



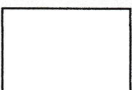
MASTERS DEGREE ASSIGNMENT SPECIFICATION

Student name:	Paul Greatbanks	Student P number:	P152359
Programme:	MSc Property and Facilities Management		
Module:	Management of the Integrated Working Environment	Module Level (4, 5, 6):	7
Module code:	M7X01810	Contribution to Overall Module Assessment (%)	100%
Lecturer:	Mike Cullis	Internal Verifier:	Chris House
Assignment Title:	Selection of a Working Environment	Assignment No (x of x):	1 of 1
Hand Out Date:	9 th November 2017	Submission deadline:	11 th January 2018

Referencing:	In the main body of your submission you must give credit to authors on whose research your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have read or quoted in order to complete this assignment (e.g. for books: surname of author and initials, year of publication, title of book, edition, publisher: place of publication).	Disclosure:	I declare that this assignment is all my own work and that I have acknowledged all materials used from the published or unpublished works of other people. All references have been duly cited.	Student's Signature:	Assignments will not be accepted without a signature here 	Date:	10/1/18	Turnitin: Lecturer to tick to indicate if an electronic version of the assignment must be submitted to Turnitin. Note: the Turnitin version is the primary submission and acts as a receipt for the student. Both electronic and paper versions MUST be submitted by the same deadline. No marks will be released until both submissions are received. Late submission of either the electronic or paper version will result in a late penalty mark. Penalties for late submission: Up to four weeks late, maximum mark of 50%. Over four weeks late, Refer. Only Year Tutors and the Programme Director may grant an extension.	YES	NO
								✓		

Learning Outcomes tested (from module syllabus)	Assessment Criteria To achieve each outcome a student must demonstrate the ability to:
1. Apply a systematic understanding of the complex concepts in operational management of building support services	- Comprehend that built facilities respond pro-actively to evolving work practices; - Develop effective communication with technical and professional advisors and to respond appropriately to advice/recommendations with regard to building;
2. Critically evaluate the support services contracting processes	Make reasoned judgements in order to ensure an optimal balance of value, quality and risk for employing organisations, building users

RESULT



• Evaluate changes within buildings that are and the public; managed with corresponding changes within the Organisation;	
• Examine space standards for different categories of employee within an organisation; Appraise how productivity can be improved using value-added techniques within the workplace.	3. Evaluate and develop a critique of the management of the working environment

- Please submit the assignment parts in a suitable report folder – not in polypockets.
- This form (ALL PAGES) MUST be at the front of the paper submission. Assignments will not be accepted without this form as it is a requirement that you sign the disclosure referencing convention.
- DO NOT put this form into Turnitin or it will match many similarities with other students' submissions.

Introduction

Today's working environments must reflect rapidly changing patterns of work to enable organisations to achieve their mission statements. Typically, these working environments are as much about workplace concerns as they are about other issues. Adding value to performance is considered significant if organisations are to remain competitive. The key then is surely ensuring occupants are supported, allowing their well being to be protected. Such development can effect from a range of systems the organisation will have in place.

Aims/Objectives

The aim of this assessment is to evaluate the criteria an organisation must consider in order to meet its objectives. Linked to this is the need to ensure the business stays in business!

Requirements

Select a work environment of your choice, in discussion with module tutor, and critically analyse its layout in terms of meeting the organisation's mission. This critique should address:

- objectives and organisational drivers, both perceived and actual
- practical issues of implementation and how this is carried out
- analysis of success and failure. (Here you will be required to engage with academic/professional literature.)

If you were asked to make changes within this working environment, what would you do? Your submission should include the following:

- Organisation considerations and priorities
- The important stages of implementation
- The physical requirements
- Organisational, cultural, building and technology considerations
- Opportunities and constraints
- Metrics used for measurement of your proposed plan to determine the degree of success or failure

GUIDANCE FOR STUDENTS IN THE COMPLETION OF TASKS

You may decide to consider a number of worthy workplace environments. These may include internal, external or a combination of both. In order to address the issues raised above in an evaluative format you should research a medium to large organisation rather than small.

MARKING CRITERIA AND STUDENT FEEDBACK

This section details the assessment criteria. The *extent* to which these are demonstrated by you determines your mark. The marks available for each criterion are shown. Lecturers will use the space provided to comment on the achievement of the task(s), including those areas in which you have performed well and areas that would benefit from development/improvement.

