

**LIBRARY / UNIVERSITY STAFF  
WORKING AREAS,  
THEORY AND PRACTICE,**

**DESIGNING THE FUTURE – FROM CONCEPTS TO  
LIBRARY BUILDINGS**

**LIBER LAG 2014**

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**HELSINGIN YLIOPISTO**

# CHANGES IN OPERATIONS AND WORK

- Less money, less staff
  - Less use of energy
  - More to-do, more demanding tasks, more collaboration
  - Advancing technology, mobile working
- 
- New ways to work
  - New working environment



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# MORE MOBILE WORK

- **Traditionally** library/university employees had fixed workplaces: fixed telephone, computer and table.
- Work was depending on physical books and papers.
- Office room was indicating the position in the organization without questioning if the office was used or not.
  
- **Nowadays** mobile phones, mobile computers and digital material enable working in many different places.
- Internet is a typical service channel.
- The library and office exists but the **meaning** of them is changing.



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# WORKING ENVIRONMENT IS MORE THAN JUST A ROOM

## **Policy > Collaboration with HR (Human Resources)**

- How to develop and support the new ways of working?
- How to decide the office etiquette and codes fo behaviour for new office solutions?
- How to support communication and knowledge sharing?
- What are the rules and regulations for mobile work and work outside the office?
- What is the attitude, will and competencies to work digitally?

## **Tools > Collaboration with ICT (Information and Communication Technology)**



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# WORKING ENVIRONMENT IS MORE THAN JUST A ROOM

## Space and furniture

- Different zones: work stations, common areas, supporting areas
- Different ways to use places: dedicated, non dedicated
- Different acoustic zones: places to talk and places for quiet work
- Different furniture to support different kind of activities
- Special attention to acoustics and ergonomics – physical and virtual ergonomics

## Appearance and atmosphere

- Nice and pleasant environment, formal and informal areas
- Identity and how you express it



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# INDIVIDUAL OFFICE ROOM



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# INDIVIDUAL OFFICE ROOM

- Easy to concentrate
  - Easy to collect and store a lot of material
  - Easy to define own ways to use the places
  - Easy to isolate oneself ?
- 
- A lot of individual office rooms means a lot of space, a lot of rent to pay and a lot of energy to use
  - Rooms for team work and communication are also required
- 
- Not in a very high use, often empty



# TRADITIONAL OPEN OFFICE LANDSCAPE



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# TRADITIONAL OPEN OFFICE LANDSCAPE

- Large area with a lot of people crammed close to each other
- Different activities performed in the same space
- No alternative work places e.g. silent rooms for concentration
- No etiquette how to behave in the workplace
- Only few if any supporting rooms
- Often very little daylight

➤ Not a very comfortable place



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# MODERN ACTIVITY BASED OFFICE



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# IDEAL ACTIVITY BASED OFFICE TODAY

- Rooms of pleasant size, different scales
  - Different spaces for different activities
  - One can work in diverse places during diverse phases of work processes
  - Office etiquette and codes of behaviours have been agreed together
  - Functional supporting rooms and areas ( telephone rooms, meeting rooms etc.)
- Comfortable, convenient space for many purposes



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## The 'old' office

### Dominant workplace

#### The office

Large office buildings, on central locations, Staff typically works there 5 days a week, from 9 – 5.



### Space layout

#### Cellular office

Staff is accommodated in smaller or large rooms. The size of the room depends on organizational hierarchy



### Use of space

#### Personal workplaces

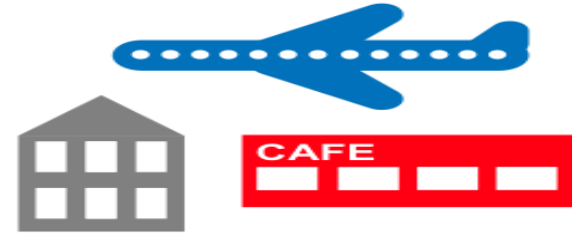
Workstations are individually 'owned' and personalized. Average occupancy are typically not higher than 40%.



