines. Based on these guidelines, typical workplace types will be assigned to each typical job classification.

The Scope of the Guidelines includes:
1. For individuals' workspaces: activity and needs-based recommendations for floor area, interior layout, degree and type of enclosure, visual and acoustic transparency, furnishings, interior flexibility and ergonomic flexibility, storage types and amounts, lighting needs, power and communications delivery locations, privacy controls and cues

2. For group activity and meeting spaces: Types of settings needed, and their furnishings. Allocation guidelines for determining number of spaces needed for different populations. For support space: sizes, number and best locations for needed support settings

3. Workplace types: Assignment and tabulation of specific workplace types for all job classifications to be reviewed and approved by the department heads.

4. For large areas and whole floorplates: guidelines for the layout of whole floors, which act as basic organizing principles for how the spaces are knit together. Those guidelines can address:
   - Best use of windowed perimeter
   - Major and minor circulation systems (including building-to-building connectors)
   - Cues to wayfinding
   - Recommended locations of major support spaces
   - Implications of and design opportunities inherent in floorplate shapes
   - Modular design to facilitate flexibility
   - Creating activity zones to limit disruptions to focused individual/ group work
   - Group definitions and boundaries

FINAL REPORT AND PRESENTATION

We typically all the recommendations, design and space use guidelines, and benefit analyses in a Workplace Strategy and Guidelines document. This strategy will be forward-looking, considering and incorporating organizational initiatives and programs that might change the way work is done in the future, so that the strategy is useful as far into the future as possible for a full range of needs. It will offer specific recommendations, with supporting research and business rationales.