Implementing Work Space Change within a University – The Deakin Experience

19 September 2017

Terry Roche
Deakin University
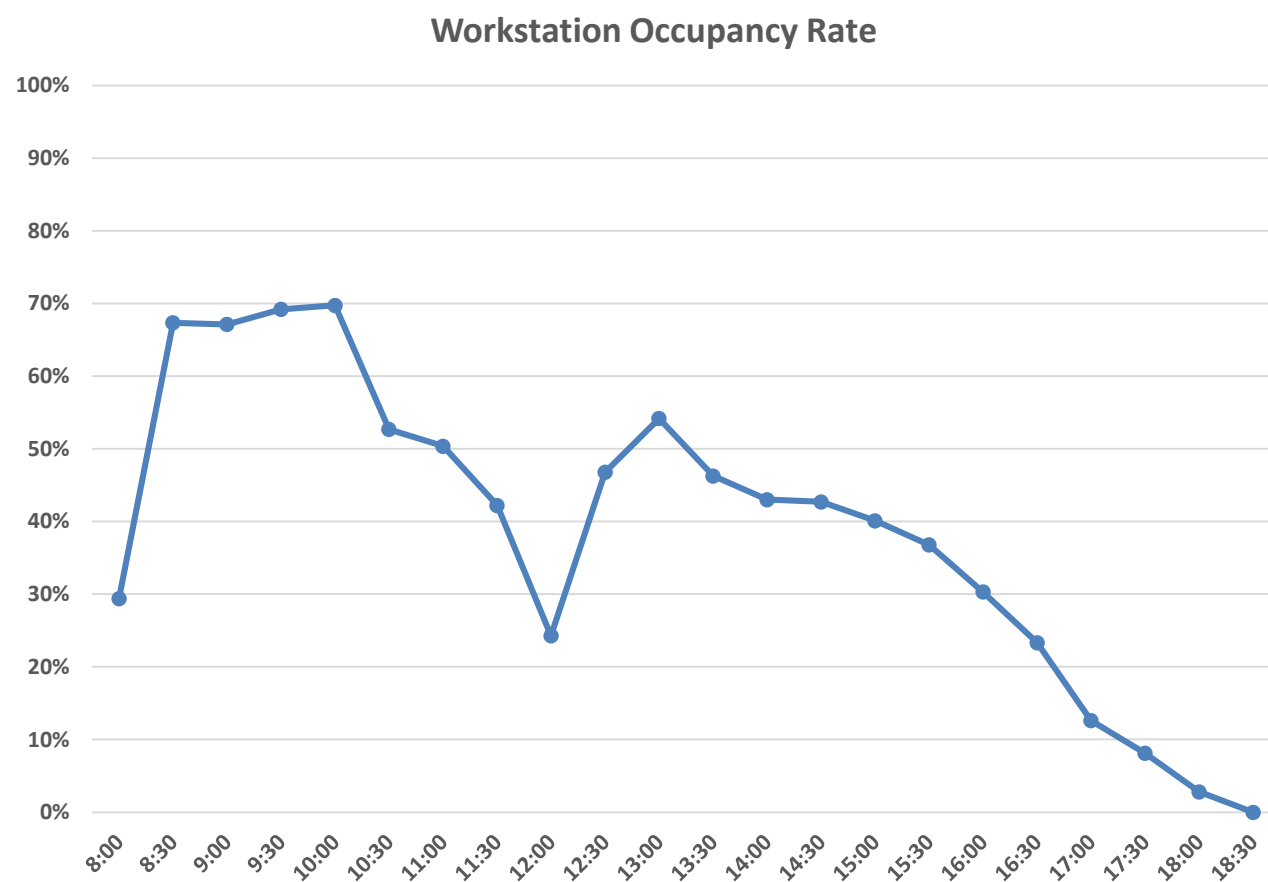
Jo Danes
Woods Bagot

Let's Start in 2012

Space Optimisation Strategy

- Accommodate growth in existing space
- Increase teaching space utilisation
- Reduce floor space per full time staff
- Avoid capital costs of $500 m by 2020

'I Own My Space' → 'WE SHARE OUR SPACE'

Driven by Efficiency – The Open Plan Phase

- Improve the quality of existing spaces ahead of constructing new space

- Achieve significant improvements in the utilisation of space

- Establish design standards that facilitate the shift to better use of space

Workstation Occupancy Rate

The Efficiency Phase - Case Study #1 *Waterfront Relocation*

Bld IC, Waurn Ponds

Faculty of Business and Law
Relocation from Waurn Ponds to Waterfront

Characteristics
- No change management
- No internal champion
- Consultation Lite

Response
- 'We aren't going to turn up' *B&L Staff*
- Numerous emails on the perils of open plan
- 'Why are there empty desks?' *VC*

Lessons Learned
- *We're in the middle of a war zone, stick to the guns*

Bld AD, Waterfront

School of Law Building

- 4,000 m^2 to accommodate School of Law
- 3,500 m^2 of teaching spaces
- 3,800 m^2 of administrative support units
- Use of planning guideline of 30% enclosed space on staff areas
- Provided teaching space capacity badly needed on Burwood Campus
- Flagship space for high profile course – was to open July 2017
- Project terminated late 2015

Lessons Learned

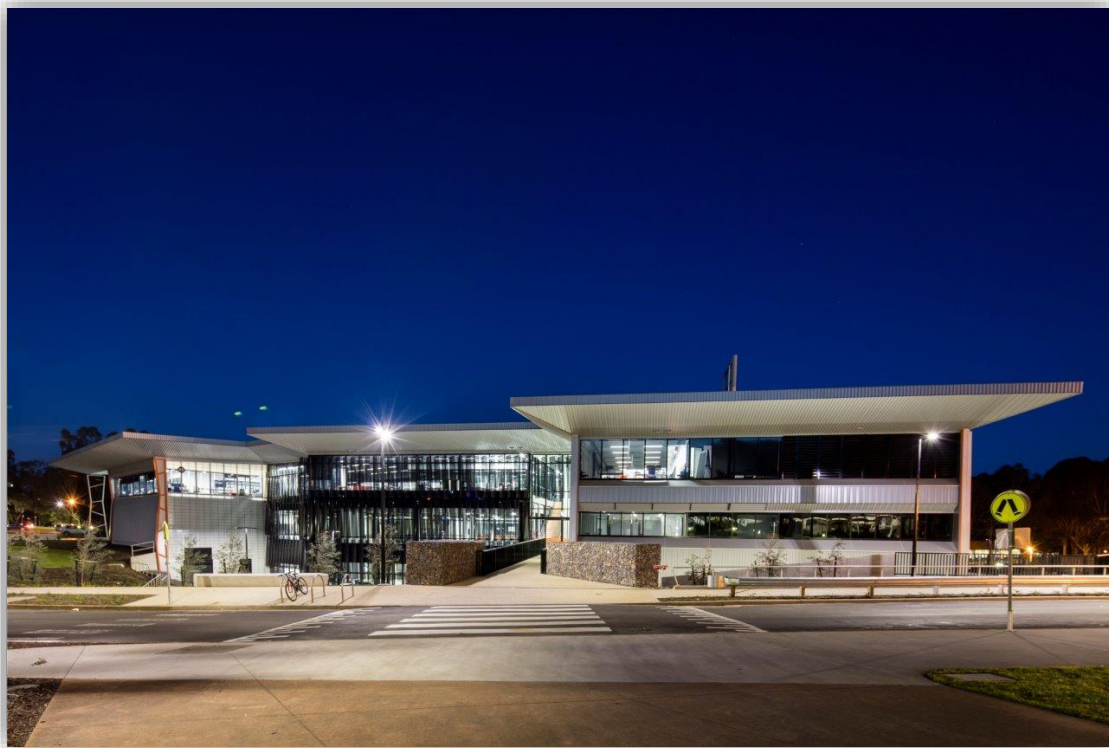- *We lost the battle, but we will win the war!*
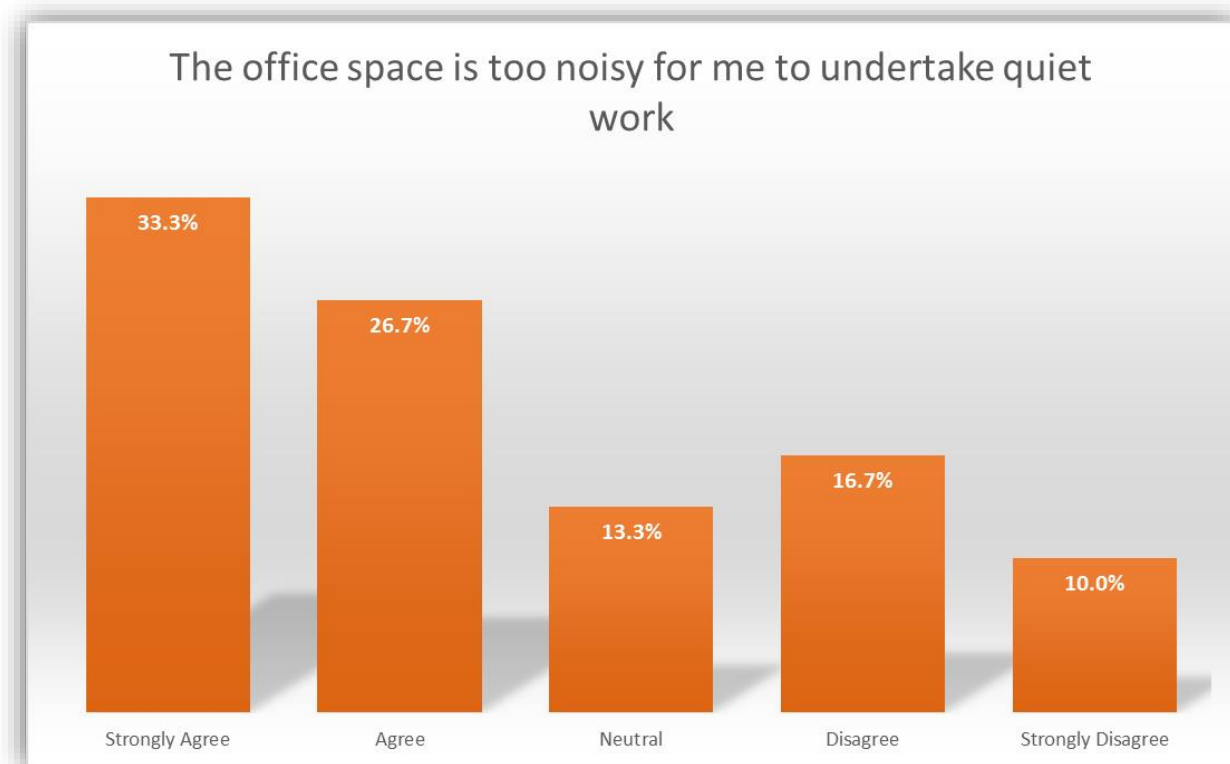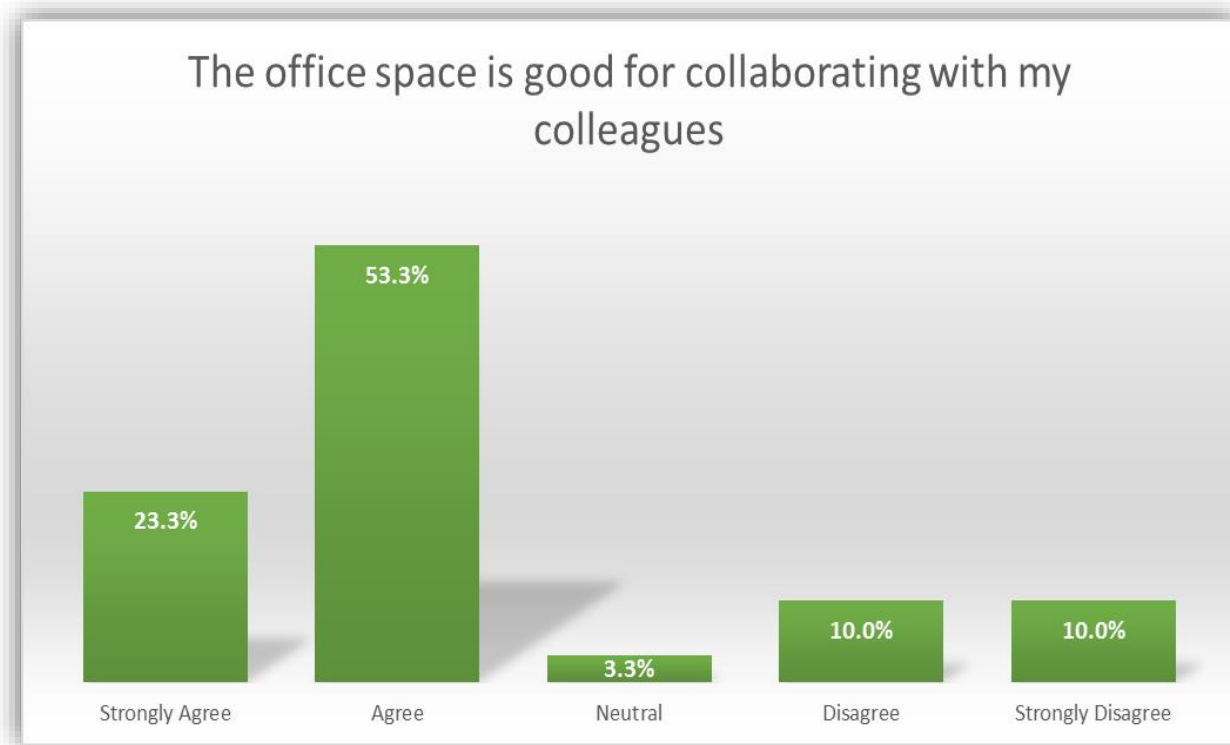
Privacy over Prestige

