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WHAT IF ACADEMICS AT YOUR UNIVERSITY INTERACTED AS MUCH AS STUDENTS?

Presented by:

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Dr. Anne K Hellstedt, Project Director Melbourne School of Engineering

HASSELL

THE UNIVERSITY OF MELBOURNE

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HASSELL

The academic workplace
Stage 1

THE CONVERSATION
Academic rigour, journalistic flair

🔍 Search analysis, research, academics…

Arts + Culture   **Business + Economy**   Education   Environment + Energy   Health + Medicine   Politics + Society   Science + Technology

The backlash against open plan offices: segmented space

July 27, 2016 12.55pm AEST

Open plan offices may seem like a good idea but research shows they have a negative effect on employees. www.shutterstock.com

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Looking back on the changes in office design over the past 30 years, it is easy to see why some employees feel as if they have been subjects in a giant ongoing experiment.

For decades the office has moved from private, to open plan and more recently, no desk at all. These changes have been driven almost simultaneously by the push to reduce real estate cost and to also increase collaboration among employees.

Author

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Lecturer, Bond University

Disclosure statement

Libby Sander does not work for, consult, own shares

We asked:

_What does existing research show about the challenges and benefits of open workspaces in the academic setting?

We found:

a design that provides a range of spaces for individual focus, informal communication, and collaboration is more likely to provide an effective and satisfying workplace than one that adheres doggedly to an office-based or open plan layout.

We asked:

_What is driving change?
_Why is there resistance?
_What can we do to make the transition smoother?

Completed projects

_ Creative Industries Precinct Stage 2, QUT

_ Global Change Institute, The University of Queensland

_ Flinders at Tonsley, Flinders University

_ Advanced Engineering Building, The University of Queensland

_ Melbourne School of Engineering, Doug McDonnell Building

   The University of Melbourne

Currently in design

_ Electrical Engineering Building, University of New South Wales

_ College of Arts and Social Sciences, Australian National University

What do you think is the biggest driver behind workplace change?

a) promote greater collaboration & interaction amongst staff

b) consolidate & standardise space, maximizing efficiency

c) align to the goals & aspirations of the university

d) create a sustainable environment focused on the health & well being of occupants

Who are the key advocates for workplace change?

a) architects

b) facility & space managers

c) academics & people within the school or faculty

d) executive & senior leadership

what we found

'the drivers and appetite for change were similar, but design responses varied according to workplace culture'

Atlassian Sydney, photography by Nicole England

'noise and privacy remain the biggest design challenges'

Optus Sydney, photography by Nicole England

'open workspace does not always equate to space efficiency'

GCI UQ, photography by Angus Martin

Drivers & appetite for change

Spatial experience

Symbols and workplace culture

Pragmatic operations

Drivers & appetite for change

Spatial experience

Symbols and workplace culture

Pragmatic operations

_Natural light
_Views
_Ambience
_Openness
_Transparency
_Beauty

_Align with institutional goals
_Test new ideas
_Enable new pedagogies
_Promote connections
_Attract and retain staff
_Cultural change
_Equity in work environment

_Space and cost efficiencies
_Obsolete buildings
_Growth
_Modularisation
_Standardisation

Is there value in supporting physical workplace change? ie change programs

a) Yes, there is high value in augmenting cultural & behavioral change with changes in physical environment

b) No, very low value & not worth the hard work as people will always adjust to new environments or some people will never change

c) Maybe, possible value, but not sure how it would work

What causes the greatest resistance to workplace change?

a) storage
"where will I store all of my books & possessions?"

