

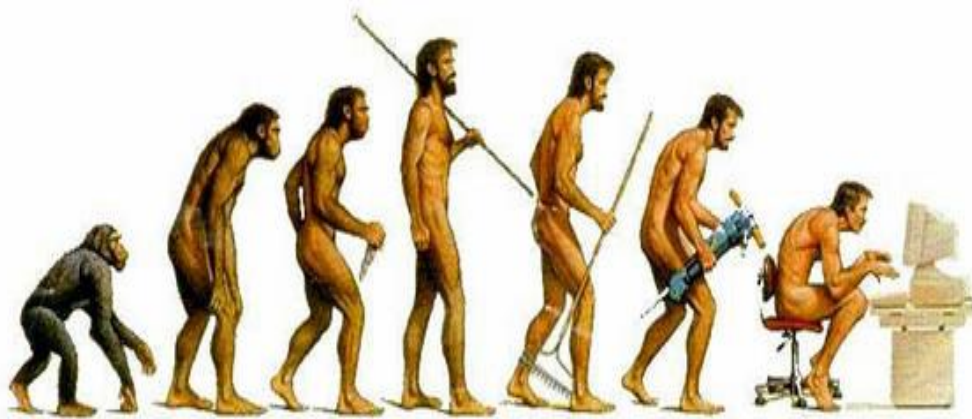
1<sup>st</sup> DRAFT



# WORKPLACE MODERNIZATION

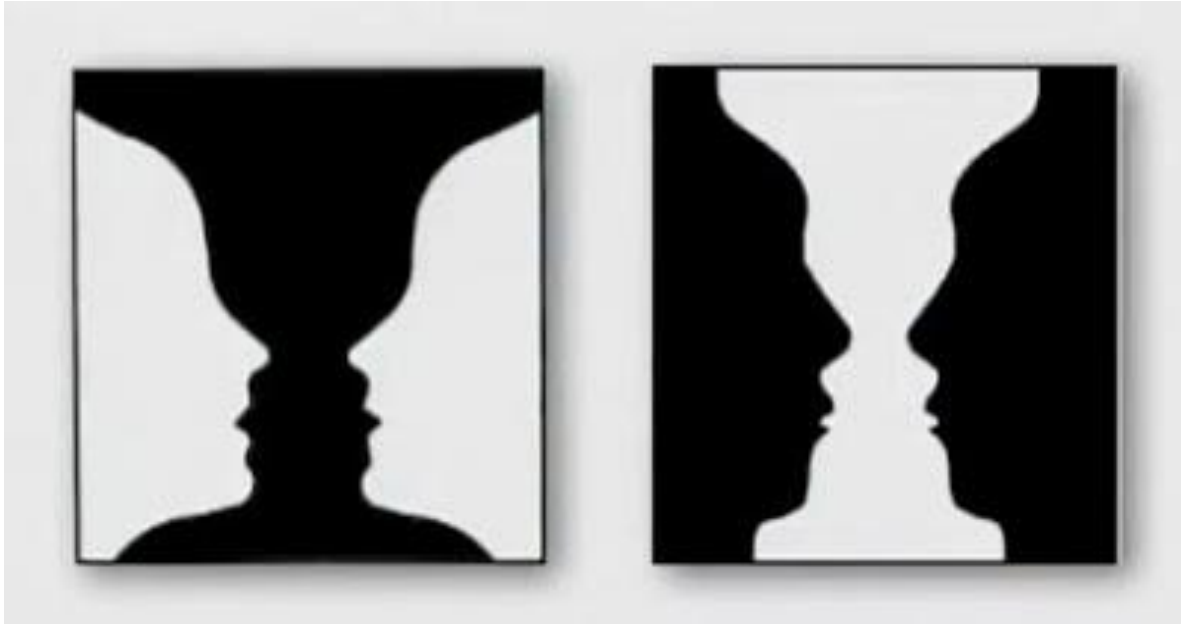
*Strategically supporting our people and the work they do.*





## EVOLUTION

As our  
work  
evolves  
so must  
we.



## PARADIGM SHIFT

We are in the middle of a paradigm shift in the way people are thinking about work and how they are choosing to work.

# DRIVERS OF CHANGE

## Work Output

- Communication
  - Collaboration
  - Creativity
  - Innovation
- 
- Focus
  - Collaborate
  - Socialize
  - Respite



## Technology

- Tools are changing
  - Laptops
  - Smart Phones
  - Video Conferencing
- Where we are able to do our work is changing

# NEXT, NEXT GENERATION....



## Workforce

- Lifestyles
- Diversity
- Generational Differences

### Traditionalist

**1925-1945**

WWII  
GI Generation  
Duty First  
Live to Work  
By the book  
Loyal  
Faith in Institution  
Move to the Suburbs

### Baby Boomers

**1946-1964**

Vietnam War  
Get it Done  
Live to Work  
Competitive  
Consumers  
They Are what they Do  
Civil & Woman's Rights  
Personal Computers