School of Engineering building

- Mix of innovative teaching spaces supporting new pedagogical delivery

- Open plan staff accommodation – no offices

- Integration of HDR and academic staff spaces

- Driven by former Head of School – the Change Champion

- Prioritise teaching space over staff space

The Champion Phase – Case Study #3 *The CADET Building*

Staff Opinion of the Workspace

The office space is good for collaborating with my colleagues

23.3%	53.3%	3.3%	10.0%	10.0%
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

The office space is too noisy for me to undertake quiet work

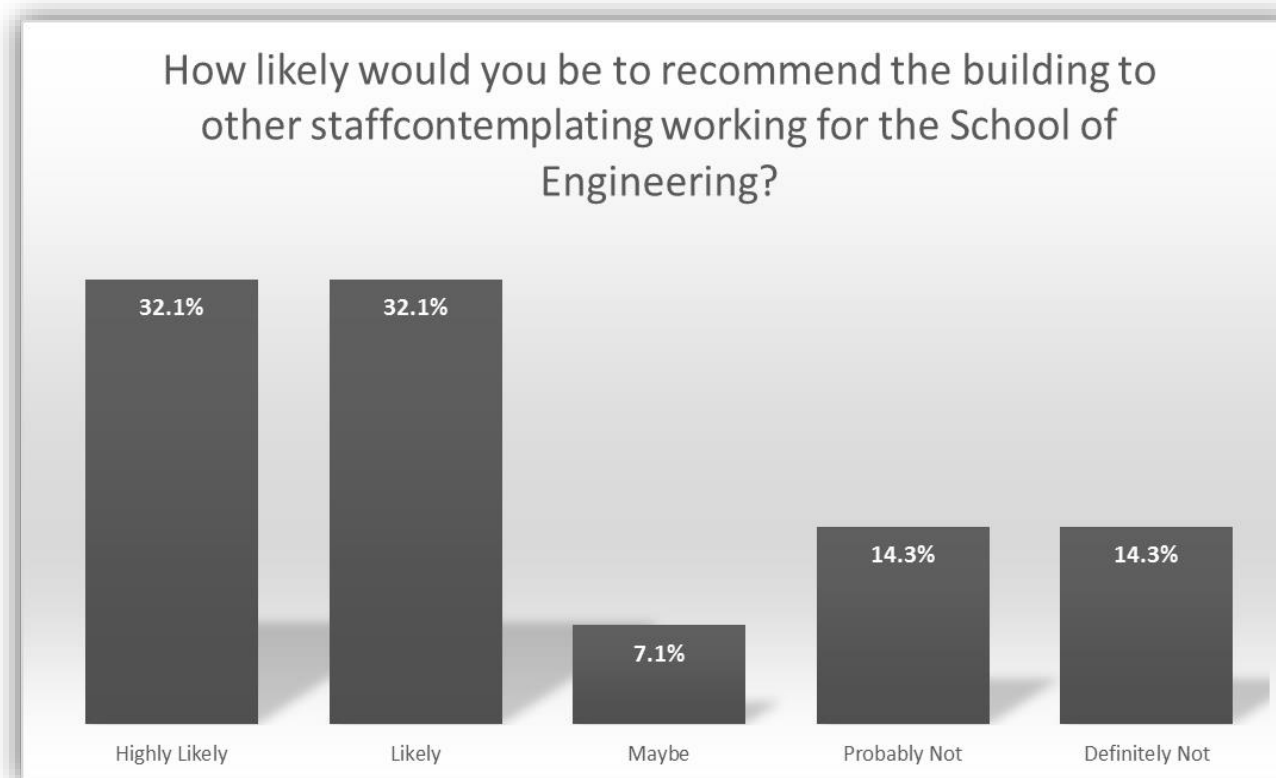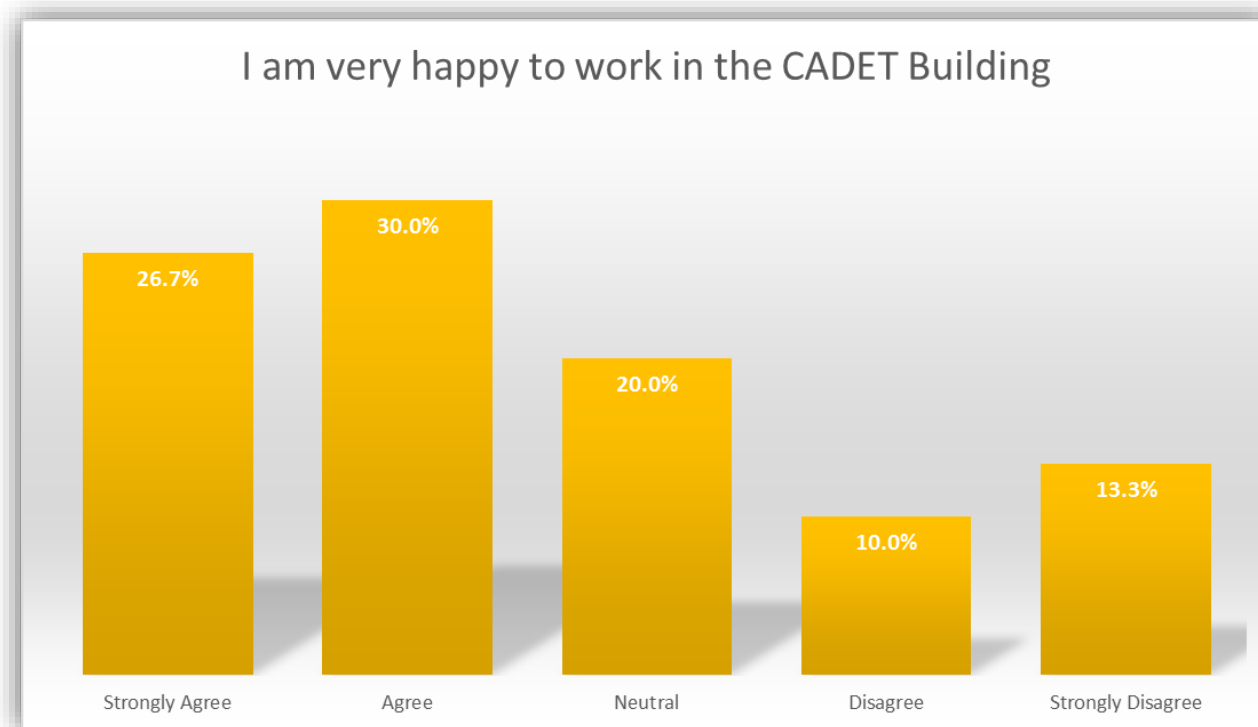|				
33.3%	26.7%	13.3%	16.7%	10.0%
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

"We have less than 1 square metre of desk space! No storage! NO PRIVACY! Free range chickens have more sq.m allocation than academics in this building! The building is a useless empty shell of wasted space."

CADET is fantastic facility

The Champion Phase – Case Study #3 *The CADET Building*

Staff Opinion of the Workspace

I am very happy to work in the CADET Building

- Strongly Agree: 26.7%
- Agree: 30.0%
- Neutral: 20.0%
- Disagree: 10.0%
- Strongly Disagree: 13.3%

How likely would you be to recommend the building to other staff contemplating working for the School of Engineering?

- Highly Likely: 32.1%
- Likely: 32.1%
- Maybe: 7.1%
- Probably Not: 14.3%
- Definitely Not: 14.3%

"Not enough consultation taken, the majority of decisions were made by people who do not teach, or will never teach. The layout of the building and location of people means that as soon as one person gets sick, everyone gets sick. Staff are unable to remove themselves from etc gaze of students, if you need a break you need to work offsite."

Faculty of Science Engineering and Built Environment

- Refurbish two levels of Building T with a fifteen year old fit-out

- Accommodating significant staff and HDR growth

- Improving thermal performance of building

- Improve natural light transmission

- Improve acoustic properties

- Improve interior aesthetics

- In house design and consultation

DESIGN DEVELOPMENT

YOU'VE SPOKEN, WE'RE LISTENING

- You have expressed concerns such as acoustics, privacy, storage, thermal comfort, hierarchy, productivity, employee satisfaction, identity and health.

UNDERSTANDING ACADEMIC NEEDS

- We recognise academic requirements are unique- the space needs to facilitate student mentoring, lecture recording, research, remote facilitation (Blackboard).

- You've told us we need to provide an exemplary space with a professional atmosphere.