b) privacy
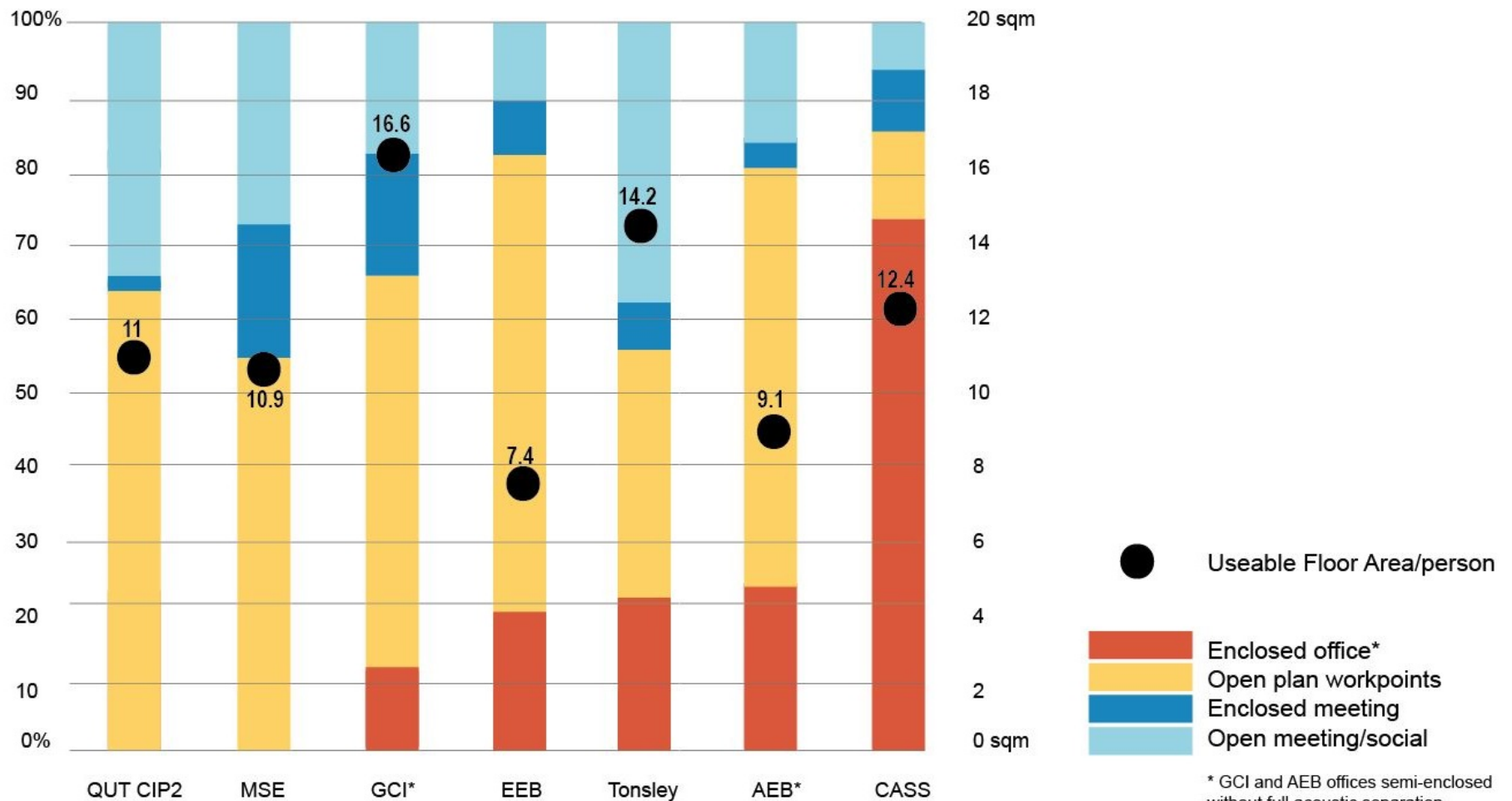"how can I have confidential conversations with students in an open plan environment?"

c) comfort
"I need enclosed space to work with direct access to natural daylight"

d) experience
"I worked in an open plan environment before & it simple doesn't work"

Space efficiency is not always the end game

Legend:
- ● Useable Floor Area/person
- Enclosed office*
- Open plan workpoints
- Enclosed meeting
- Open meeting/social

* GCI and AEB offices semi-enclosed without full acoustic separation

Categories (x-axis): QUT CIP2, MSE, GCI*, EEB, Tonsley, AEB*, CASS

Useable Floor Area/person values: 11, 10.9, 16.6, 7.4, 14.2, 9.1, 12.4

Source: 'What if academics at your workplace interacted as much as the students?' A review of current workplace design, HASSELL 2016

the new approach represents a re-distribution of space & amenity for all

lessons learnt

Communication

Communicate how space prioritisation will benefit staff

Experience

Demystify what the new workplace is going to be

Realistic

Provide adequate quiet space, privacy and security

Workplace satisfaction. What do you think would be the most pleasing aspect of a new workplace ?