### Gen X

**1965-1980**

Gulf War  
Entrepreneurial  
Work/Life Balance  
Latchkey Generation  
Question Authority  
Self-Reliant  
What's in it for Me?  
Internet/Mobile  
Phones

### Millennials

**1980-2000**

9/11 Attacks  
Work to Deadlines  
Technology Rules  
Connected 24/7  
Global Network  
What are you doing  
for Me?  
Team Oriented  
Google/Facebook

### Gen Z

**2000-2020**

Militant Extremist  
Optimistic  
Genuine Experience  
High Expectations  
Social Network  
Multi-Modal  
Embedded Tech  
Apps

# Governor Inslee's Initiatives

- Attract and retain new talent
- Increase employee productivity and engagement
- Serve customers more effectively
- Optimize our footprint
- Leverage technology
- Strengthen adaptability for changing work
- Reduce our environmental impact
- Support health and wellness

Per the Governor's request, DOH is developing a framework for space design and office furnishings.

Workplace Modernization is designing our workplace to accommodate these changes.

**Workplace** /wurk-pleys/ - noun

- ★ A place where people work, such as an office or factory

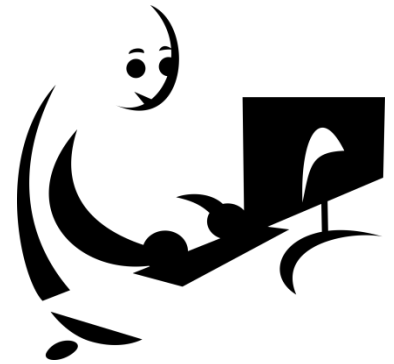
**Modernize** /mod-er-nahyz/ - verb

- ★ Adapt (something) to modern needs or habits - typically by installing modern equipment or adopting modern ideas or methods

WORKPLACE MODERNIZATION

*“It’s not about squeezing as many people in a space as possible – it’s about using the space we DO have differently.”*

- Anonymous



# WORKPLACE HISTORY 101



- Hierarchy dominant
- Efficiency of space
- Effectiveness of people
- Private office dominant
- Factory line mentality
- The Bullpen
- Where the work is



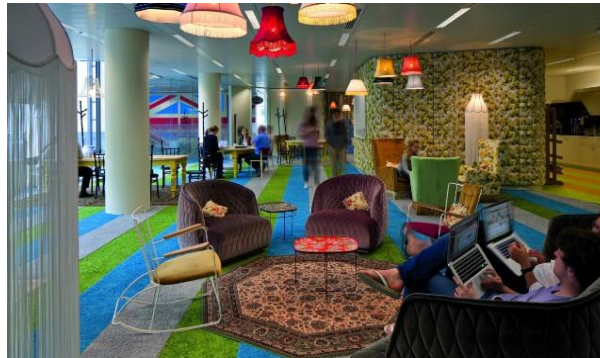
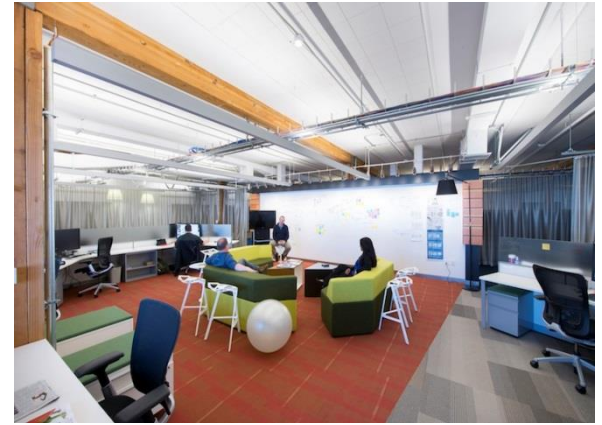
# WORKPLACE HISTORY 101.1



- Individual spaces dominant
- Effectiveness of technology
- Corporate America mentality
- The Cubical



# WHAT ARE OTHERS DOING?



# WHAT IS DOH DOING?



## C4PA PILOT PROJECT

### *Landscapes:*

- *Landscapes redefine and reallocate settings – from uniform individual spaces to diverse options for individuals and groups.*
- *The landscape should enable and empower its inhabitants by providing choice and fostering community.*

# MODES OF WORK

**CHAT** – Chat is an incidental and impromptu interaction with a colleague. It offers a chance to catch up, ask a quick question, or seek out an opinion.

**CONVERSE** – Converse is a purposeful interaction between two to three colleagues who address a defined topic.

**CO-CREATE** – Co-Create is the generation of new ideas and content among groups. Active engagement, conversation, content sharing and creation are the key behaviors.

**DIVIDE & CONQUER** – Divide & Conquer happens when a team with a common goal finds it valuable to work on individual components of a project while maintaining close proximity to one another.

**HUDDLE** – Huddle occurs when a team needs to address an urgent issue, or discuss and receive instructions for a plan of action.

**WARM UP, COOL DOWN** – Warm Up, Cool Down occurs in the time leading up to and immediately following more formally scheduled engagements.

**CREATE** – Create occurs when a person engages with the specific content associated with their role, solves problems, and develops deliverables. This activity is not limited to traditionally creative fields, but rather reflects the mix of concentrative, individual tasks that help move all work forward.