WE'VE LEARNT FROM PAST MISTAKES

- Successful shared offices require a mix of spaces to accommodate various activities; they need to include privacy and openness; areas for collaboration and for quite, individual tasks.

- Noise

- Thermal comfort

- Confidentiality & privacy

- Security

- Student consultation, collaboration & interaction space

- Meeting/breakout spaces – adequate numbers and booking

- Common/social spaces – kitchen, toilets

- Working party – staff input into design

- Offices
  - Sharing of offices
  - Who will/won't get an office

- Status

- Partitions between desk

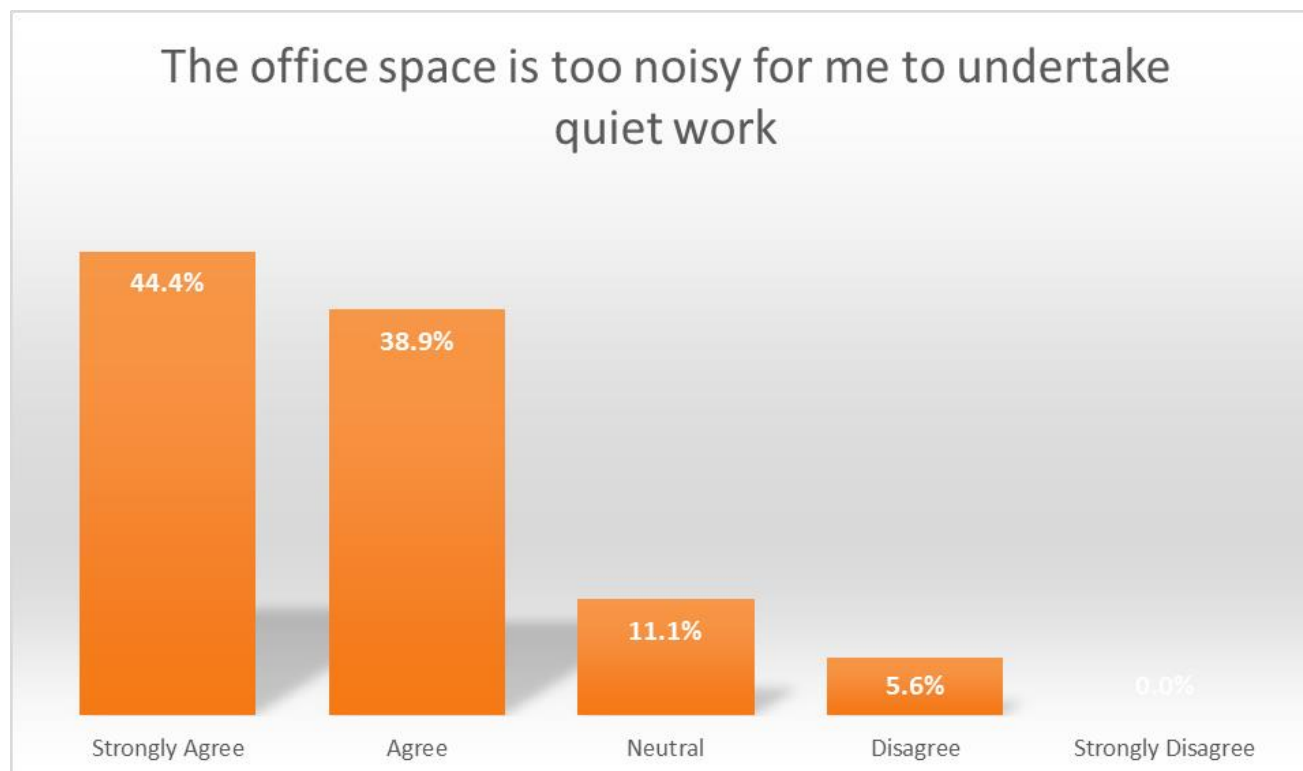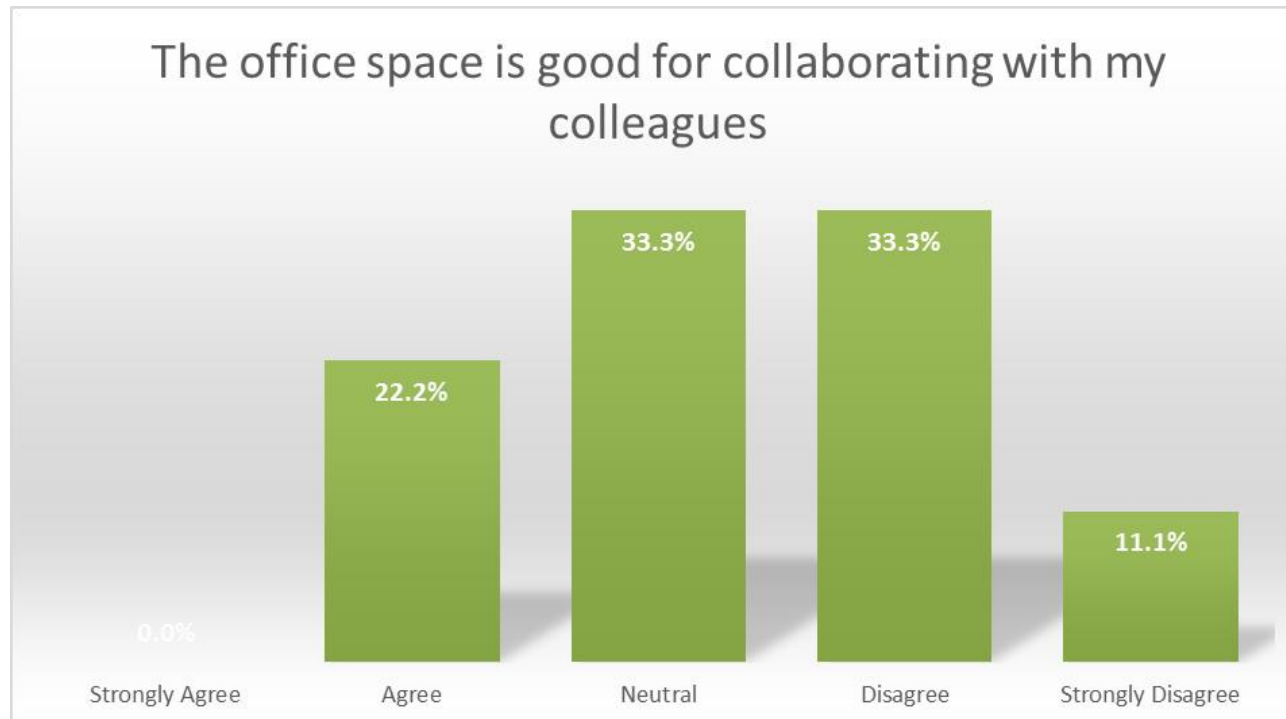- Hot desk space

- Storage – Books & teaching artifacts

The Consultation Phase – Case Study #3 *Building T*
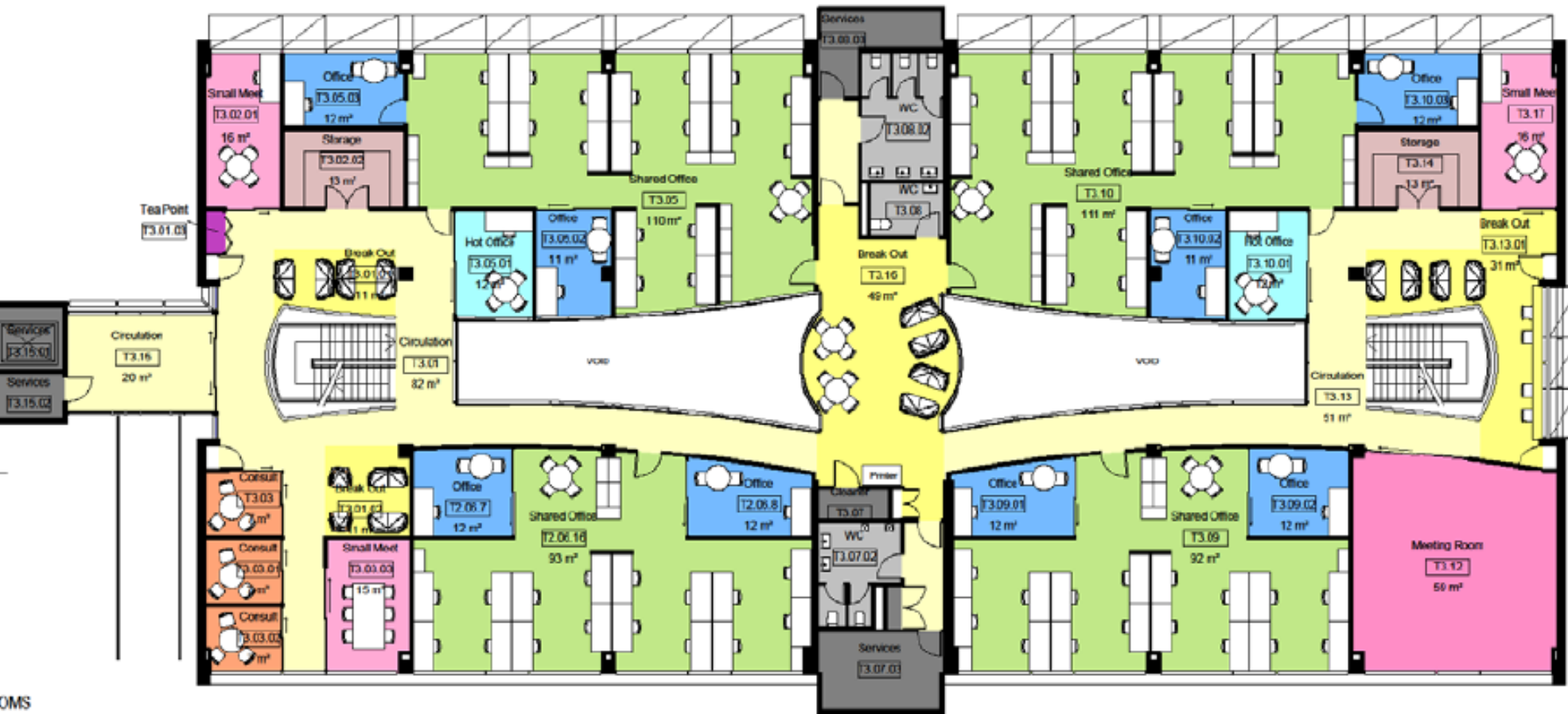
Description of Quantifiable Benefit	Baseline	Target
Increase total staff capacity for SEBE at Building T	93	138
Increase availability of consultation suites	0	7
Increase availability of small meeting rooms	0	7

Staff Opinion of the Workspace

The office space is good for collaborating with my colleagues

Strongly Agree	0.0%
Agree	22.2%
Neutral	33.3%
Disagree	33.3%
Strongly Disagree	11.1%

The office space is too noisy for me to undertake quiet work

Strongly Agree	44.4%
Agree	38.9%
Neutral	11.1%
Disagree	5.6%
Strongly Disagree	0.0%

"Personally I prefer to work in the previous setting with private space"