Common Assessment Criteria Applied			Marks available	Marks awarded
1. Research-informed Literature	Extent of research and/or own reading, selection of credible sources, application of appropriate referencing conventions.	10		
2. Knowledge and Understanding of subject	Extent of knowledge and understanding of concepts and underlying principles associated with the discipline. Coherence of approach; structured presentation of argument and logical format of debate	20		
3. Analysis and Evaluation	Analysis, evaluation and synthesis; logic, argument and judgement; analytical reflection; organisation of ideas and evidence	30		
4. Practical Application and Justification	Deployment of methods, application of concepts; formulation of innovative and creative solutions to solve problems.	20		
5. Academic skills and Referencing	Demonstrates attributes expected in professional practice including: individual initiative and collaborative working; deployment of appropriate media to communicate (including written and oral); clarity and effectiveness in presentation and organisation. Academic use of secondary information, appropriately cited using Harvard System.	20		

Assignment Mark (Assessment marks are subject to ratification at the Exam Board. These comments and marks are to give feedback on module work and are for guidance only until they are confirmed.)

%	Late Submission Penalties (tick if appropriate)	
	Up to four-weeks late	50%
	Over one week late	Ref

COMMON ASSESSMENT AND MARKING CRITERIA

Assessment Criteria	1. Research-informed Literature						2. Knowledge and Understanding of Subject						3. Analysis & Evaluation						4. Practical Application and Justification of appropriate methods, materials, tools and techniques; demonstrated in the extent of skill						5. Academic Skills					
	80-100%	70-79%	60-69%	50-59%	40-49%	30-39%*	UNSATISFACTORY	SATISFACTORY	GOOD	VERY GOOD	EXCELLENT	EXCEPTIONAL	UNSATISFACTORY	SATISFACTORY	GOOD	VERY GOOD	EXCELLENT	EXCEPTIONAL	UNSATISFACTORY	SATISFACTORY	GOOD	VERY GOOD	EXCELLENT	EXCEPTIONAL	UNSATISFACTORY	SATISFACTORY	GOOD	VERY GOOD	EXCELLENT	EXCEPTIONAL
OUTRIGHT FAIL	Little or no evidence of reading. Views and findings unsupported and inappropriate. Referencing conventions largely ignored.	Major gaps in knowledge and understanding of material at this level. Substantial inaccuracies.	Some significant inaccuracies.	Concepts and underlying principles associated with the discipline.	Analysis, evaluation and synthesis; logic, argument and judgement; analytical reflection; organisation of ideas and evidence	Unsubstantiated generalisations, made without use of intellectual skills, but for the most part descriptive. Ideas/findings sometimes illogical and contradictory. Generalised statements made with scant evidence. Conclusions lack relevance.	Evidence of some logical, analytical thinking and some attempts to synthesise, albeit with some weaknesses. Some evidence to support findings/views, but evidence not consistently interpreted. Some relevant conclusions and recommendations, where relevant	Evidence of some logical, analytical thinking and attempts to synthesise, Can analyse new and/or abstract data and situations without guidance. An emerging awareness of different stances and ability to use evidence to support the argument. Valid conclusions where relevant	A good and appropriate application of standard methods, materials, tools and/or techniques. Good appreciation of the context of the application, with some use of relevant examples, where applicable.	A very good range of methods, materials, tools and/or techniques. Very good consideration of the context of the application, with extensive use of relevant examples. Application and deployment extended beyond established conventions. Innovation and creativity evident throughout.	An advanced application of a range of methods, materials, tools and/or techniques. The context of the application is well considered, with cutting edge development of deployment and application skills. Outstanding levels of application and deployment skills.	Outstanding levels of application and deployment skills. Cutting edge development of application and deployment skills. Application and deployment well considered, with processes and techniques.	Limited or no use of methods, materials, tools and/or techniques. Little or no techniques. Effective deployment of appropriate methods, materials, tools and techniques; demonstrated in the extent of skill	Rudimentary application of methods, materials, tools and/or techniques but without established methods, materials, tools and/or techniques. Flawed competence. Application of the context of the application.	An adequate awareness and mostly appropriate application of standard methods, materials, tools and/or techniques. Basic appreciation of the context of the application.	An adequate awareness and mostly appropriate application of standard methods, materials, tools and/or techniques. Basic appreciation of the context of the application.	An adequate awareness and mostly appropriate application of standard methods, materials, tools and/or techniques. Basic appreciation of the context of the application.	Application of a range of methods, materials, tools and/or techniques. Good appreciation of the context of the application, with some use of relevant examples, where applicable.	Can communicate effectively in a suitable format, but may have minor errors. Can work effectively as part of a team, with clear contribution to group activities. Work is coherent and is in a suitable structure.	Can communicate well, confidently and consistently in a suitable format. Can work very well as part of a team, with very good contribution to group activities. Work is coherent and is well structured and organised.	Can communicate professionally and, confidently in a suitable format. Can work professionally within a team, showing leadership skills as appropriate, managing conflict and meeting obligations. Work is coherent, very fluent and is presented professionally.	Can communicate professionally and, confidently in a suitable format. Can work professionally within a team, showing leadership skills as appropriate, managing conflict and meeting obligations. Work is coherent, very fluent and is presented professionally.	Can communicate professionally and, confidently in a suitable format. Can work professionally within a team, showing leadership skills as appropriate, managing conflict and meeting obligations. Work is coherent, very fluent and is presented professionally.	Can communicate professionally and, confidently in a suitable format. Can work professionally within a team, showing leadership skills as appropriate, managing conflict and meeting obligations. 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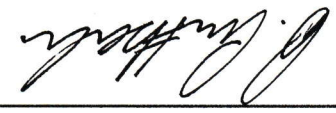
Student Self Evaluation Form