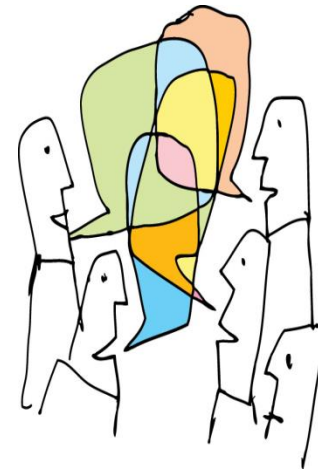
**SHOW & TELL** – Show & Tell is a planned gathering at which information is shared among teams, with clients and colleagues, or more broadly to the organization.

**PROCESS & RESPOND** – Process & Respond is the work generated by work.

**CONTEMPLATE** – Contemplate is an opportunity for an individual to pause and consider the best way forward in their work, or ignore it momentarily and provide respite.

## HOW PEOPLE WORK

- *No matter what kind of work you do or if you do it alone or together, this is how work gets done.*
- *In every workplace around the world you'll find people engaged in these 10 activities.*

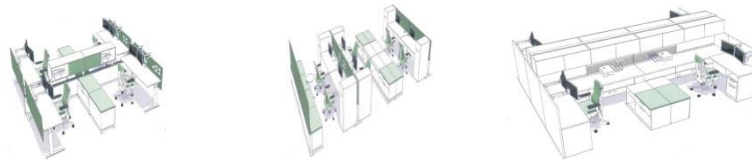


# ○ SETTINGS

**DEN** – A Den is a small shelter where concentrative, focused work can be done without distractions – and alternatively, a place to unwind



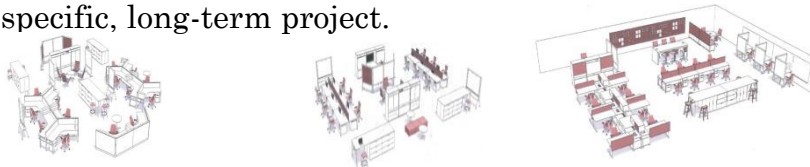
**NEIGHBORHOOD** – The setting offers a grouping of workstations and offers a setting for numerous people to harmoniously engage in individual and collaborative work.



**DROP SPOT** – A Drop Spot consists of highly approachable work points that facilitate work for distinct and discrete periods of time between other activities.



**CLUBHOUSE** – A Clubhouse is a working neighborhood that generally belongs to a team assigned to a specific, long-term project.



**HUDDLE** – A Huddle is a compact space within proximity to individual work points or common areas that enables people to assemble and engage with each other for a short period of time.



FORM FITS FUNCTION

- *Workplace Settings provide a variety of spaces which are optimized to support work and interaction.*

# ○ SETTINGS

**LIVING ROOM** – A Living Room is designed to support information sharing – whether it's a single speaker at the head of the room or a group of peers talking and listening among themselves.



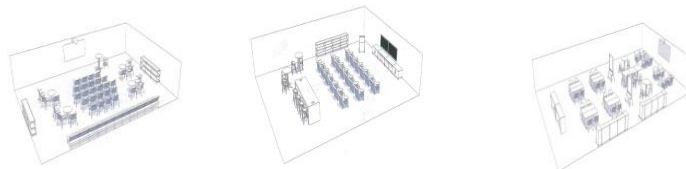
**TRANSITION SPACE** – A Transition Space is an open perching spot adjacent to Living Rooms or Town Halls



**THINK TANK** – A Think Tank is the ideal setting for people to work together to generate new ideas and drive their work forward. It offers easy access to analog and digital tools and surfaces to display and create work..



**TOWN HALL** – A Town Hall is designed to support the presentation and discussion of content.  
and remote participants.