The Consultation Phase – Case Study #3 *Building T*

Staff Opinion of the Workspace

I am very happy to work in Building T

- Strongly Agree: 0.0%
- Agree: 22.2%
- Neutral: 50.0%
- Disagree: 11.1%
- Strongly Disagree: 16.7%

How likely would you be to recommend the building to other staff contemplating working for the Faculty

- Highly Likely: 5.6%
- Likely: 11.1%
- Maybe: 27.8%
- Probably Not: 38.9%
- Definitely Not: 16.7%
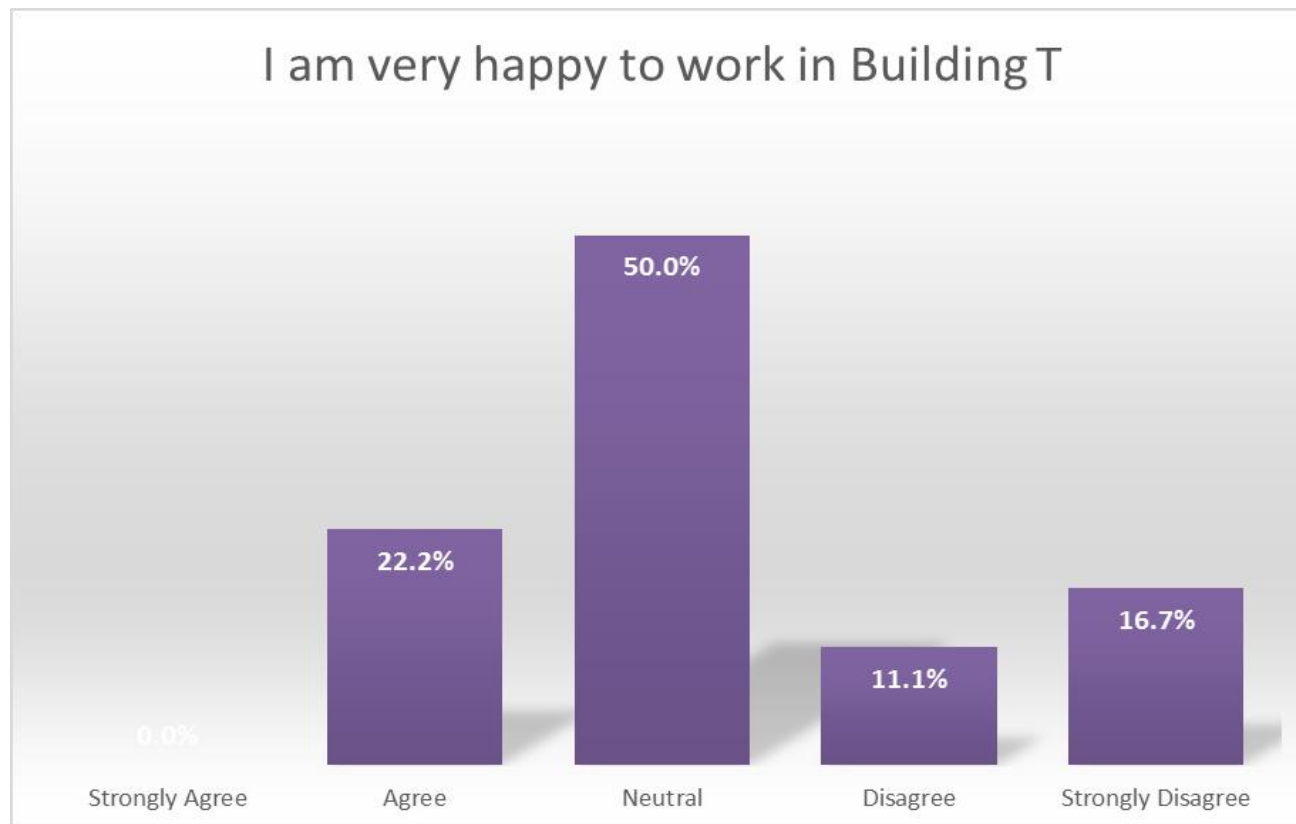
"I understand the need to save space, and the furniture etc. is fine, I even don't mind sharing an office – but interruptions, overhearing staff on meeting calls, inability to store teaching/research materials, all make it less conducive to student consultation and productive research time."
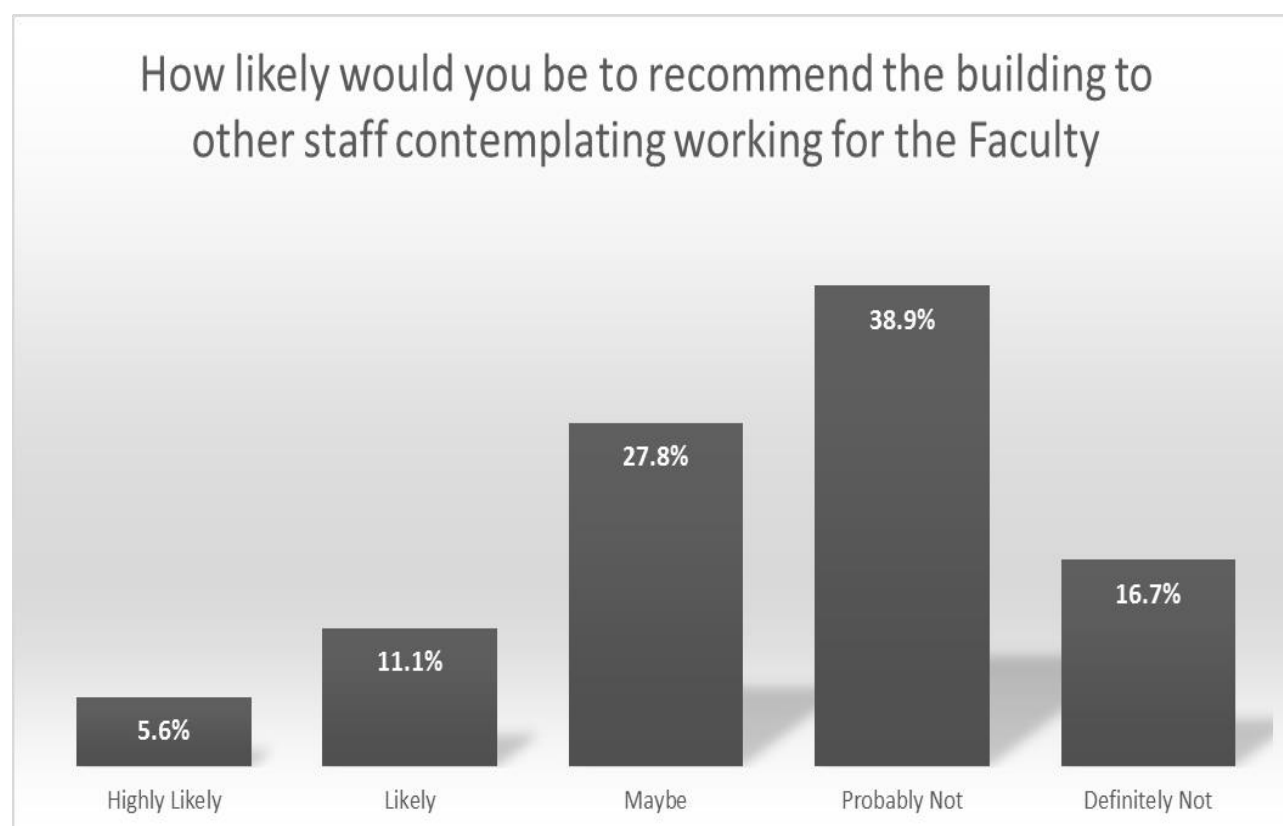
Building GA Level 3

- Relocate 200 corporate support staff from prime on campus location to leased space off campus

- Avoid terms such as 'Open Plan' or 'Activity Based Working'

- Develop Deakin Ways of Working (Deakin WoW)

- Place engagement strategy at centre of project

- Identify spaces that best support range of work activities undertaken by staff

DEAKIN W.O.W CORE PRINCIPLES

- **People first**, **human-centred design** – Understand teams, what they are trying to achieve and how they work. Human-centred design is a practical, repeatable approach to arriving at innovative solutions

- **Co-designing** with end users – involving every layer of the organisation in the change and design process to develop solutions that better support and enable the organisation

- **Delivering solutions** that are **LIQUID** (flexible and adaptable), that can change and evolve as the needs of the organisation changes

The WoW Phase – Case Study #4 *Building GB*

Engagement Methodology

Explore

- ❏ Understand the strategy and vision of the team.
- ❏ Identify current pain points, blockers and opportunities
- ❏ Create strategy that responds to the way the team works, the key objectives plus determine baseline measures of success.

Co-Design

- ❏ Co-design flexible solutions that best enable the team to achieve great outcomes
- ❏ Cross functional design workshops across different teams
- ❏ Exemplars
- ❏ Imagery
- ❏ Drawings
- ❏ 3D renders

Deliver

- ❏ Prototype furniture settings
- ❏ Prototype functional spaces
- ❏ Appraise
- ❏ Document
- ❏ Construct
- ❏ Prepare – Change Management
- ❏ Training
- ❏ Relocate
- ❏ Seamless Transition

Review

- ❏ Post Implementation Review
- ❏ Survey
- ❏ Adjust
- ❏ Lessons Learnt

Workshops   Interviews   Observational Studies   Design   Prototype   Construct   Inhabit

The WoW Phase – Case Study #4 *Building GB*

DEAKIN W.O.W

The WoW Phase – Case Study #4 *Building GB*

DEAKIN W.O.W

Social Zones

Welcome Zones

Overlap Zones

Collision Zones

Essential Zones

Green Zones

Agile Zones

Lessons Learned

- Co-design is critical, as is external expertise

- WoW works well for professional staff

- Space allowance is similar to traditional spaces, but utilisation projected to be higher

- Noise, food smells and car parks...

eSolutions
56 Existing workplaces = 56 staff
57 Proposed workplaces = 57 staff
57 Future work workplaces = 68 staff

0 Existing hot desk
12 Proposed shared hot desks

1 Existing collaborative spaces
4 Proposed collaborative spaces

0 Existing focus spaces
4 Proposed focus spaces

2 Existing meeting spaces
2 Proposed meeting spaces
7 Proposed shared meeting spaces

Current space allocation = 453m^2

Proposed space allocation = 465 m^2

The project focuses on the refurbishment of Level 5 in Building KA to accommodate forecast staff and HDR student growth