a) Health & wellbeing, spaces that promote increased mobility & activity

b) A workplace that creates a sense of community

c) Having spaces that are beautiful & pleasant to be in

d) Access to variety of meeting, interactive & social spaces when required

Melbourne School of Engineering, University of Melbourne

Vision:

We develop engineering & IT leaders & advance technologies for a sustainable future in partnership with society

Mindset / Culture:

_change management

_alignment

_leadership

_behaviours

New mindset, same old space	**Transformed Organisation**
Existing Organisation	**New space, same old mindset**

Space:

_building selection

_strategic design brief

_design process

_design quality

Source: Adapted from *Working beyond walls*, Office of Government Commerce, UK, 2008

Three Campus Overview

Parkville

Ongoing refurbishments to our home for teaching & learning to accommodate student & staff growth

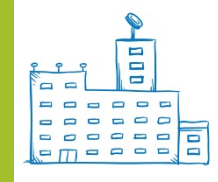Major redevelopment of MSE precinct to begin in 2020

Redeveloped campus complete & open for business by 2022

Carlton Connect

Developing key presence in the Carlton Connect precinct, sitting alongside industry & start-ups

Expected completion in 2020

New Campus

New campus to house large-scale research facilities & enable industry engagement and collaboration

New campus expected to be complete by 2020

2015

2022

Implications for MSE

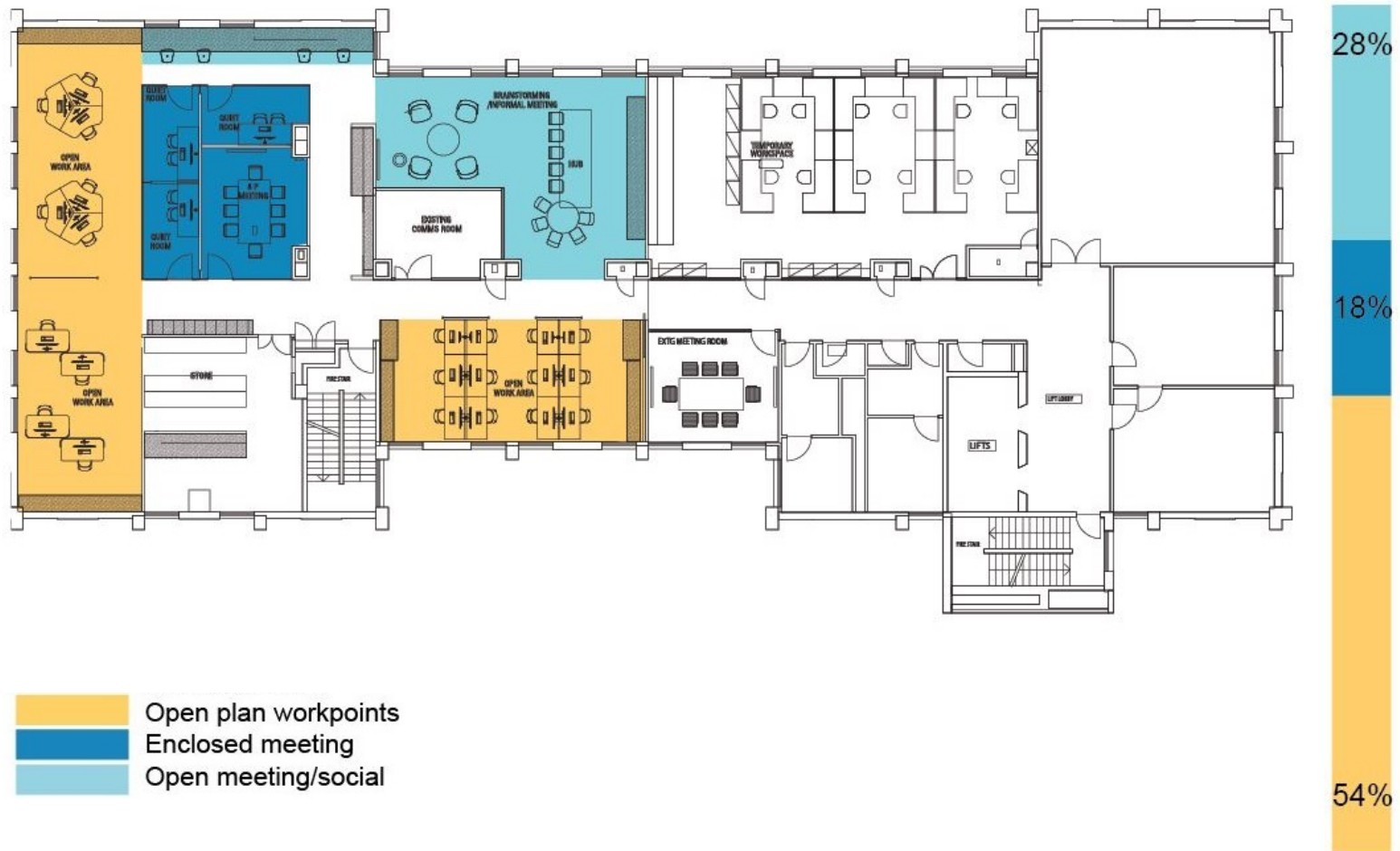|			
1. Continue to be world class in research and education	2. Remove internal barriers	3. Increase deep engagement and collaboration with industry and partners	4. Add scale for increased breadth and scope