## The 'new' office

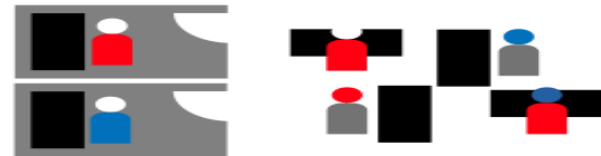
#### Multiple locations

Distributed set of work locations, both public, private and corporate. Work hours are flexible and extended.



#### Mix of rooms / open offices

Different settings for different activities. Emphasis on openness, group spaces and transparency.



#### Shared workplaces

Fewer workplaces than people. Workstations are occupied on an as-needed basis. Occupancy rates near to capacity.



# UNIVERSITY OF HELSINKI, OCCUPATIONAL SAFETY COMMISSION 2013

## Instructions to help creating new work places

(Applied from a project by Finnish Institution of Occupational Health and Aalto University 2012)

1. To do -list to help planning new workplaces
2. Examples of different user profiles with different work styles
3. Different kind of work spaces
4. How to behave in activity based office, a checklist for users



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# 1. TO – DO LIST TO HELP PLANNING NEW WORKPLACES

- Define and decide the goals of the change
- Create a workplace team (managers, economic experts, representatives of different user and employee groups, ICT expert).
- Identify different working profiles
- Identify the needs to different physical and virtual places
- Allow participation, communicate and inform !
- Learn new ways to use the new workplace and take care of it continuously