Currently, staff are accommodated in small single/double occupant offices with large corridors and minimal shared space.
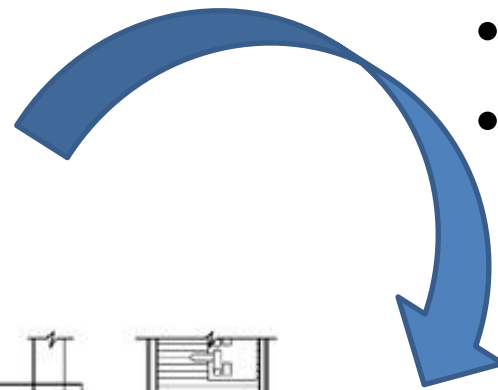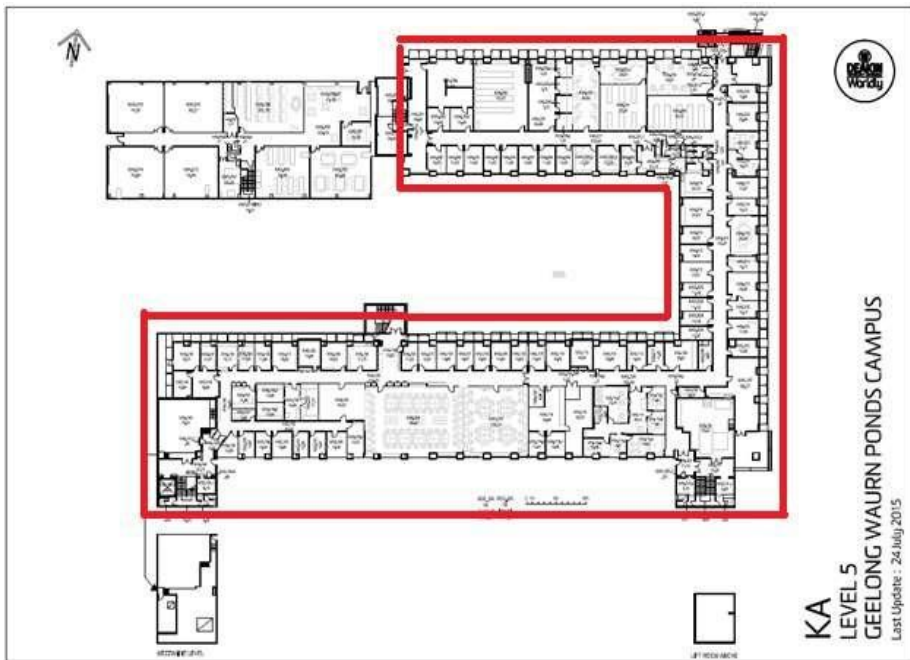
The existing staff and HDR student accommodation included:
- 248 staff and HDR
- 77 offices
- ~ 3,000m2
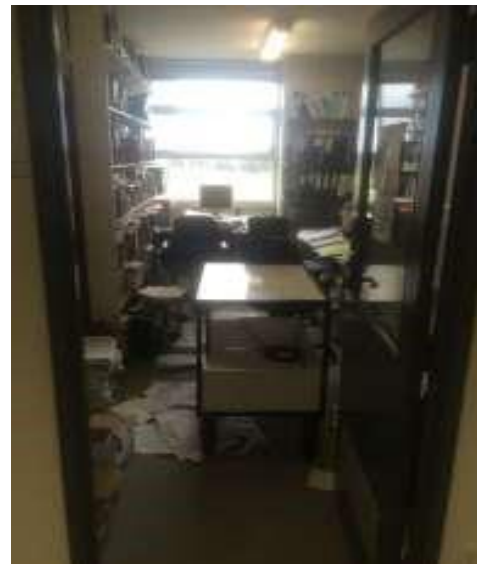
The Dawning Phase – Case Study #5 *Building KE*

- Increase capacity from 248 to 344
- Consolidate HDR with Schools
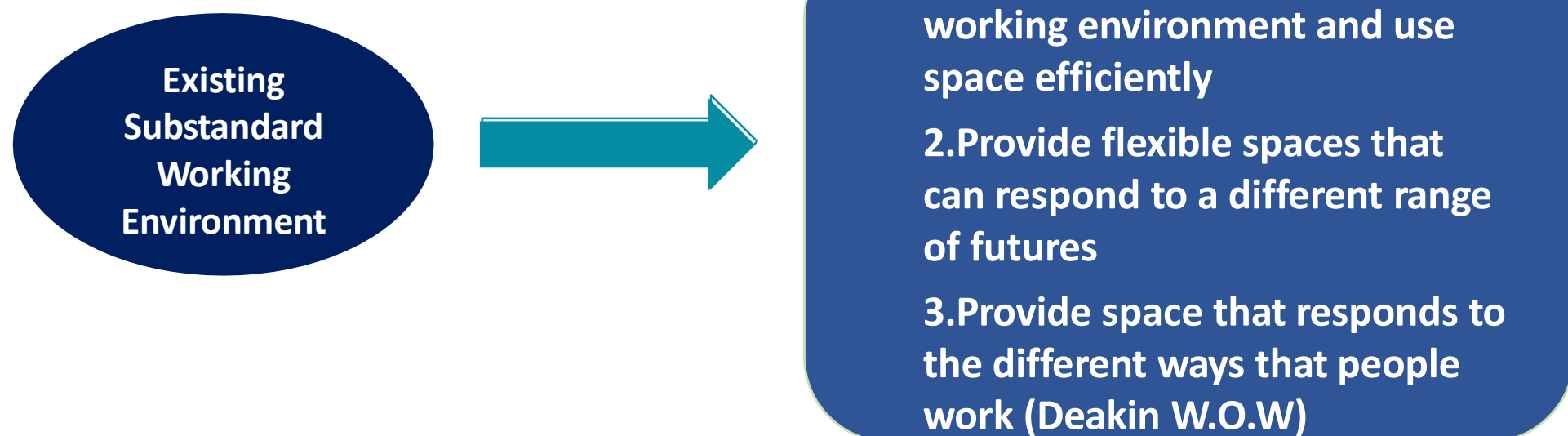- Meet Faculty growth targets
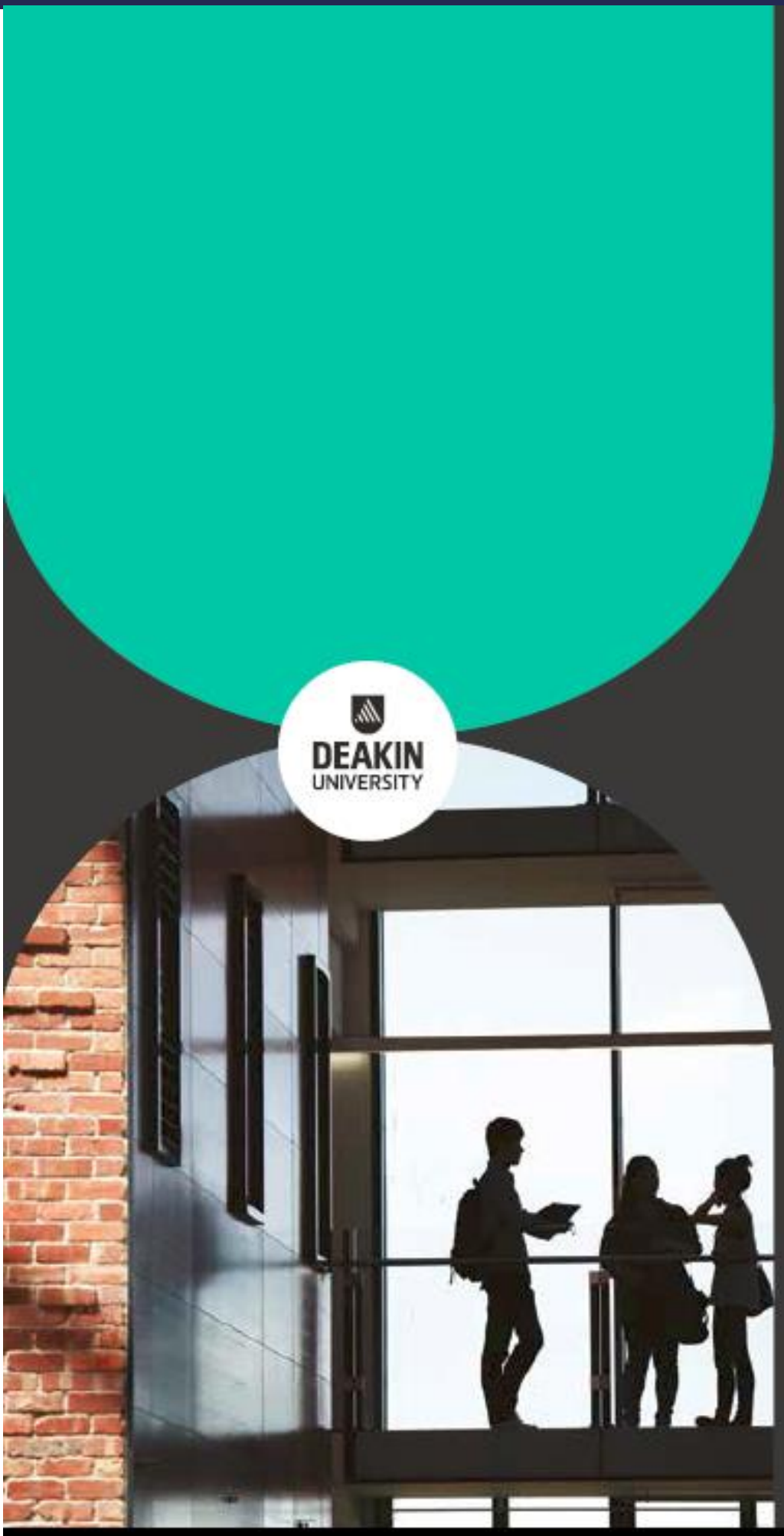- Reduce offices from 77 to 17
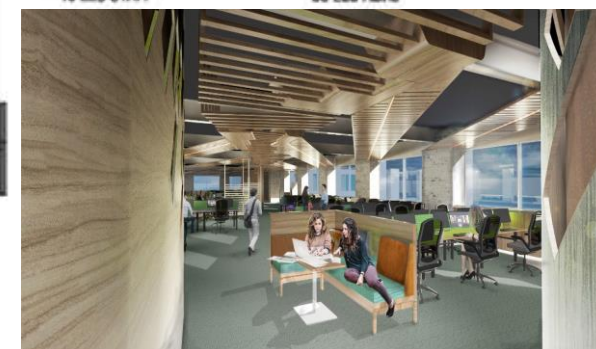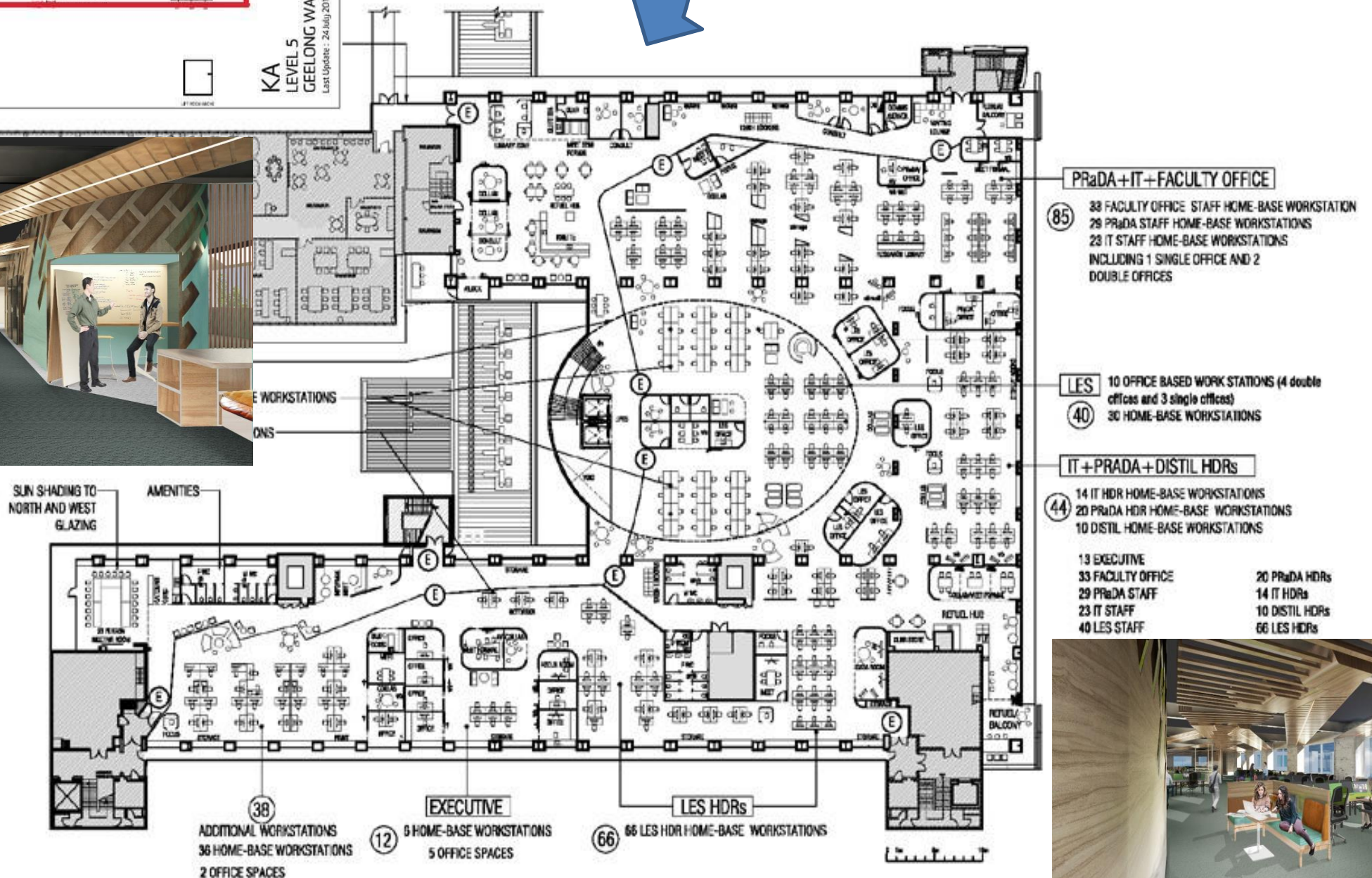
- To increase **capacity** for on-campus staff accommodation and **consolidate** HDR students in Building LB and the proposed Building LC.
- To accommodate **future growth** for the Faculty of Business and Law
- To achieve **Operational** Excellence, **Financial** Performance and **Continuous** Innovation
- Harness **Digitisation** and new **Technologies**