Strategic Objectives

FUNCTIONAL	FLEXIBILITY	INTERNALLY OPEN AND CONNECTED	EXTERNALLY ENGAGED AND VISIBLE	EXPRESSES WORLD CLASS

2015

2022

Doug McDonell
Melbourne School of Engineering
University of Melbourne

Open plan workpoints
Enclosed meeting
Open meeting/social

28%

18%

54%

2015   2016   2022

Activity based working

Image by GALLANT LEE PHOTOGRAPHY

Image by GALLANT LEE PHOTOGRAPHY

Image by GALLANT LEE PHOTOGRAPHY

2015
2016
2022

Space Lab

Melbourne School of Engineering
University of Melbourne

Size: 822 sqm
Completion: 2017
Capacity: 50 - 70
UFA per person: 11.7sqm **

The MSE Space Lab provides an opportunity to explore a range of possible future workplace settings to support the diversity and complexity of work within the University context. A range of settings will support the manifold activities of academic staff, professional staff, PhD students and external collaborators.

The pilot is based on research principles in both its occupation and evaluation, with the latter being assessed relative to the existing workplace.
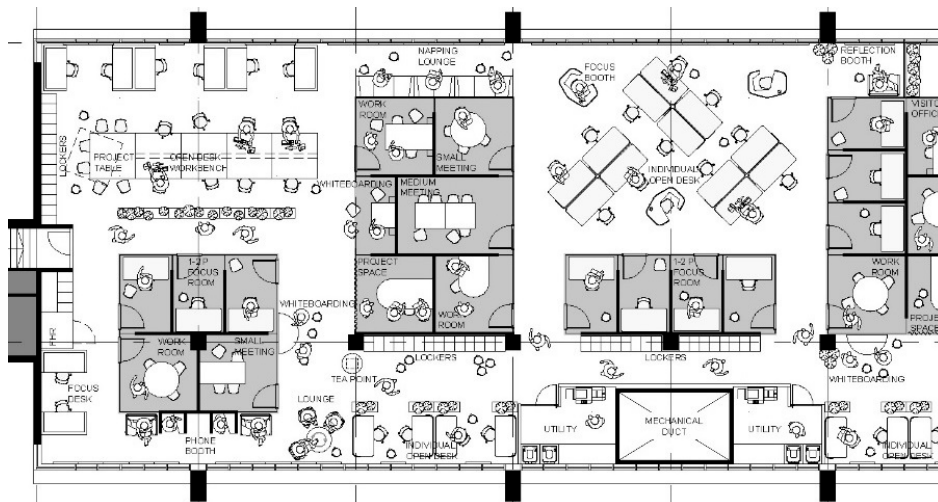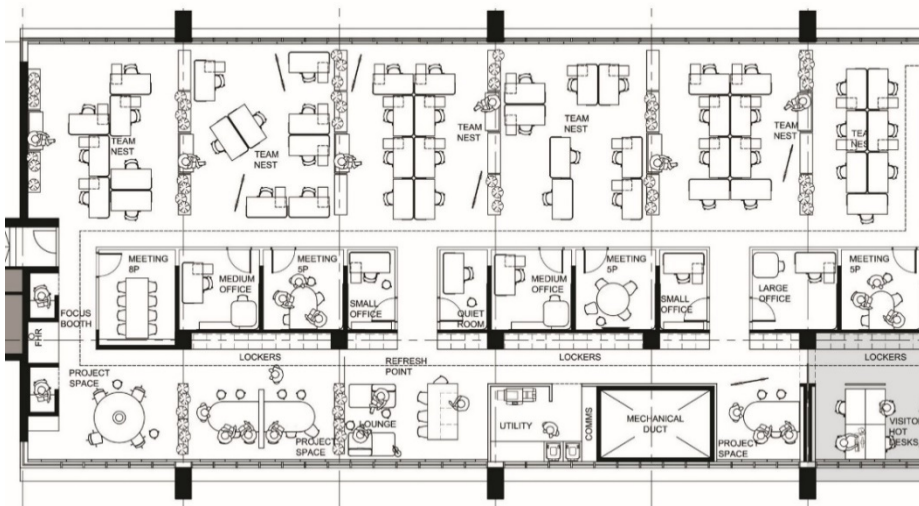