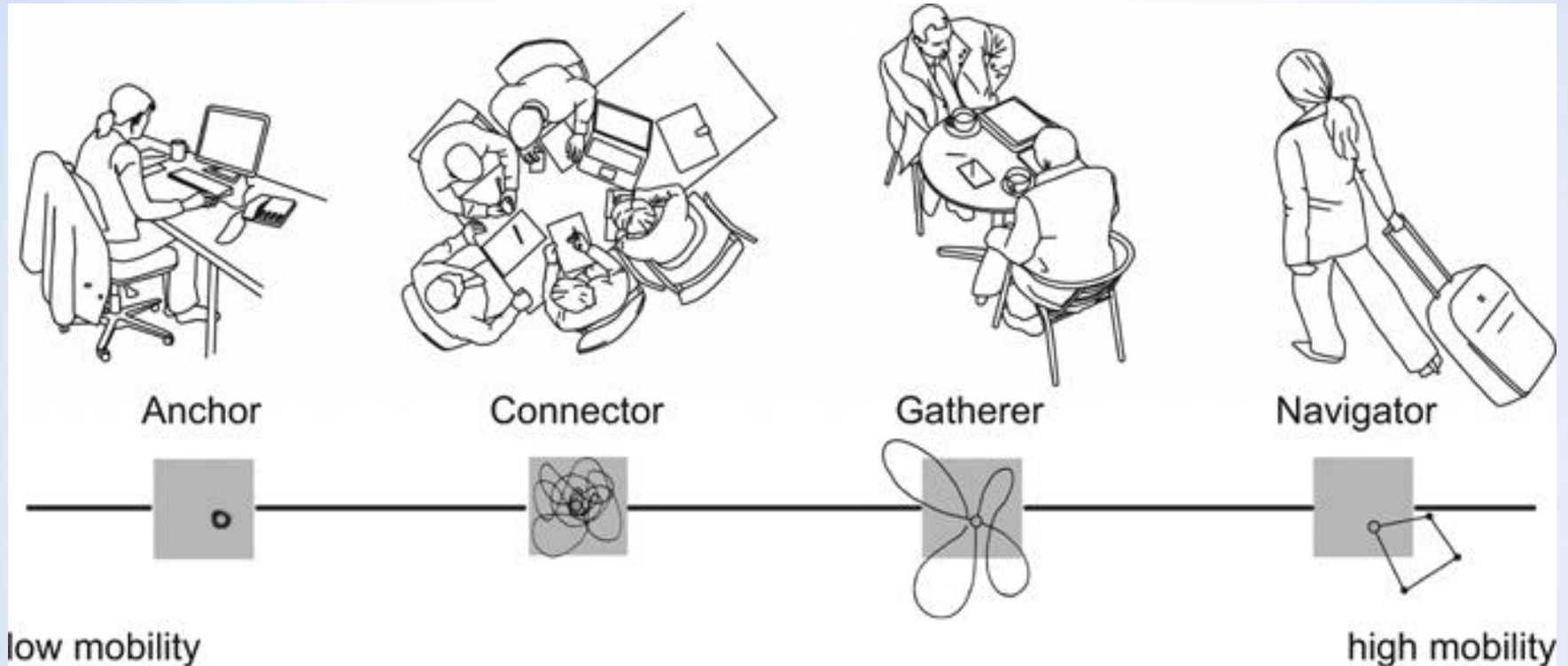


# 2. DIFFERENT USER PROFILES

- **The anchor** is sitting by his/her desk most of the time and needs a peaceful and adjustable workplace with good ergonomics and a comfortable area to wind down and feel good. Close to the workstation enables relaxation and undisturbed reading.
- **The connector** spends about half of their working time at their desk and the other half out and about in the office building – moving from their desk to that of a colleague, or on to the meeting room pausing at the cafeteria or perhaps the canteen and then calling on a colleague again before returning to their own desk.
- **The gatherer** is frequently out and about outside the office building. Customer visits and meetings with partners are common. But whenever they are in the office they need a place where they can concentrate.
- **The navigator** is a person who is almost always on the road, travelling between partner companies, branch offices, leased premises, other parts of town or different cities. Work is done in the hotel, café or at home. Freedom of choice is important and an inspiration to this person.



# DIFFERENT USER PROFILES



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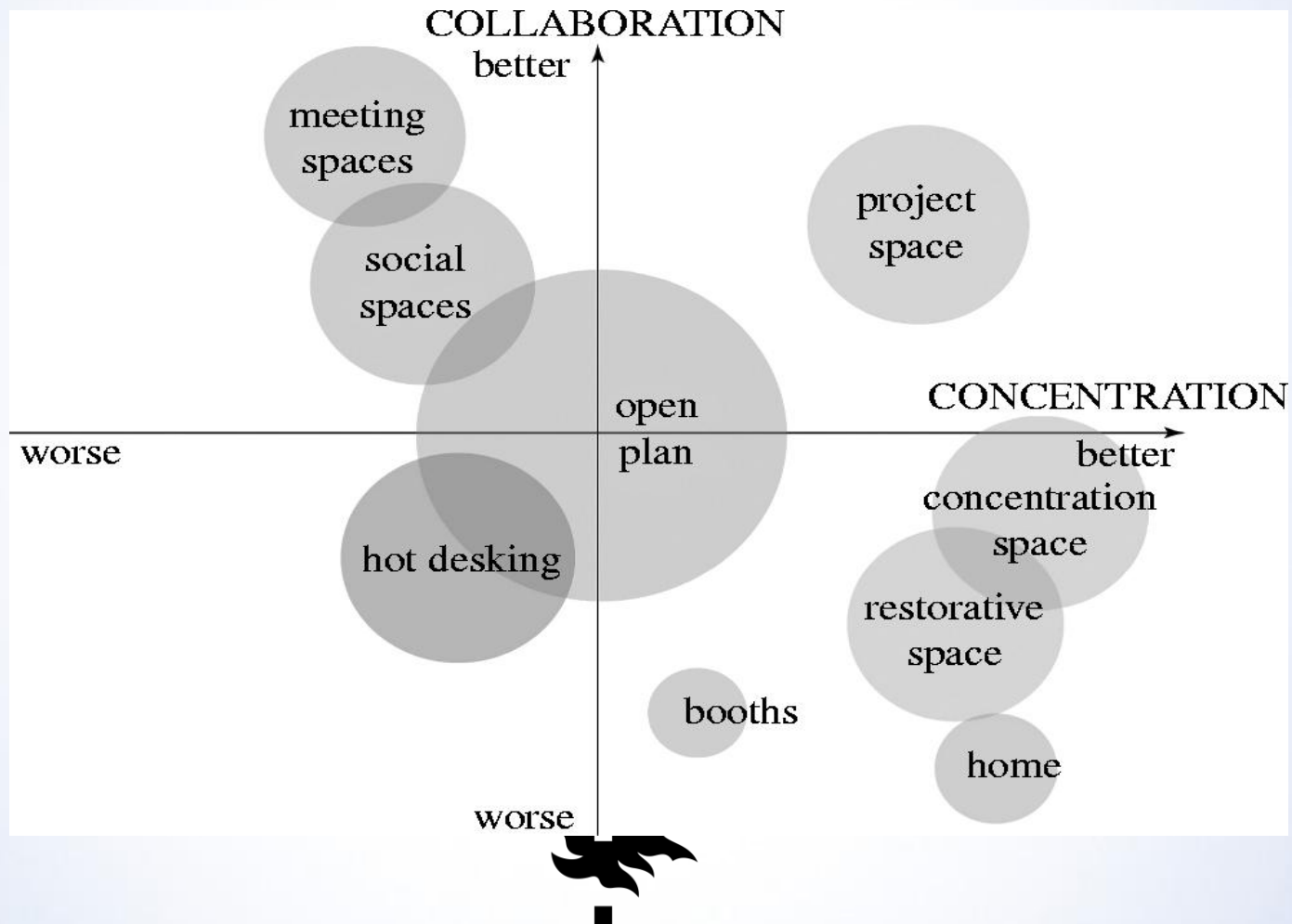