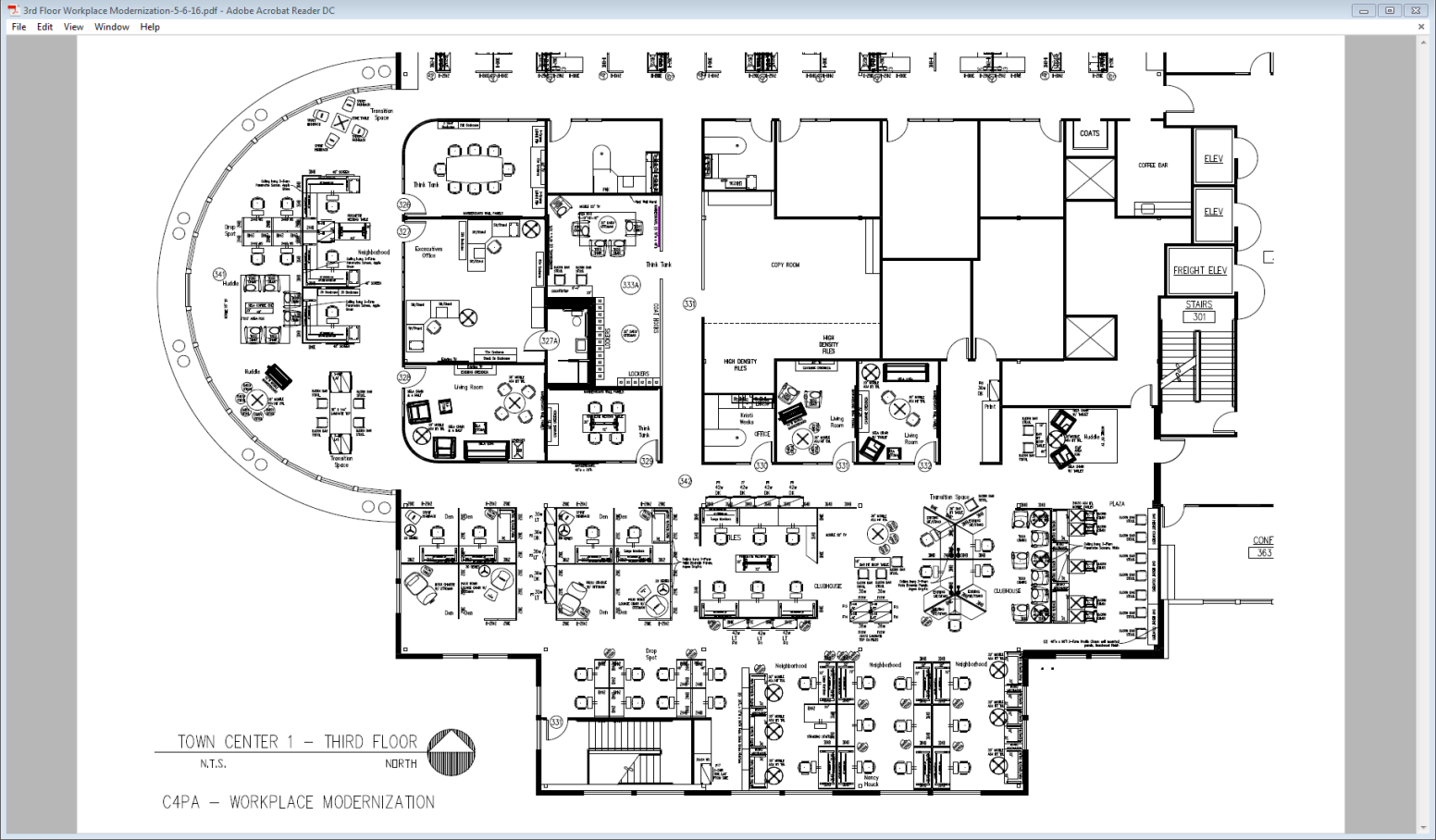
**PLAZA** – A Plaza acts as the vibrant and dynamic heart of the landscape – encouraging mixing and mingling, enables multiple work activities simultaneously, helps broadcast information and provides amenities as a point of attraction.



...CONTINUED

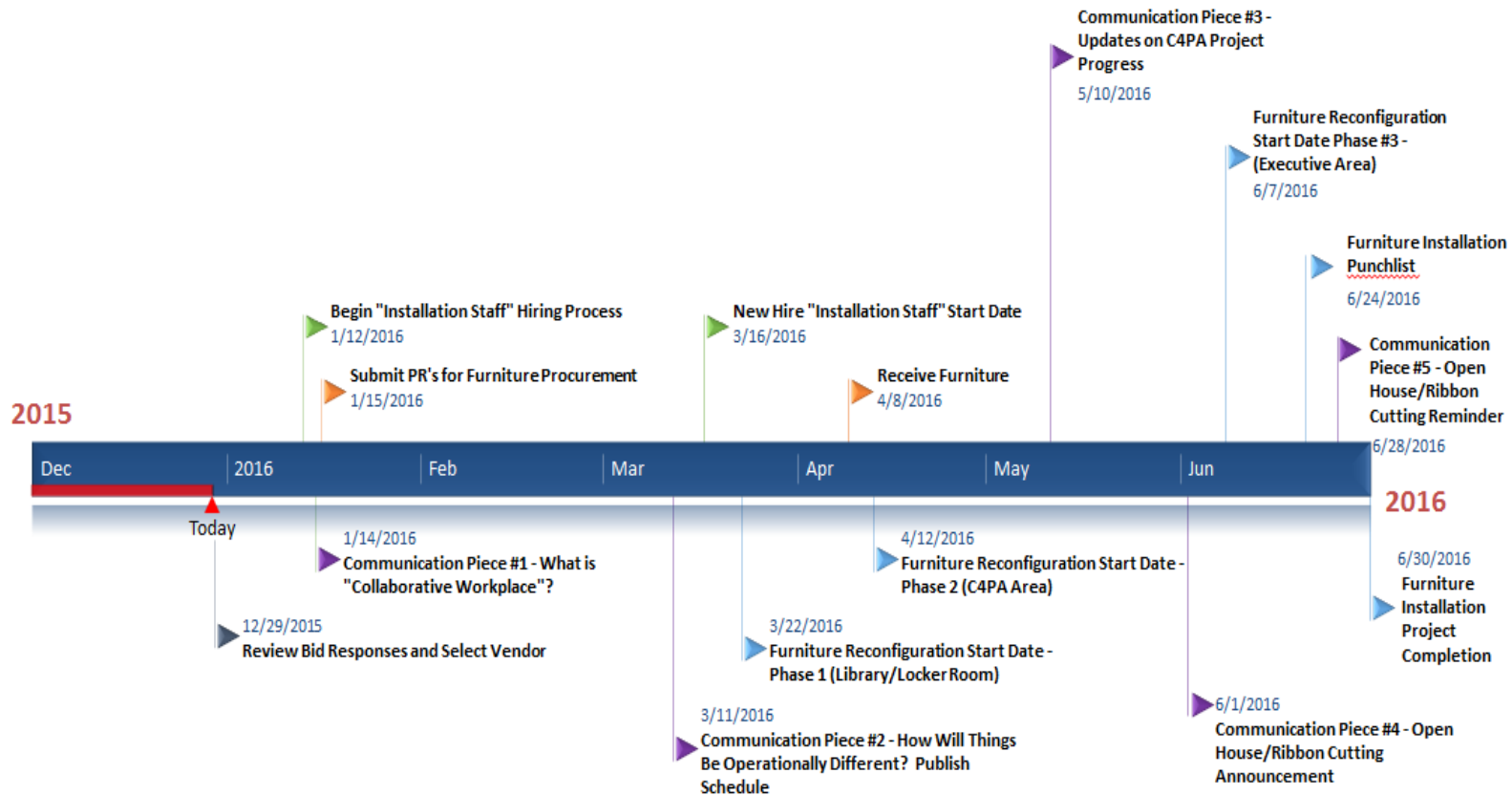
- *Each Setting is distinct in its purpose, scale and sociability.*
- *Each may be designed in a variety of ways to enable a specific type of work purpose, express character or enhance the activities of work.*