'We will ensure that engagement and innovation 'anywhere' and 'everywhere we are', is grounded in all aspects of Deakin life'

LIVE the Future Agenda: 2020

Existing Substandard Working Environment

1.Improve the quality of our working environment and use space efficiently

2.Provide flexible spaces that can respond to a different range of futures

3.Provide space that responds to the different ways that people work (Deakin W.O.W)

Workspace principles

LIVE the Future Agenda 2020 context:

Experience: Deliver services, resources and facilities to enable an engaged, inclusive, productive and satisfied staff

The Deakin Value: Sustainable – integrate economic, environmental and social dimensions of sustainability in all we do

Core workspace principles:

- Environmental
  - Access to natural light
  - Acoustics
  - Thermal comfort
  - Amenities
  - Quality finishes
- Social
  - Personalisation according to the needs of the team(s) occupying the space
  - Vibrant, dynamic spaces to think, to discuss, to share ideas and to work
  - Diverse range of settings to suit task types (Deakin Ways of Working) including enclosed offices and meeting rooms, informal collaborative zones, social areas and focused spaces for deep thinking
  - Innovative, next generation spaces and amenity to drive digital culture and brand
- Economic
  - We share
  - Benchmark of 70% open : 30% enclosed space for floorplan efficiency
  - Ensuring staff have a located Deakin space to work from
  - Agile spaces that can respond to a range of current and future needs.
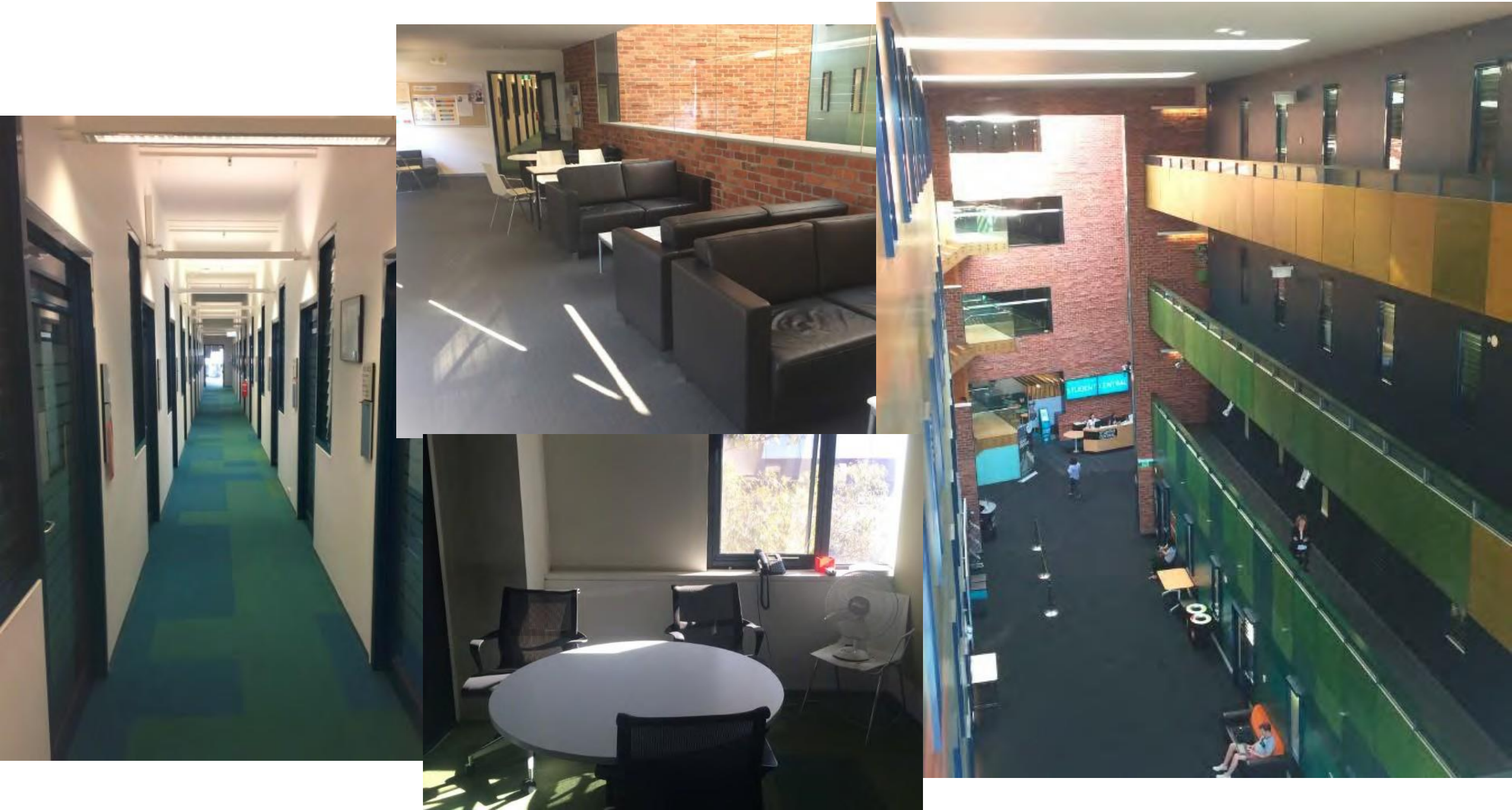
Implementation:

This will be delivered in accordance with:

- Space Management and Allocation Procedure
- Design Standards
- Sustainability Plan
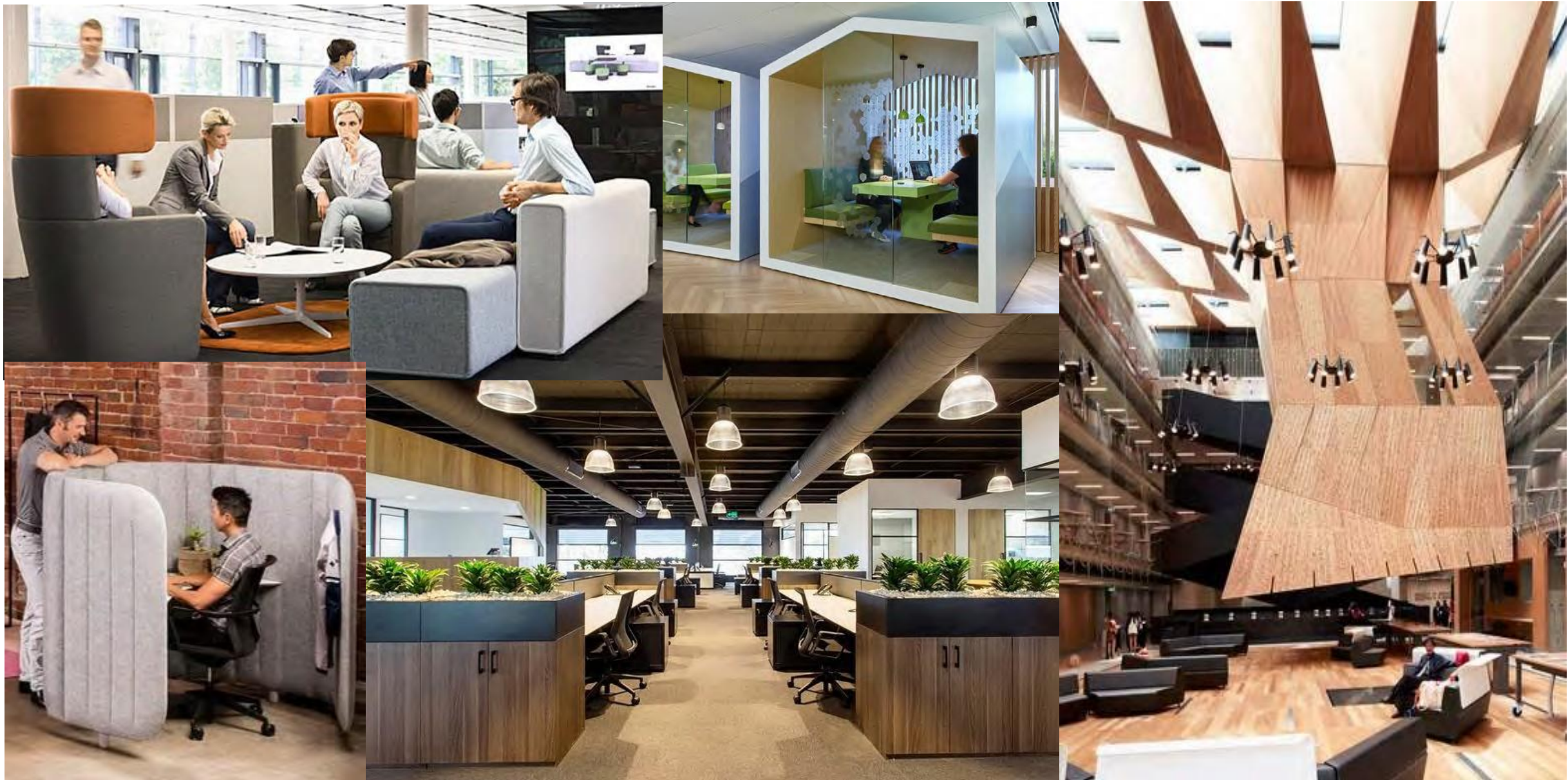- Project-specific engagement plan.