Student name:	Paul Greatbanks		
Programme:	Hsc Property and Am		
Assignment Title:	Selection of a working Environment.		

This section repeats in brief the common assessment criteria detailed on previous pages. The extent to which these are demonstrated by you determines your mark. Using these criteria, tick the box that best indicates the level of achievement you feel you have achieved with regard to each of them.

Common Assessment Criteria Applied		Level of Achievement		3 rd	2:2	2:1	1 st	EXCEPTIONAL
		REFER						
		OUTRIGHT FAIL	UNSATISFACTORY	SATISFACTORY	GOOD	VERY GOOD	EXCELLENT	
1. Research-informed Literature		0-29%	30-39%	40-49%	50-59%	60-69%	70-79%	80-100%
		☐	☐	☐	☐	☒	☐	☐
2. Knowledge and Understanding of Subject		☐	☐	☐	☒	☐	☐	☐
3. Analysis and Evaluation		0-29%	30-39%	40-49%	50-59%	60-69%	70-79%	80-100%
		☐	☐	☐	☒	☐	☐	☐
4. Practical Application and Justification		0-29%	30-39%	40-49%	50-59%	60-69%	70-79%	80-100%
		☐	☐	☐	☒	☐	☐	☐
5. Skills for Professional Practice		0-29%	30-39%	40-49%	50-59%	60-69%	70-79%	80-100%
		☐	☐	☐	☒	☐	☐	☐

PLEASE COMMENT ON AREAS IN WHICH YOU FEEL THAT YOU HAVE PERFORMED WELL	PLEASE COMMENT ON AREAS YOU FEEL THAT YOU NEED TO DEVELOP

Student's Name	Paul Greatbanks	Date	10/1/18
Student's Signature			

Selection of a Working Environment

10 January 2017



Paul Greatbanks

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1.0 Introduction

This report has been written as part of the Management of the Integrated Working Environment module for the MSc Property and Facilities Management course at UWTSO (University of Wales Trinity St. Davids).

The aim of the assignment is to evaluate the criteria an organisation must consider in order to meet its organisational objectives.

This will be achieved by critically analysing a work environment layout (appendix 1) in terms of meeting the organisation's mission. I will be researching the following areas in order to meet the aim of this assignment;

1. Objectives and organisational drivers, both perceived and actual.
2. Practical issues of implementation and how this is carried out.
3. Measuring the success or failure of a workplace layout.

2.0 Objectives and organisational drivers, both perceived and actual.

Leading organisations continually seek to improve their performance to make their business the company of choice within the market they operate in. Ultimately, improved performance leads to happier customers, increasing turnover, concluding with greater profits for stakeholders.

Farrington has identified the key organisational drivers of;

1. Strategy
2. Lean operations
3. Balanced culture
4. Customer responsiveness
5. Leadership

(Farrington)

For the company to succeed it is important that all of these drivers work in unison. The Burke Litwin model shows the various drivers I have discussed above plus some additional items, and ranks them in term of importance from the top of the model down to the bottom. The model argues that all of the drivers are linked, to a greater or lesser degree, and therefore if one driver changes this will eventually affect all of the others.

Burke-Litwin believes environmental factors to be the most important driver for change. Indeed, most change can be traced back to external drivers for change. Important elements of organisational success, such as mission and strategy, leadership and organisational culture, are often impacted by changes that originate outside the organisation. Below, I have listed the top 4 drivers with a brief explanation of how to identify and deal with these changes.

1. External Environment

This includes such factors as markets, legislation, competition and the economy. All of these will have consequences for organisations, and it is vital that you continually scan the environment for issues that will affect your business. For example, in the world of Facilities Management Statutory legislation will have significant impact on how services are delivered. Also, competitors may gain an advantage by creating a more efficient pricing structure for new works which will make them more desirable to the market place and increase their market share.