# C4PA



# PROJECT TIMELINE

## C4PA WORKPLACE MODERNIZATION PROJECT IMPLEMENTATION TIMELINE





# WE ARE STILL LEARNING....

- Ergonomics
- Emergency Response
- Emergency Evacuation
- Signage
- Employee locations in Outlook
- Supplies
- Trash/Recycle
- Pre-Evaluation Process
- Post-Evaluation Process
- On-Going “fine tuning” based on lessons learned

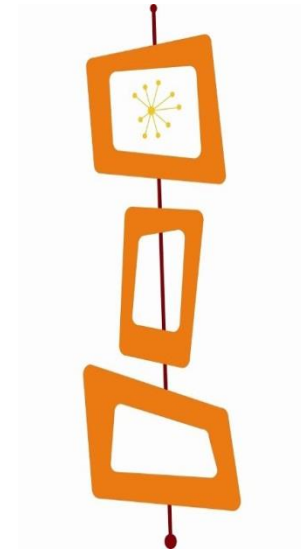


# QUESTIONS OR COMMENTS?

## Contact:

○ Deena Barnes  
Facility Planner 2  
[deena.barnes@doh.wa.gov](mailto:deena.barnes@doh.wa.gov)  
360.236.3921

○ Nikki Johnson  
Director, OFABS  
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360.236.3934



*...helping to create a sense of “place” where people can thrive, feel good and work better.*

# Workplace Modernization

Designing for Tomorrow's Work: What Works for Your Work?

# Why Workplace Modernization?

- Updates management
- Integrates technology
- Creates places

...to  
drive  
greater...

- Connectivity
- Creativity
- Productivity

# Terminology

New Buzz Words Surrounding Place

- Flexibility
- Mobility
- Collaboration
- Networking
- Telecommuting
- Technology
- Work/Life Balance
- Nurture
- Enable
- Comfort
- Casual
- Choice
- Inclusion
- Productivity
- Attract
- Retain
- **Settings**
- **Landscapes**
- **Modes of Work**

# MODES OF WORK

- No matter what kind of work you do or if you do it alone or together this is how work gets done.
- In every workplace around the world you'll find people engaged in the following 10 activities.

## TOGETHER

- Chat
- Converse
- Co-Create
- Divide & Conquer
- Huddle
- Warm Up, Cool Down
- Create
- Show & Tell

## ALONE

- Process & Respond
- Contemplate



# Modes of Work

Defined

## CHAT

- Incidental and impromptu interaction with a colleague
- Chance to catch up
- Ask quick questions
- Seek out an opinion

## CONVERSE

- Purposeful interaction between 2 to 3 colleagues addressing a defined topic
- Activity varies in formality and privacy based on discussion topic
- Parties may participate through a digital device

# Modes of Work

Defined

## CO-CREATE

- Generation of new ideas and content among groups
- Activity varies in scale and formality from quick problem solving to a multi-day event with an elaborate agenda
- Variety of digital and physical tools are used
- Active engagement, conversation, content sharing, and creation are key behaviors

## Divide & Conquer

- Team with a common goal finds it valuable to work on individual tasks or a project while maintaining close proximity