Current Conditions

To something more like this

Lessons Learnt – And some Others

- Efficiency is only half of the equation

- Engage early, engage often – communicate like there is no tomorrow

- Identify and work with Change Champions

- Hire in Expertise

- Always improve the process for next time

- Always improve the outcome for next time

- Each solution is unique

- Understand the workplace culture

Since 2012:
  10 workplaces projects
  2 projects for $270 m in new construction
  8 projects for $130 m in refurbishment
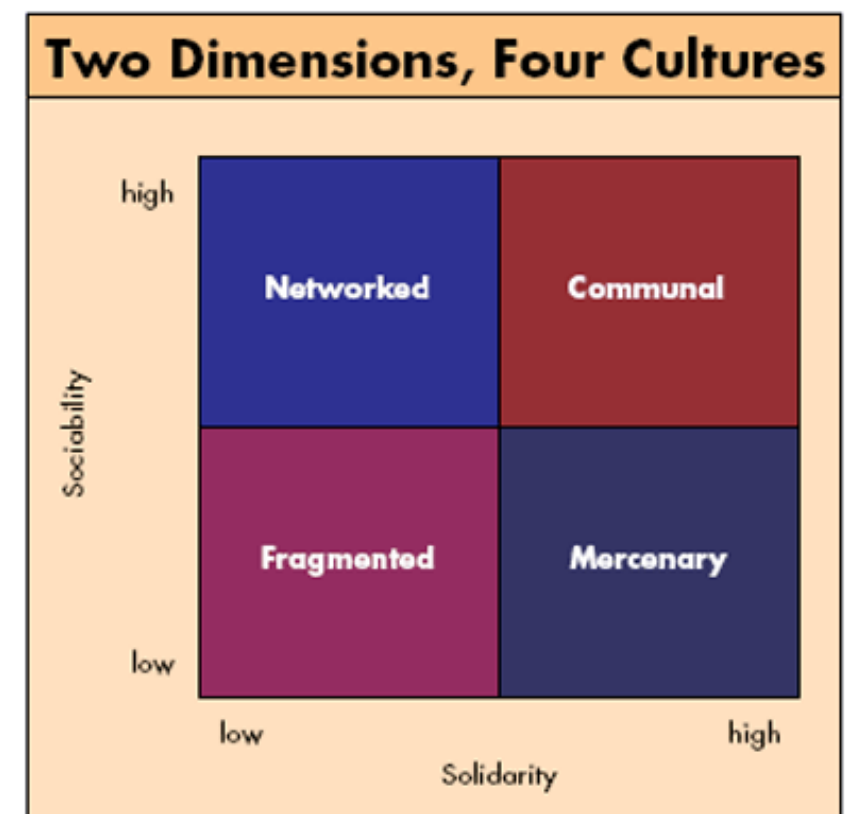
Goffee and Johns (2000)

Lessons Learnt

-   University of Melbourne: documented academic work practice

- University of Manchester: documented academic work practices + specific focus on young academics

- University of Sydney Engineering & I.T. – young academics

- Lincoln University, NZ – documented academic work practices

Lessons Learnt

Workshops / meetings

Surveys

Study Tour

Literature Review

Lessons Learnt
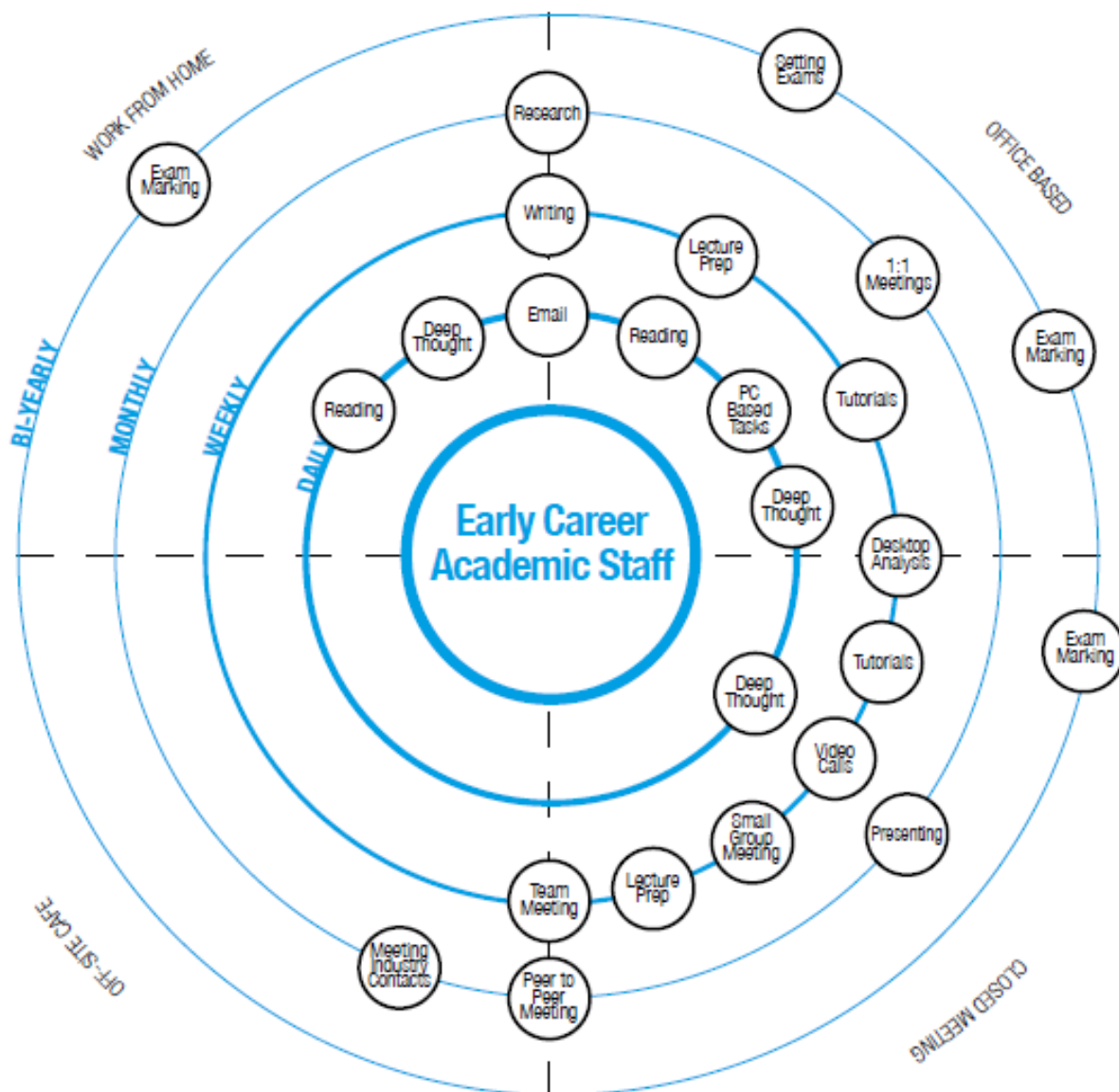
Authentic consultation at the right time in the process

Designing for introverts

Liked the opportunity to discuss their work practices

Early career researchers
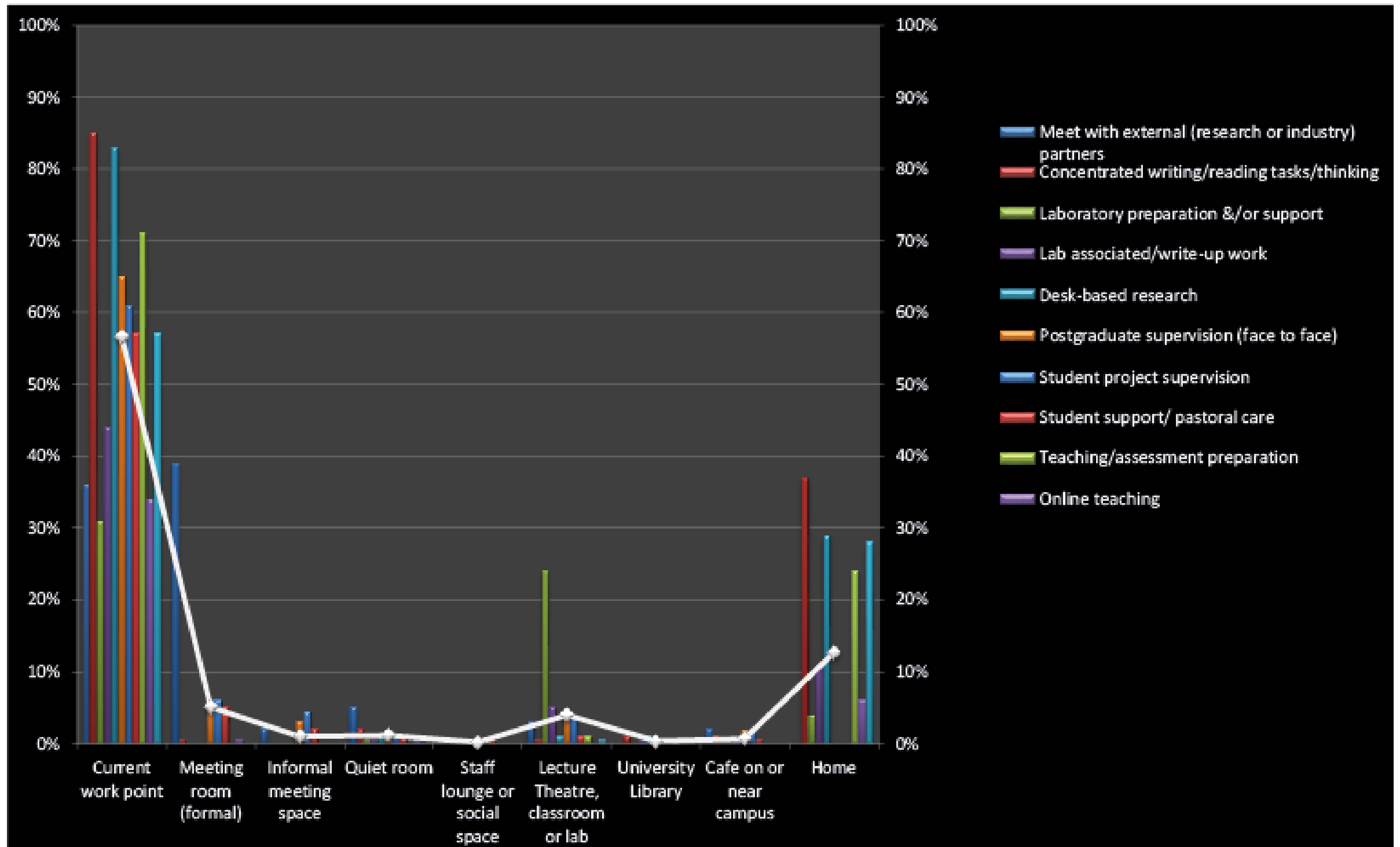
Early career researchers

Want space for 'deep thought', ideally unbookable rooms, available for when inspiration strikes.