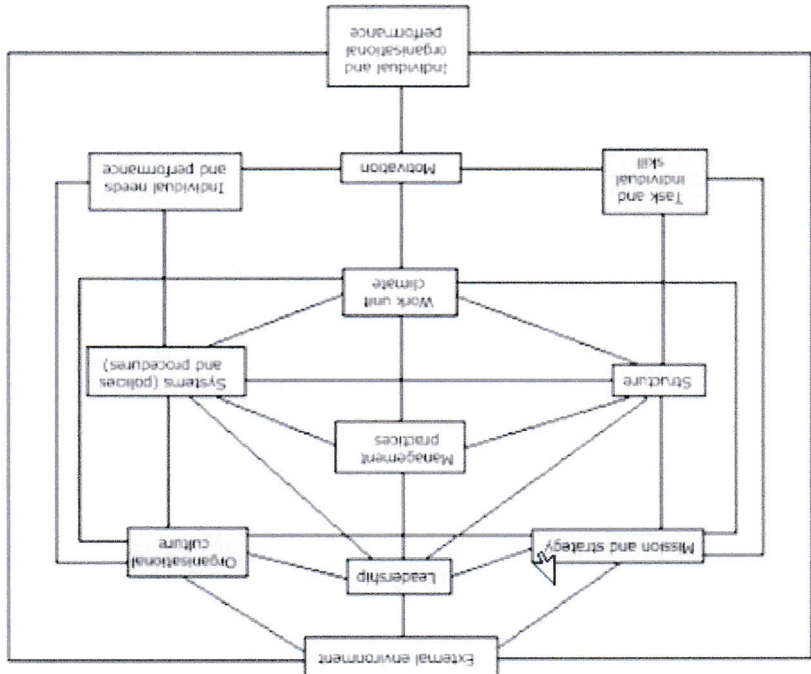
2. Mission and Strategy

An organisation's mission articulates its reason for existing. It is the foundation upon which all activity should be built. The strategy then sets out, in broad terms, how the organisation will go about achieving its mission. Very often, the strategy will be developed in light of environmental change, and will have a significant impact on the work you do.

3. Leadership

This considers the attitudes and behaviour of senior colleagues and how these behaviours are perceived by the organisation as a whole. The way in which change is implemented and accepted through the organisation will be largely influenced by the top team. Does your

Figure 1: Burke-Litwin model



team believe that senior colleagues are committed to change, or is it just another initiative that will disappear in six month's time?

4. Organisational Culture

Organisation culture can be described as “the way we do things around here”. It considers the beliefs, behaviours, values and conventions that prevail in an organisation. Culture change does not happen overnight. It evolves over time as a result of many other changes in the organisation. Leaders of the organisation should keep in mind the desired state for the organisation, in terms of how you expect people to behave (and not to behave), and what your organisation values as important. You need to ensure that your behaviour fits with these expectations at all times, and that you ‘walk the walk’.

(Burke & Litwin, 1992)

Technology has a key role to play in achieving many of the goals and drivers set by the organisation. It affects how people work, how people share and communicate information and can also have a major impact on the culture of the organisation. Deloitte have developed a digital workplace framework which can help organisations understand and identify areas where support is required. The diagram below demonstrates the process for this framework to succeed.

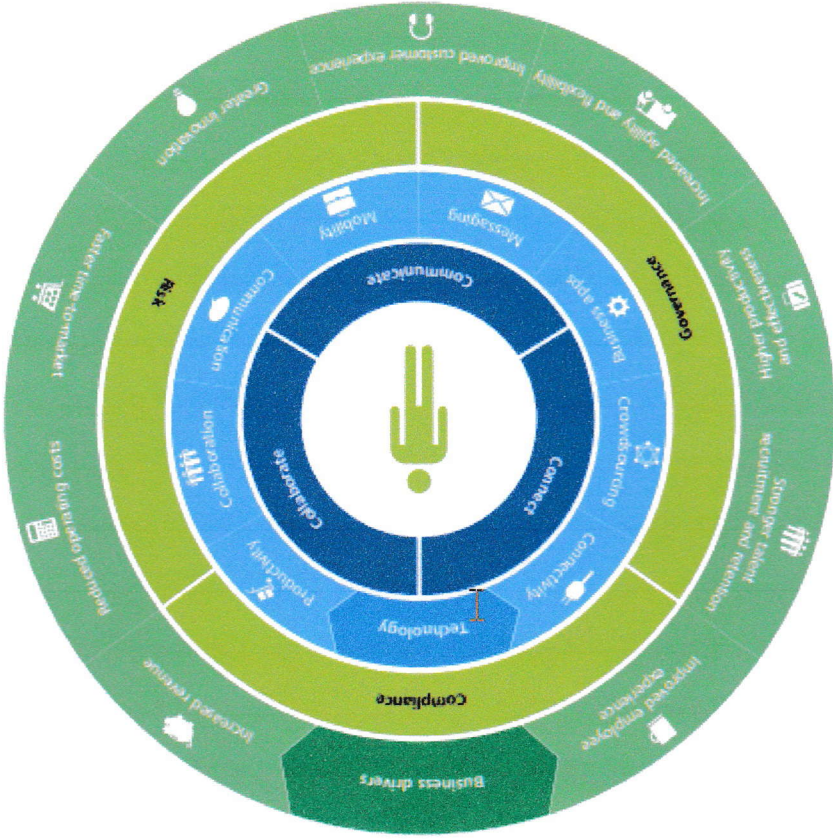


Figure 2: Digital Workplace Framework

There are 4 layers to this framework covering the following areas;