# Modes of Work

Defined

## **HUDDLE**

- When team addresses an urgent issue
- Discuss and receive instructions for a plan of action
- Only a brief disruption to the flow of work

## **WARM UP, COOL DOWN**

- Occurs when leading up to and immediately after scheduled meetings or events
- Warm Up may be last-minute adjustments to a presentation
- Cool Down allows for discussion of meeting content or to set next steps after meetings

# Modes of Work

Defined

## CREATE

- Engaging with specific content associated with your role, solving problems and developing deliverables
- Mix of concentrative and individual tasks that help move all work forward

## SHOW & TELL

- Planned gatherings where information is shared among teams, with clients and colleagues or to the organization
- Key focus is the presenter or the information
- Activities vary from informal status updates and project reviews to more formal rehearsed speeches or presentations

# Modes of Work

Defined

## PROCESS & RESPOND

- The work generated by work
- Occurs in response to (and generates) the feedback loop of emails, phone calls, texts and messages that drive work forward
- Does not require extreme attention or deep thinking

## CONTEMPLATE

- Opportunity to pause and consider the best way forward in your work or provide respite
- Activities involve whatever calms, inspires and recharges the individual
- Opportunity to digest complex information with the necessary degree of focus

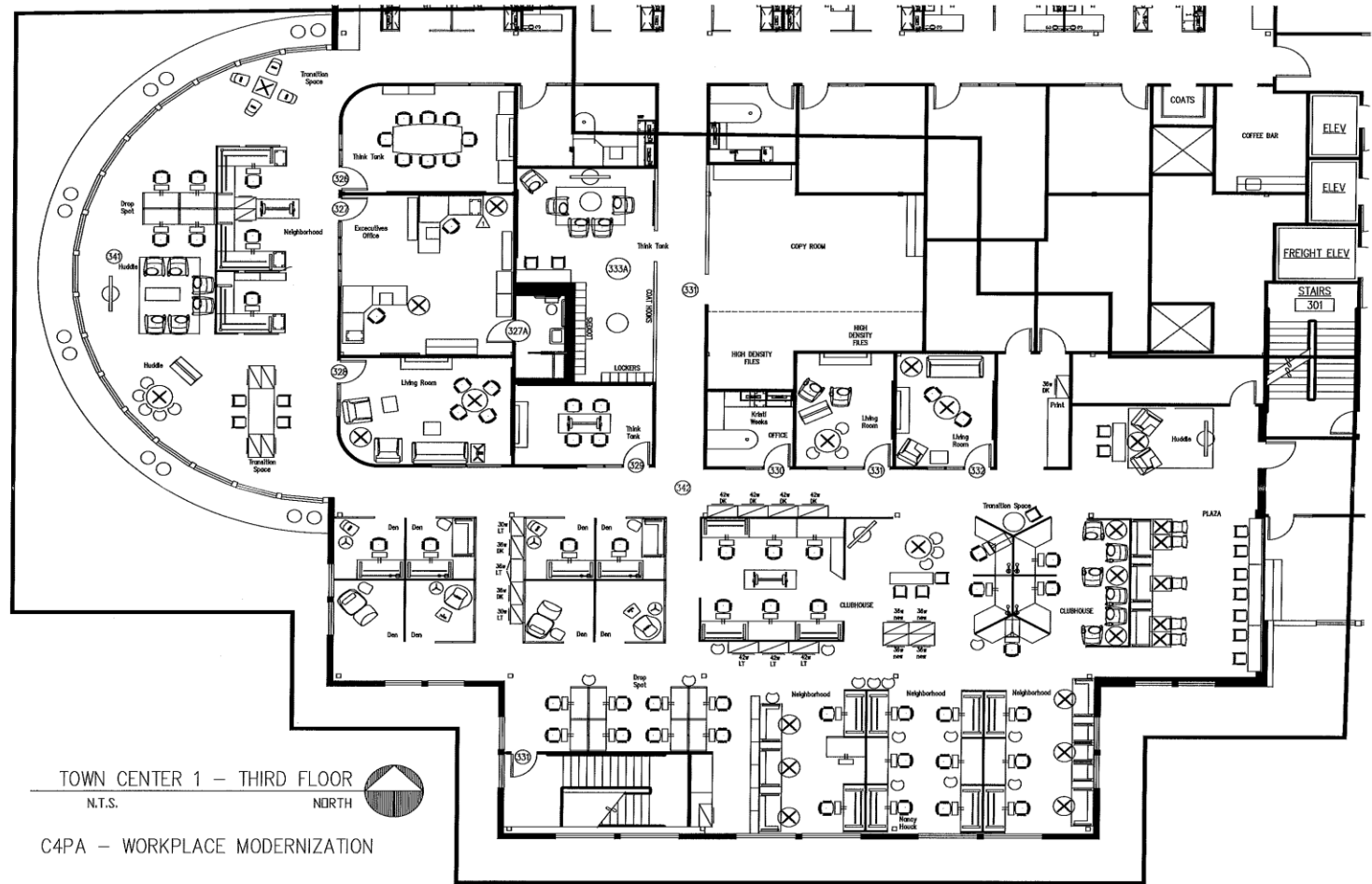
# Why all the talk about Modes of Work?