Don't want to be locked away in offices all the time.

Lessons Learnt

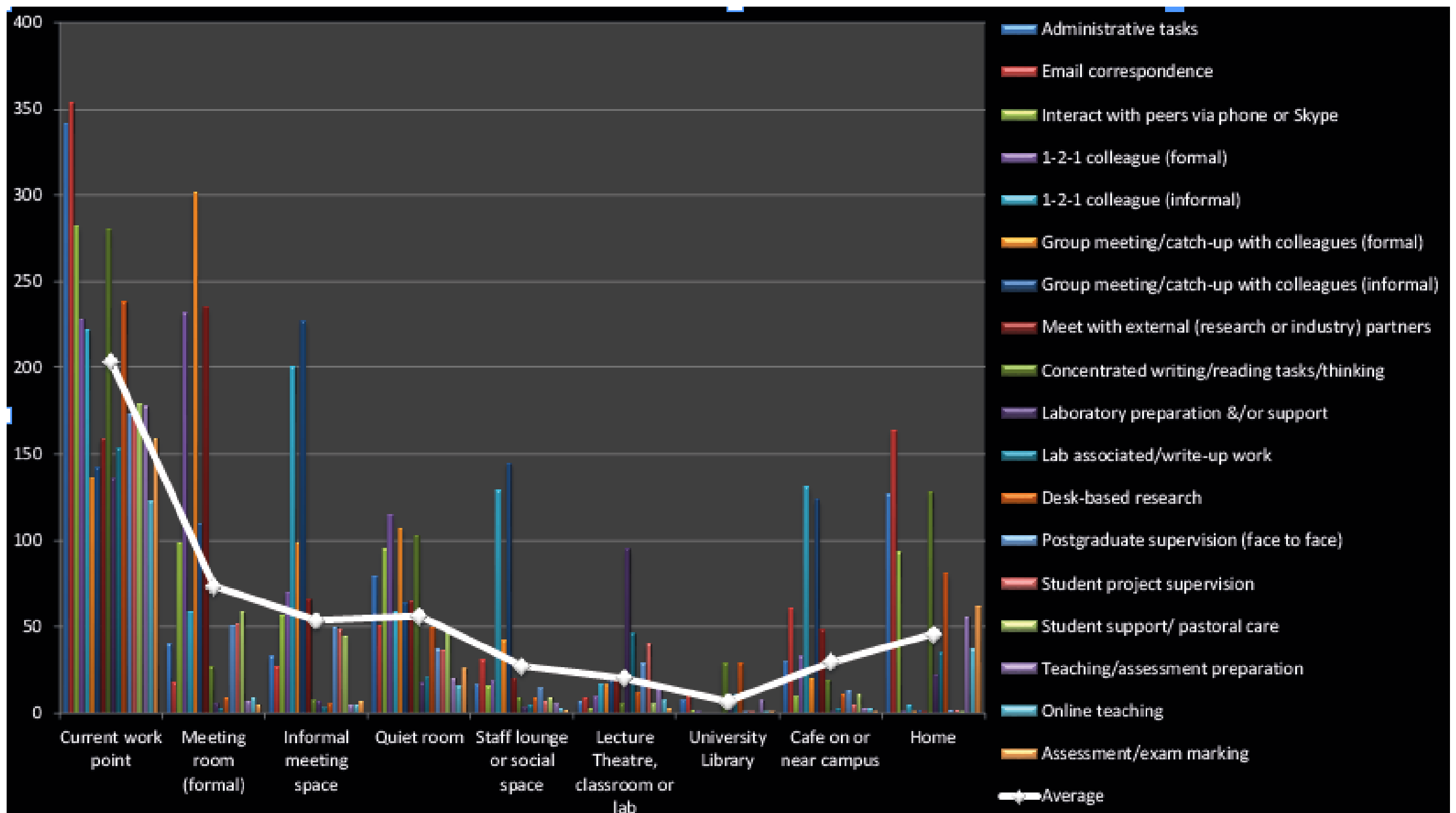## Survey

Where are activities by academic staff frequently or very frequently undertaken on campus?

Lessons Learnt

Survey
Where would you most like to undertake the following tasks?

Lessons Learnt

Study Tour (16 No. examples)

Sir Frank Gibb Building, Loughborough University

Baddiley Clark, Newcastle University

Waters Corporation HQ, Wilmslow Health

Waters Corporation HQ, Wilmslow Health

Sir Frank Gibb Building, Loughborough University

- Civil & Building Engineering
- Total area: 4095sqm
- Workspace: 1878sqm
- 75 academic staff
- 15 admin staff
- 40 PDRAs
- 120 PhDs
- 750 Undergraduates

The key driver was School expansion but it was used as an opportunity to increase collaboration, innovation and a sense of community.

10m2 cellular academic offices open onto shared breakout and social space with a kitchen and printer hub. Breakout space is used for meetings, student meetings and informal breaks. Using the space in this way limits distraction to other staff while allows for quiet working.

Breakout spaces in close proximity to cellular offices helps encourage interaction and collaboration whilst still providing quiet working space.

Academic offices contain a desk, 2-person meeting table, shelves, pedestals and large storage cupboards. Academics have access to additional storage outside offices.
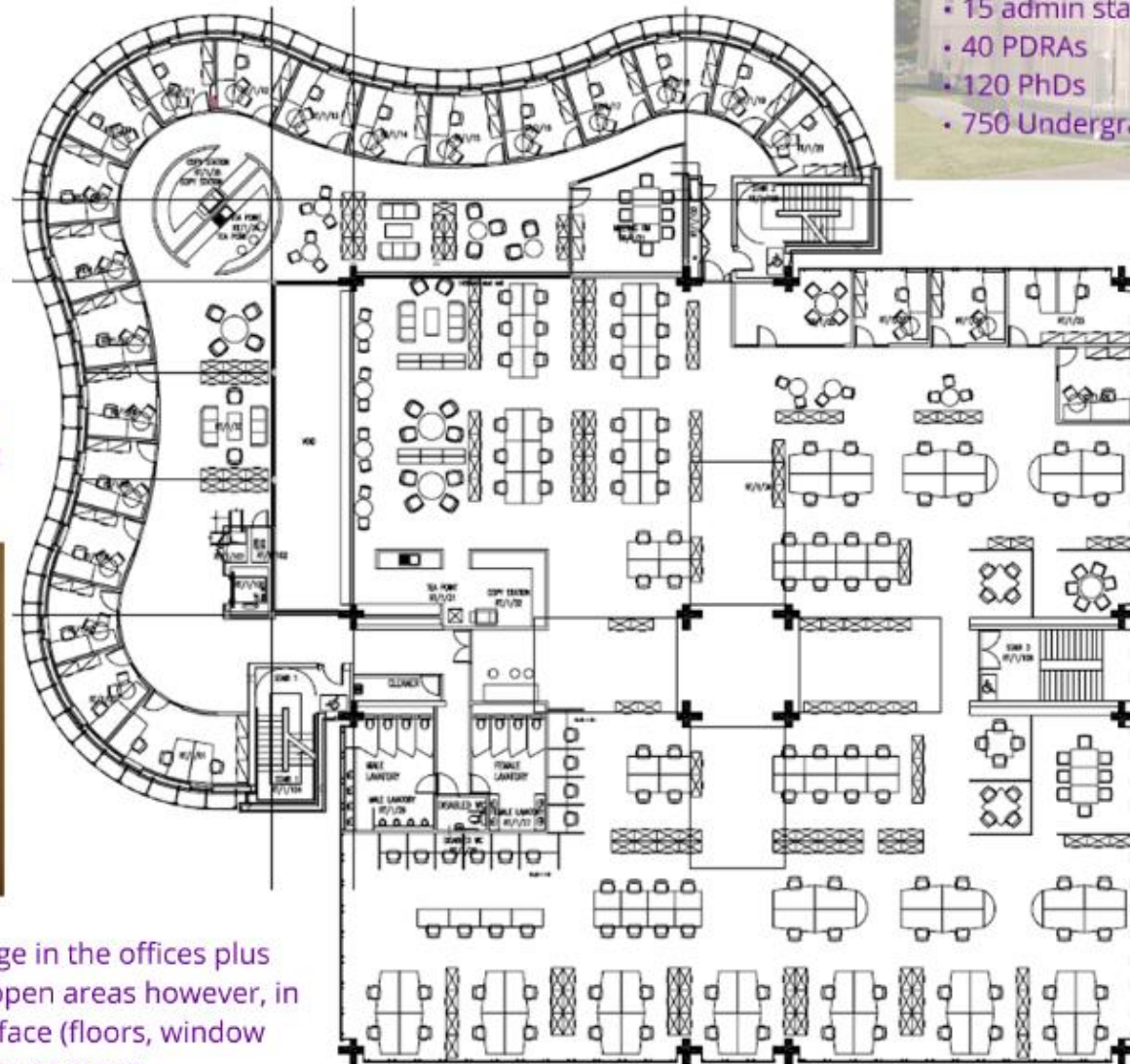
Academics have storage in the offices plus additional storage in open areas however, in some cases, every surface (floors, window sills) is still used as storage space.

Academics generally work with an open door policy and large vision panels are built in to increase visibility for one-to-one scenarios. For this reason policy dictates vision panels cannot be covered.

PDRAs and PhD students sit in open plan workspace. PDRAs have assigned desks and PhDs hot desk at a ratio of 2:1. There are adjacent breakout spaces next to a kitchen and printer hub. this is used for breaks and informal meetings. The workspace is quite but not silent.

In the open areas a number of occupants wore headphones but noise and distraction was not reported as a major issue.

Fairly traditional bank desking is flanked by academic offices. There could be an impression of 'them and us' between academics and researchers but the separation is also seen as a benefit.

Administrative staff sit in small shared offices or partitioned space in the open plan researcher workspace.

Students initially had restricted access due to fears the space may be overrun. However, students respected the staff space and restrictions were later lifted.

Lessons Learnt

SENSE OF COMMUNITY
-small workstation clusters
- lived in, not sterile

NOISE & DISTRACTION
-telephone booths and
quiet spaces can work

STUDENT ACCESS
- it's ok for students to
make appointments

STORAGE
-shared libraries