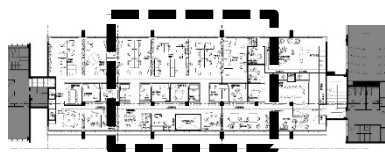Image by HASSELL

2015   2016   2017   2022

Space Lab

Space Lab_Early Plan

Key Plan

Space Lab_Evolved Plan
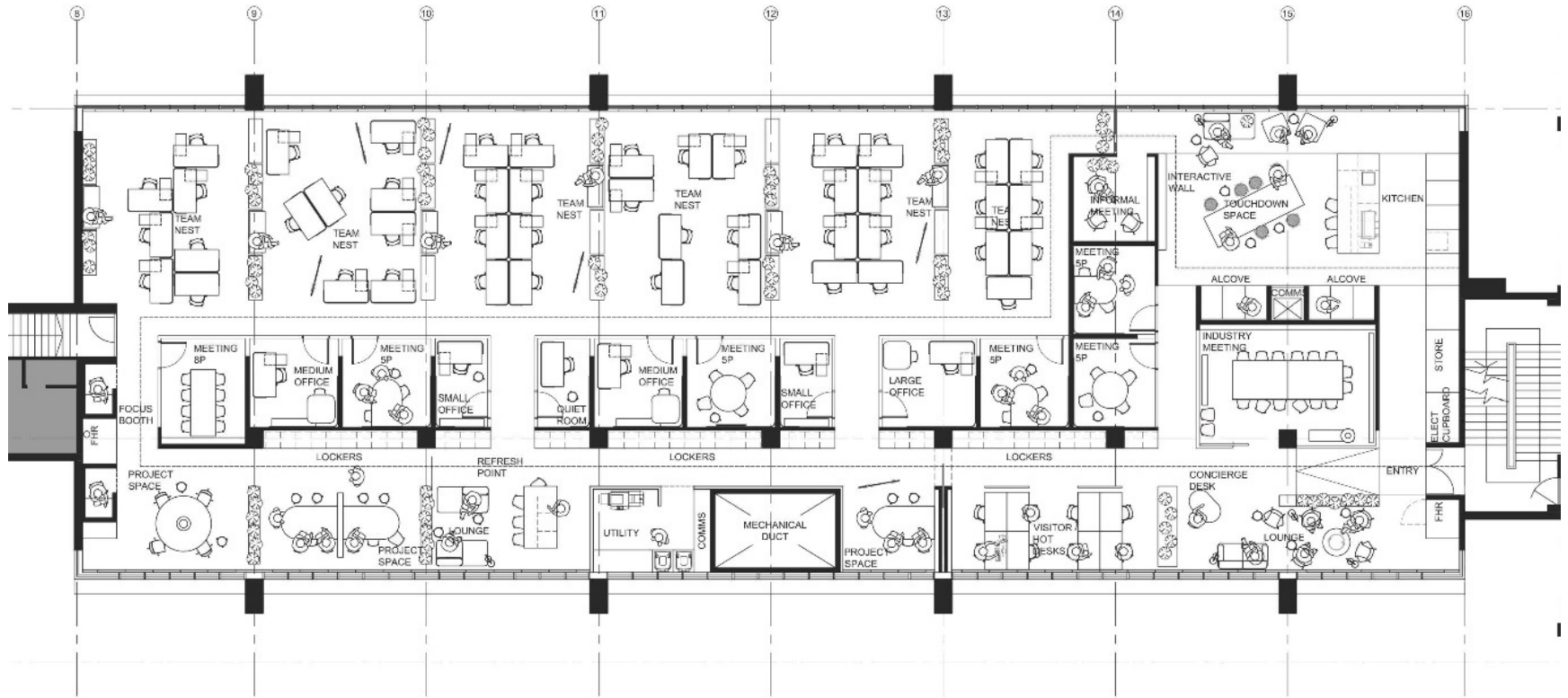
2015   2016   2017   2022