The specific Modes of Work, each program and individual perform, are the driving factors and elements applied in the creation and development of our furniture designs.



# Landscapes

Composed from an optimized selection of settings, each Modernized Workplace landscape aims to bring an organization's strategy to life.



# Settings

Workplace Modernization provides people with a variety of spaces that are optimized to support work and interaction. We call these spaces Settings. Each of the Settings is distinct in its purpose, scale and sociability. Each may be executed in a variety of ways to enable purpose, express character or enhance the activities of work.

- Den
- Neighborhood
- Drop Spot
- Clubhouse
- Huddle
- Living Room
- Transition Space
- Think Tank
- Town Hall
- Plaza



# DEN

A Den is a small shelter where focused work can be done without distraction – alternatively, a place to unwind. It can be an enclosed room /private office or a semi-sheltered or screened-in space out in the open. Depending on its use, the Setting may offer a work surface and ergonomic seating or take on a more relaxed feel. It should also easily accommodate the use of personal technology and other tools. A Den must be easily locatable in the landscape.

## MODES OF WORK

- Create
- Contemplate
- Converse



# NEIGHBORHOOD

A neighborhood is a space where numerous people can do a diverse range of work harmoniously. The Setting offers a grouping of individual work points and ergonomic seating. Variances in spatial division, storage density and boundary define the character of the space and help nurture the diverse types of work that occur there. Further ergonomic considerations may include the optimal placement of fixed and adjustable technology.

## MODES OF WORK

- Process & Respond
- Create
- Chat





## DROP SPOT

A Drop Spot consists of highly usable work points that facilitate temporary work between other activities. For this reason they tend to be located along highly trafficked routes or adjacent to busy intersections within the landscape. A Drop Spot may help connect people from disparate locations or teams who otherwise would not meet. It can be configured with comfortable seating and with bar or table height surfaces.

### MODES OF WORK

- Process & Respond
- Chat



# CLUBHOUSE

A Clubhouse is a working neighborhood that generally belongs to a team assigned to a specific, long-term project. A variety of individual and group work points with ergonomic seating enable people to freely and intuitively cycle between tasks and activities as they use a variety of fixed, mobile, personal and remote technology. Maintaining proximity and the identity for the team within the Clubhouse helps drive the work that occurs there. A Clubhouse should offer ample surfaces to display and share in-process work. This setting has defined edges with porosity for visual access.

## MODES OF WORK

- Co-create
- Divide & Conquer
- Huddle



## HUDDLE

A Huddle is a compact space within proximity to individual work points or common areas that enables people to assemble and engage with each other for a short period of time. A Huddle may also accommodate remote participants with provisions for fixed and personal technology. Enough boundary to avoid disrupting others is essential – especially with the addition of technology.

### MODES OF WORK

- Huddle
- Converse
- Co-Create



## LIVING ROOM

A Living Room is designed to support information sharing – whether it's a single speaker at the head of the room or a group of peers conversing among themselves. For this reason, a Living Room requires great lines of sight for everyone, including remote participants. Vertical display surfaces encourage ideation and interaction. Adequate perimeter space enables circulation and frees movement in this enclosed Setting..

### MODES OF WORK

- Show & Tell



# TRANSITION SPACE

A Transition Space is an open perching spot adjacent to Living Rooms or Town Halls. Prior to a meeting it provides a gathering space for attendees. After, it takes advantage of the visual continuity between the Transition Space and its contiguous meeting space as an aid to contextual memory and helps drive the work that happens in this Setting. Accommodations that welcome a brief gathering drive the utility of each Transition Space.

## MODES OF WORK

- Warm Up, Cool Down



# THINK TANK

A Think Tank is the ideal Setting for people to work together to generate new ideas and drive their work forward. It offers easy access to analog and digital tools and surfaces to display and create work. People should always be able to see and hear each other easily – even when not physically present. A variety of postures and distinct groupings of mobile furniture allow people to choose and arrange how the space best suits their work in the moment. Adequate circulation space encourages movement.

## MODES OF WORK

- Co-Create
- Divide & Conquer



# TOWN HALL

A Town Hall is designed to support the presentation of content. This is enabled by a clearly defined point of focus in the space which tends to be architecturally enclosed. Critical elements include a good line of sight for everyone in the audience, excellent sound and lighting and the capacity to engage remote participants. A variety of furniture selections may be provided and it should be repositionable to best suit each presentation and audience.

## MODES OF WORK

- Show & Tell



# PLAZA

A Plaza acts as the vibrant and dynamic heart of the landscape – a place where people can intuitively take the pulse of the organization. They are open, welcoming, public spaces situated at major intersections and highly trafficked areas of the work environment. They support a diverse range of experiences and populations. A Plaza encourages mixing and mingling, enables multiple work activities simultaneously, helps broadcast information and provides amenities as a point of attraction.