1. Use: collaborate, communicate and connect. The digital workplace is all about the employees' ability to do their job by collaborating, communicating and connecting with others. The goal is to forge productive business relationships within and beyond natural work groups and to enable knowledge sharing across the organisation.
2. Technology: the digital toolbox. Technology enables the digital workplace. Each organization already has a digital workplace toolbox with different tools. Depending on your industry and business needs, the tools needed to support your digital workplace will vary. The key is to adopt the right tools for your employees to do their jobs.
3. Control: governance, risk and compliance. The effective use of technology in the digital workplace is underpinned by appropriate controls. This means you must support the digital workplace with appropriate governance structures and management processes. Information flow and use must also comply with your organization's policies and industry regulations.
4. Business drivers: measurable business value As with any core initiative, it is essential for business needs to drive the digital workplace. To deliver the necessary benefits, the direction of your organization should guide the direction of your digital workplace.

There are some significant advantages to adopting a digital workplace strategy. Deloitte have listed the gains below that can be expected;

- **Talent attraction:** 64% of employees would opt for a lower paying job if they could work away from the office.
- **Employee productivity:** organizations with strong online social networks are 7% more productive than those without.
- **Employee satisfaction:** organizations that installed social media tools internally found a median 20% increase in employee satisfaction.
- **Employee retention:** when employee engagement increases, there is a corresponding increase in employee retention by up to 87%.

3.0 Practical issues of implementation and how this is carried out

Changing the workplace layout involves having a robust implementation plan at each stage of the implementation process. Implementation starts well before the physical change to the environment has taken place and below is a list of the stages of implementation with a brief explanation.

- Operations and activities of the Organisation

While the term 'operation' is used to describe the general process by which an organisation conducts its business, the term 'activity' is commonly used to describe an action by which the mission of an organisation is accomplished. This suggests that organisations should carry out an analysis of their operations and activities that the current or proposed workplace is required to support. This analysis would provide a description for the operations that would be conducted and the mission that the staff would be undertaking. (Hassanain, 2010)

- Accurate definition of user requirements

Workplace strategies as well as layouts should be in direct response to the individual and collective requirements of the occupants (McGregor, 2000). Effective practice of space management depends on a clear understanding of the requirements and the direction of the organisation (Muir, 2003). The planning of the workspace in the organisation should be a response to the specific requirements of the staff and the business (McGregor and Then, 2001).

- Space adjacency requirements

For developing a design solution, the space planning consultant needs to be acquainted with the preferred space adjacency demands among each divisional unit, as well as different divisions within the organisation. Such information is needed to determine how spaces should be physically positioned relative to one another in a floor plan, or a site plan. (Hassanain, 2010).

- Development and implementation of workplace area standards

Developing and implementing space standards is one of the key responsibilities of any space management department in any organisation. The development of space standards is a necessary prerequisite to the interior design process (Owen, 1993). A space standard governs the number of square metres allocated to each staff member in the organisation as workspace, taking into consideration the amount of space needed for a desk, chair, local storage and immediate access to the workstation (Wustemann and Booty, 2009). Space standards, while being used for minimum space allocation for staff, serve to establish guidelines and procedures for equitable distribution of space to all users based on their actual needs, hence, ensuring efficient use of the space (Brauer, 1992). A further aspect of the development and implementation of workplace area standards is that space design and allocation should be based on the functions carried out in the space, rather than the traditional approach of allocating spaces based on the salary, grade or hierarchy (Chilton and Baldry, 1997).

- Anticipation of change in the organisation

When an organisation undergoes a change, so does its workplace. An essential element in space planning is anticipating the need to accommodate future changes in the organisation. There are two main apparent sources of change. The first source can be attributed to the external changes that are usually beyond the control of the organisation, such as technological changes and innovation, competition, globalisation, regulation and de-regulation and consumer behaviour.

The second can be identified as the internal pressures from within the organisation such as, initiatives and proposals to improve flexibility and the capability to adapt to changes in the workplace, develop the culture of connecting staff and enhance communication and improve the image of the business to attract customers and retain staff (Hassanain, 2010). Forming part of the implementation plan will be the physical requirements that need to take place in order to achieve the business objectives. CABE has identified business levers as resources that the business can manipulate in order to achieve targets. These levers have are both physical and non physical resources.