# 3. DIFFERENT KINDS OF PLACES FOR WORKING IN DIFFERENT KINDS OF ZONES

- **Zone for open communication** (halls, cafés, exhibition areas, open work places by service desk, ...)
- **Zone for intensive co-working** (meeting rooms, open or half open workplaces, project room, ...)
- **Zone for intensive individual work** (open workplaces in quiet work area, closed office rooms, shared office rooms,...)
- **Zone for short time concentration** (work places to drop in, shared workplaces, hot desks,...)



# 3. DIFFERENT KINDS OF PLACES FOR WORKING IN DIFFERENT KINDS OF ZONES



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# 4. HOW TO BEHAVE IN OPEN WORKING SPACE, A CHECKLIST

## Codes of behaviour concerning

- Discussions,
- phone calls, signal sounds of e.g. E-mail alarms,
- Music,
- use of common areas,
- general behaviour,
- policy to reserve meeting rooms and other space,
- moving around and use of corridors,
- Tidiness of workplaces and general principles,
- parfumes, plants, sense environment



# CASE VIKKI LIBRARY, WORKPLACE PROCESS (25 PERSONS) 1 / 3

## Utilization rate measurement

- Observation during 5 days, 4 times a day
- Observation in all working rooms, meeting rooms, halls, coffee rooms...
- Provides empirical information about the use of working space
- Helps to recognize different ways to work and use the space
- Enables to objective discussion about the working processes

## Survey about working environment

- Questions about workplace, meeting rooms, supporting areas, acoustics, ventilation, quality of cleaning etc.

## Workshops



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# CASE VIKKI LIBRARY WORKPLACE PROCESS

2/3

## Three different working profiles were recognized:

1. "The Anchors" 38% of the staff
  - working about all day in the office
  - workplace utilization rate about 80%
2. People moving mostly inside the campus 57% of the staff
  - workplace utilization rate about 60%
3. People moving outside the campus (2/5 days out of office) 5% of the staff
  - workplace utilization rate about 30%



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# CASE VIIKKI LIBRARY WORKPLACE PROCESS

3/3

## Some of the results

- Workplaces are in use about 42% of a workday
- Workplaces temporarily empty about 42 % of a workday
- People were quite happy with the working environment
- People were most dissatisfied with acoustics and level of cleaning
- People were dissatisfied with places for informal communication
- There seemed to be too many big meeting rooms
- Need to more small meeting rooms (2 – 5 persons)
- More possibility to peacefull work was required
- Peacefull telephone rooms were required



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# CONCLUSIONS

## **Good workplace means**

- possibility to intensive individual work,
- possibility to share know-how and information,
- effective use of resources and
- healthy, comfortable, safe - and beautiful working environment

**Good workplace has been created in co-operation with the people working there.**



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# LIBRARY AS A WORKPLACE

- When students want to study intensively - they go in library. It is easier to concentrate with others studying around you, what about the staff ?
- Libraries are often very special buildings, many libraries are nearly sacral, "real temples of knowledge", a special place to work in.



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**THANK YOU !**



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