## MODES OF WORK

- Chat
- Converse
- Process & Respond





## We believe...

A workplace with the right mix of Settings, tailored to the character and purpose of our organization, sets people free to realize their potential. It enriches everyone's experiences and improves performance. In this type of environment, people can do their best and both individuals and the organization can prosper.



# Next Steps...

The discussion has begun... **What works for your work?**

Questions or  
Comments?

**CONTACT:**

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Facility Planner 2

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Nikki Johnson

Director, OFABS

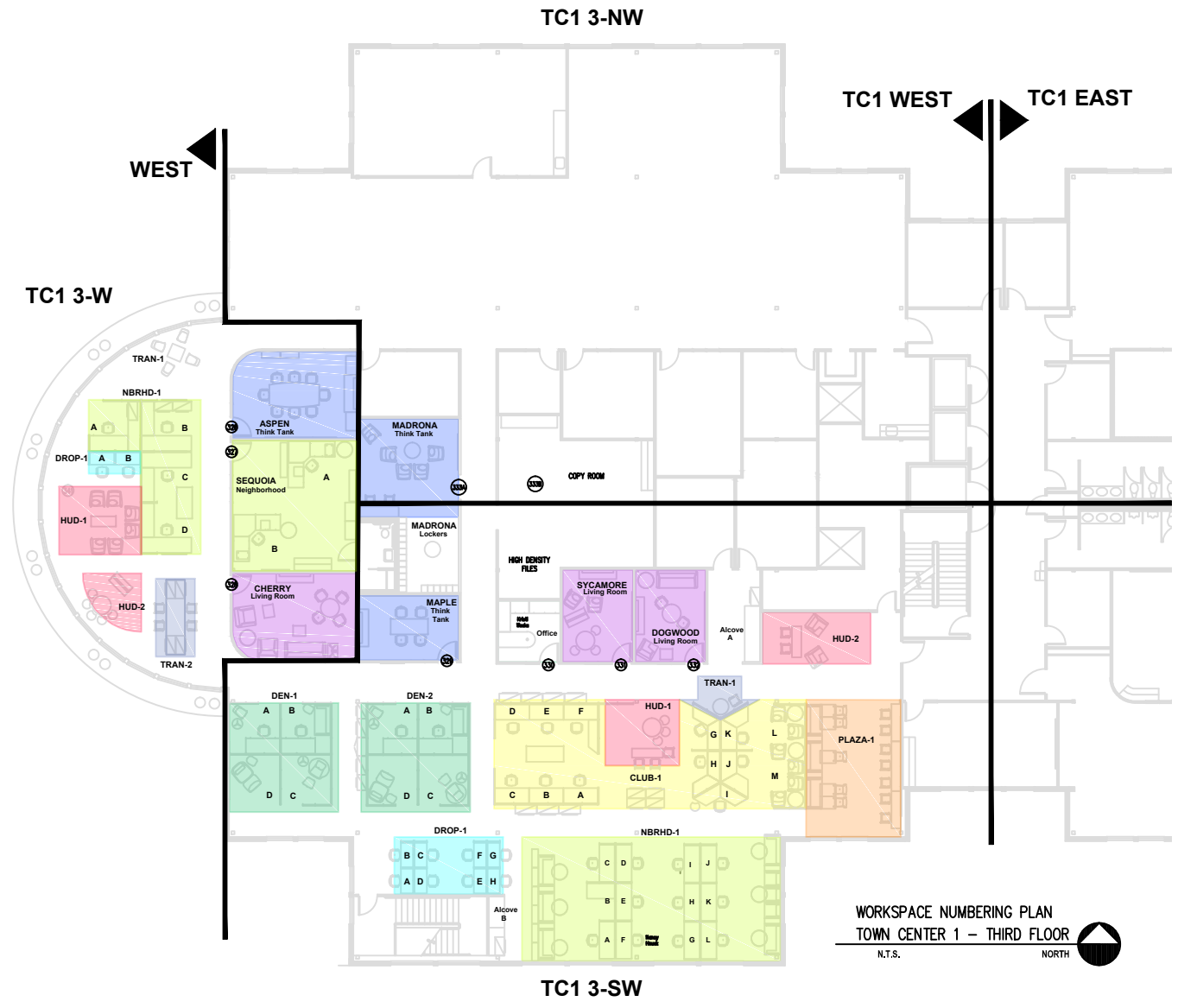
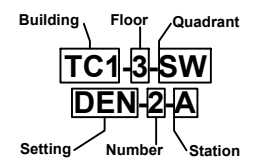
[nikki.johnson@doh.wa.gov](mailto:nikki.johnson@doh.wa.gov)

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# SETTINGS LOCATIONS LEGEND

-  LIVING ROOM
-  THINK TANK
-  DEN
-  NEIGHBORHOOD
-  CLUBHOUSE
-  PLAZA
-  DROP SPOT
-  TRANSITION SPACE
-  HUDDLE

## NUMBERING KEY:



WORKSPACE NUMBERING PLAN  
 TOWN CENTER 1 - THIRD FLOOR  
 N.T.S. NORTH