Office design represents the physical means by which businesses not only accommodate their activities but can also use to enhance their chances of success. Office design variables embrace both buildings and their environment, and there is a need to organise these choices in a way that permits structured consideration. A suggested way of doing this is to categorise them as a series of seven layers defined by Building Life Cycles, each of which has a different longevity.

1. Site (infinite time impact): the building's context – location, landscaping, site density.
2. Shell (50–70 years): the structure, defining shape, size and built form (for example, floor-to-floor height).
3. Skin (25 years): the building's cladding.
4. Services (15–20 years): heating, ventilation, lighting and cable distribution and the like.
5. Scenery (7–10 years): the fitting out of the internal elements such as ceiling, partitions and finishes.
6. Systems (+/- 3 years): systems of accommodation and of information and Communication Technology.
7. Settings (day to day): management of the furniture and equipment.

Some of the broader characteristics of these layers are highlighted in the figure below. (CABE, 2005)

These four areas can provide a summary framework for examining office design and its impact on business performance.

- Efficiency
- Adaptability
- Staff performance
- External expression

Business Performance Factors operate in four main areas. These are:

- Stakeholder perception (eg customer satisfaction and loyalty, community sentiment);
- Financial health (eg economic or market value added);
- Organisation development (eg innovation quality and quantity, cultural factors, team formation and new process introduction rate);
- Productivity (eg space utilisation, process speed and quality, waste levels)
- Environmental responsibility, and cost efficiency (eg total occupancy cost related to revenue generation).

can be linked to real estate and workplace performance:

Bradley (2001) has suggested the following list of measures of business performance that

business or technological change. (CABE, 2005)

retention of staff, the rate of innovation in the organisation, and the ability to respond to

application of office design and other levers. These factors include the attraction and

Business Performance Factors are measures that evaluate the business consequences of the

4.0 Measuring the success or failure of a workplace layout.

Figure 3: Office design variables

Site	Shell	Skin	Services	Scenery	Systems	Settings
Telecoms	Thermal strategy,	Natural	Lighting,	Choice and quality	Network access,	Furniture,
Infrastructure;	Structural grid,	ventilation,	temperature,	of materials,	Floor mounted	group size
Local	Planning grid,	Solar control,	environmental	Provision of	power, data	
amenities;	Floor size, Space	natural lighting,	control,	meeting facilities,	connections	
Access;	efficiency, Tenant	views, energy	ventilation,	Restaurant/dining	(Wireless)	
Car parking;	efficiency, imposed	efficiency	HVAC, BMS,	facilities, Provision		
Site Security;	floor loading, Floor	small power	of vending/break	areas, internal	landscaping/	
Aspect	depth and sectional	height, Atrium	provision,	planting, support	facilities	
	Communications	infrastructure, Good	access, Exterior/	internal maintainability		

The links between office design and Business Performance Factors are complex. It is notoriously difficult to attribute the business consequences of any particular decision on business performance. This is because both businesses and buildings are complex entities and their relationship is not simple but complex. Nor is the relationship automatic: it depends upon vision, sustained leadership, as well as detailed management. (CABE, 2005)

The figure below addresses the Business Performance Factors with the associated Building Performance Measures. It demonstrates a direct correlation between how changes to the workplace environment can have effects on business performance.

Categories of Business Factors			Associated Building Performance Measures
Adaptability (external)	• responsiveness to external business	• total cost of occupancy; • capital costs; • operational expenses; • ratio of property costs to business operations costs	
	• or technological change	• subversibility; • subsetting potential	
Flexibility (internal)	• responsiveness to internal business	• flexibility of layouts and infrastructure; • ability to accommodate relocation	
	• support staff productivity	• access to daylight; • air quality and quantity; • temperature control; • ambient and task lighting quality; • ergonomic factors	
Health and comfort			
Alignment of workplace with work processes	• motivate and retain staff	• access to daylight; • air quality and quantity; • temperature control; • ambient and task lighting quality; • ergonomic factors	
	• develop staff knowledge and skills	• stimulate innovation and creativity	
Internal expression	• support cultural change	• extent of cross-functional teamwork; • extent of organisational learning	
	• motivate and retain staff	• extent to which information is communicated effectively to employees; • degree to which values are subscribed to by employees; • adherence by the workforce to core values; • extent to which employees are informed about business goals and objectives	
External expression	• attract and retain customers	• extent to which customers are clear about the firm's goals and objectives • consistency between different divisions, departments and locations	