Space Lab

Plan

Image by HASSELL

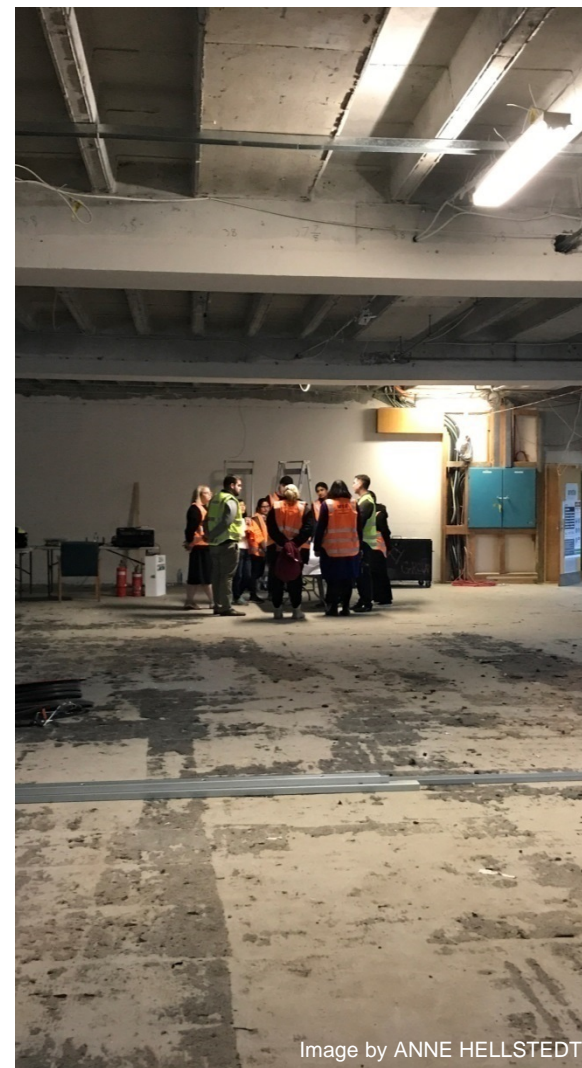2015   2016   2017   2022

	METHOD	DESCRIPTION
PERCEPTION MEASURES	**SURVEY – LEESMAN CAMPUS**	Web based survey to capture "pre" and "post" perceptions of workplace performance
	FOCUS GROUPS	Focus groups with academic, professional and PhDs groups to provide qualitative data and dialogue to understand patterns of use, preferences and feedback
ACTUAL MEASURES	**OBSERVATIONAL STUDY**	Snapshot observation studies conducted to understand utilisation and preferences of spaces; observation of how participants are using the space
	TECHNICAL MEASUREMENT	Measurements for acoustics, lighting, energy

2015   2016   2017   2022

Space Lab in progress

Image by ANNE HELLSTEDT

Image by ANNE HELLSTEDT

2015

2016

2017

2022

1.   **Communicate how space prioritisation will benefit staff**

2.   **The importance of change management**

3.   **Provide adequate quiet space, privacy and security**

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_2,400sqm fit out of 333 Exhibition Street – open plan

_Office of the Dean and Administration function – activity based working

2015   2016   2017   2018   2022

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2015   2016   2017   2018   2022

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2015 2016 2017 2018 2019 2022

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