Figure 4: Business performance factors and associated factors

5.0 Analysis

5.1 Analysis of the organisational objectives

The organisation that was reviewed for this assignment has identified key priorities within their strategy to succeed. Their vision is of providing, a World – class, customer focus company that invest in, builds, maintains and renews the places we live, work and play. The priorities to achieve this have been identified as;

1. Operate a safe sustainable business.
2. Accelerate growth to be a top three player in our chosen markets.
3. Achieve top quartile performance and efficiency.
4. Provide sector-leading customer experience for clients and their customers.
5. Attract and retain highly motivated, high performing teams.
6. Ensure the business is supported by investment in technology and back-office systems

Comparing these objectives against the Burke & Litman (1992) model, it is clear that this organisation has considered the drivers that affect all levels within the organisation. There are key priorities which are covered in the top, middle and bottom sections of the model and these priorities are Customers, Processes and Motivated individuals. It is visible to see that this organisation plans to recruit and retain the best people, support them with lean processes, managed by advanced technology which will produce a service model that is customer focused and can add value to their clients business.

5.2 Analysis of Workplace Layout

Good office design will directly influence employee morale and engagement with your business. (Barry,2015) A great deal of current research and anecdotal evidence suggests that engaged employees are much less likely to leave their current organisation, are more productive and take less sick days that their disengaged colleagues. (Borghero, 2017)

Organisations looking to improve employee engagement might be surprised to learn nearly one-third of workers are neither engaged nor disengaged but fall somewhere in the moderate middle. These workers might not be actively hurting an organisation, but they are not benefiting it, either. As they make up such a large portion of the workforce, just a small improvement in their engagement levels could have a significant impact on business performance. One way of doing this is to make some important changes to their work environment.

By maximising the potential of workplace design there are things you can do to help boost employee engagement. This means designing in what you could describe as “a resilient

workplace”: one that is most likely to have a positive impact on employee engagement levels. This approach can be modified and interpreted to suit the culture of each organisation. No two companies are the same but the principles are universal. Borghero has identified seven ways in which you can address the engagement gap.

1. Give employees choice and control over when and how to work.
2. Enhance and promote collaboration, particularly for teams based across different locations.
3. Provide employees with areas where they can focus, concentrate and have some privacy
4. Provide spaces for social, informal connections.
5. Enable workers to physically move around during the day and change postures.
6. Make your brand and company culture visible and give employees permission to be themselves.
7. Create spaces that accommodate visitors, mobile workers and guests

(Borghero, 2017)

In addition to the items suggested above, how an office is laid out can support collaboration and achieve the points set out by Borghero. There have been 4 work patterns developed by Laing et al and these patterns are Hive, Cell, Den and Club.

Laing et al used the work patterns to suggest four correspondingly different physical environments, with the inference that an optimal match between process and environment can be made. Laing et al offered a simple model to represent office based work. The model was based on the amount of face to face interaction in the office, and the amount of flexibility the occupier has to work when, where and how they wish, i.e. autonomy. (Hayes, 2008)

The Hive office organisation is characterised by individual routine process work with low levels of interaction and individual autonomy. The office worker sits at simple workstations for continuous periods of time on a regular 9 – 5 schedule. (Hayes, 2008)

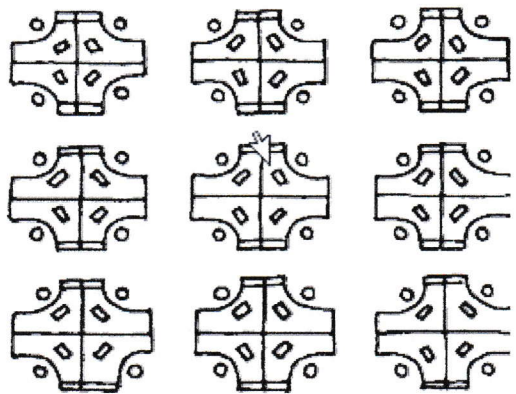


Figure 5: Hive work pattern

The Cell office organisation is for individual concentrated work with little interaction. Highly autonomous individuals occupy the office in an intermittent irregular pattern with extended working days, working elsewhere some of the time. (Hayes, 2008)

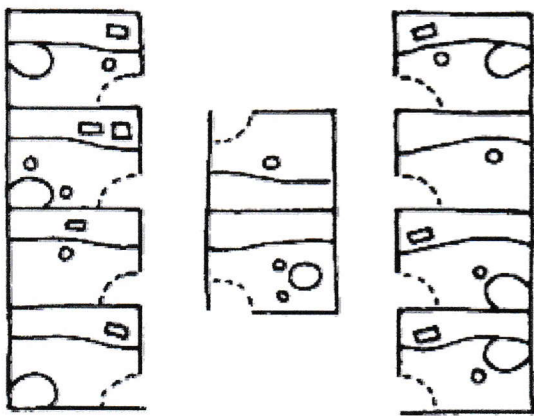


Figure 6: Cell work pattern

The Den office organisation is associated with group process work, interactive but not necessarily highly autonomous. The space is designed for group working with a range of several simple settings, typically arranged in the open plan or group room. (Hayes, 2008)

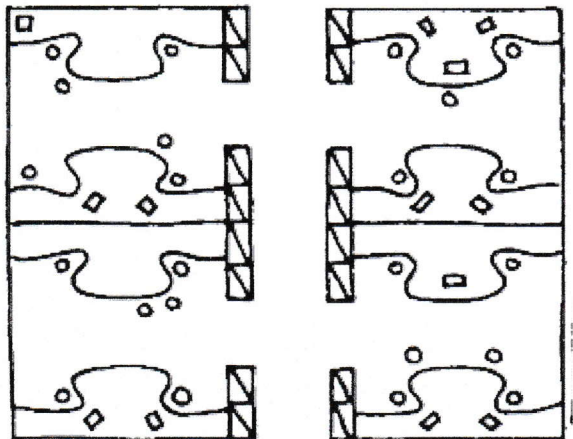


Figure 7: Den work pattern

The club office organisation is for knowledge work: both highly autonomous and highly interactive. The pattern of occupancy is intermittent and over an extended working day. A variety of shared task based settings serve both concentrated individual and group interactive work. (Hayes, 2008)

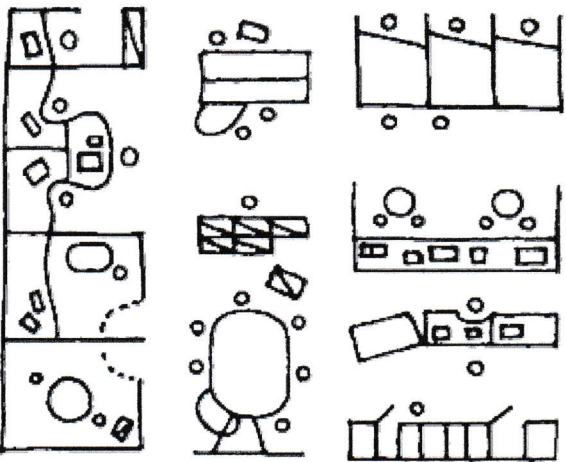


Figure 8: Club work pattern

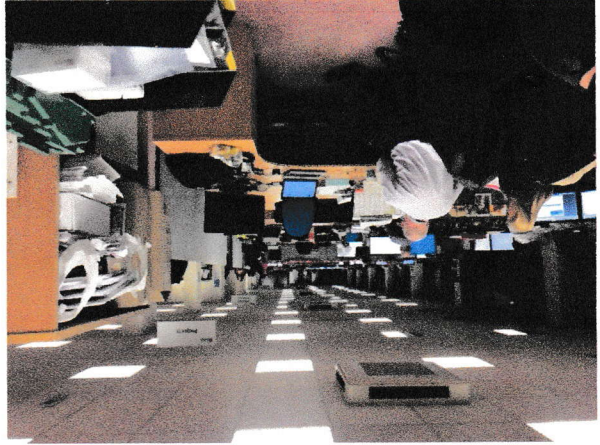
The workplace layout in appendix 1 clearly shows two different office organisations, being Cell and Den layouts. This organisation is a service provider and operates a help desk function. The office is also used by teams managing contracts and are usually made up of Contracts Managers, Supervisors and administrators, where collaboration is required in order for information to be transferred.

This office layout suits the way this organisation is required to operate, boosted by large private meeting rooms, the area provides all that is required for collaboration within the workplace.

The figure below gives an indication of how the environment looks. The area is dated and in need of refurbishment, and the furniture is not of a high quality. Areas look cluttered and unorganised indicating the storage is not adequate.

If I was responsible for making changes to this area to increase employee engagement, I would consider changes to 3 areas;

1. Updating the décor giving the area a fresh, vibrant look, incorporating the brand colours and goals of the organisation.
2. Replace furniture with equipment that has a quality look and feel. I would consider how the equipment could be bespoke to help the user with their day to day roles.



3. Review the existing storage situation and consider how this can be improved. There could be a possibility that technology changes could arise from this where documents are stored in the cloud rather than in hard copy format. Figure Office environment.

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7.0 List of Figures

Figure 1: Burke-Litwin model

Figure 2: Digital Workplace Framework

Figure 3: Office design variables

Figure 4: Business performance factors and associated factors

Figure 5: Hive work pattern

Figure 6: Cell work pattern

Figure 7: Den work pattern

Figure 8: Club work pattern

8.0 List of Appendices

Appendix 1: Office layout plan

Appendix 1: Office layout plan

