OFFICE SPACE CONCEPT FOR AALTO ARTS

Aalto University
School of Arts, Design and Architecture

FINAL REPORT ON THE WORKING ENVIRONMENT PROJECT – 17 APRIL 2014

Workspace

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Foreword

> The office space concept for the Aalto University School of Art, Design and Architecture is a courageous step and helps support and foster the university's strategy and pioneering spirit."

We are entering a new era in terms of the ways in which we work. Digitisation and new technologies are changing working and learning patterns, with a mobile and multi locational work becoming increasingly common.

In fact, work is nowadays conducted in localised networks of spaces and places where the importance of technologies and virtual space has grown significantly. Moreover, the nature of our work is increasingly complex and the need for collaboration and community is growing. Indeed, the best ideas and new perspectives stem from our interaction with others

This shift challenges us to re-imagine the ways in which we use space. We need different kinds of spaces that help foster and support collaboration, as well as the tools to make our operations much more visible and transparent. We need places in which to stop and think, that bring people together and spark new ideas. Peaceful spaces are also needed so as to help us concentrate on demanding activities as well as to allowing us to relax. There isn't a single space that would meet all our needs. Consequently, a wide spectrum of spaces is needed in order to foster and support new working practices.

The School of Arts, Design and Architecture's (Aalto ARTS) new building and its relocation to the Otaniemi campus offer a fantastic opportunity for reinvigoration. In conjunction with the planning of the new building, the office space concept project was instigated in autumn 2013 and resulted in the multi-spatial, 'activity based' concept for the school. The concept is founded on the notion of the changing needs placed on a space during the different phases of work and by different work styles.

The concept offers the school's students and staff a functional environment that facilitates a flexible way of working. Here, the whole building – and in fact the whole campus – is thought of as a workplace or, alternatively, a working environment. The concept seeks to combine wellbeing, flexibility, space efficiency, and sustainable development; with the space being used in new and more effective ways than ever before. The office space concept for Aalto University's School of Art, Design and Architecture is a courageous step and helps support and foster the university's strategy and pioneering spirit. It represents the beginning of a new era in the space use of the univeristy and is a unprecedented development in the Finnish university sector.

The concept work is now complete, but the rest of the work has only just begun. The next step is to test the new solutions, gather feedback, and poll opinions. We also need to ensure we have functional technologies, common space protocols, and that the archiving work is complete. And the work doesn't stop with the relocation and the new building; we will continue to develop the learning and working environments by collecting feedback and involving the users of the spaces. We would like to invite everyone at the School of Arts, Design and Architecture to join us in making this happen.

Päivi Hietanen, Workplace Manager

Tapio Koskinen, Project Manager for the new building

1. Introduction

Project aim and background

The aim of the work presented in this report was to create the concept for the office spaces at Aalto University's School of Art, Design and Architecture (Aalto ARTS), as part of the planning work for the upcoming new building.

Aalto University's goal is to change the world through top international research, pioneering education, the bold breaking of boundaries, and renewal. In line with this strategy, Aalto University aims to create inspirational and interactive working and learning environments. Here, there is a desire for spaces to be renewed in a user-centered and participatory way.

Another of Aalto University's main aims in this development process is to reduce the running costs of its working environments by 25 per cent. The university wants its office spaces to be more efficient and, therefore, the goal has been set to decrease the proportion of the university's premises given over to offices. According to international benchmarking, Aalto University has 37 % wasted space, with room to make office spaces 20 % more efficient (Spatial Review 2012). In order to achieve this aim, Aalto University has set itself the spatial efficiency target of 12 sqm2/FTE (NUA). This is also the boundary condition for the project.

Developement project

The work was completed by employing a project group and as a participatory process involving staff and students. A steering group oversaw the work. The staff and students were brought on board through ideation workshops, excursion, crowdsourcing, and a working environment seminar. In addition, all the heads of department and some of the service managers were individually interviewed.

A student project was completed in conjunction with the main work and the final conclusions of this project were presented in a joint seminar for the project group and the school's facilities working group. The final concept was presented in the ARTS management team meeting in March, with a final report submitted in the project group's final meeting in April 2014.

Implementation of the officee concept

This report describes the office space concept for Aalto University's School of Art, Design and Architecture (Aalto ARTS), which is intended to inform the planning and design of new offices.

The solution is based on a versatile, activity based office in which the desks and workstations are positioned in shared spaces and work is done in different settings in the office. An activity based office contains different kinds of spaces for different work tasks; for example, tranquil working environments for solo work, spaces that support the dissemination of information, spaces of group work , and meeting rooms for different kinds

"In line with this strategy, Aalto University aims to create inspirational and interactive working and learning environments."

of engagements.

The concept also takes the multi-locationality of work into account; an office is just one place in which work is done. Multi-locational work is carried out using electronic communications and collaboration tools in the office itself, as well as in the other spaces in a building, across the campus, when travelling, at bus, train and metro stations, on public transport, in cafés, in outdoor environments, at summer cottages, and at home.

The concept defines the most important matters that need to be considered when designing and building the new ARTS office spaces. The report also outlines the possible locations for the offices in the new building. The spatial programme drawn up to support the design of the offices is also presented in the report.

The work is set to continue with the piloting of new solutions and by creating office spaces in the new ARTS building in line with the office concept, as well as in other parts of the ARTS premises on the Otaniemi campus, where possible.

Steering group, project team, and consultants

The work was commissioned by Aalto University Properties Ltd. The development project is part of the programming of the new ATRS building as part of RYM Ltd.'s Indoor Environments programme conducted in collaboration with Tekes – the Finnish Funding Agency for Innovation.

Tapio Koskinen (Head of Infrastructures for Learning and Research, Aalto ARTS) and Päivi Hietanen (Workplace Manager, Aalto University) were part of the project's steering group. A broad project group consisting of academic and service personnel and students was established for the project. Members of the Aalto ARTS facilities working group also participated in two of the project group's meetings and the excursion.

Workspace Ltd. acted as a consultant on the project. The company representatives involved in the project were Tuomo Marttala (Project Manager/Consultant), Jyrki Yläoutinen (Executive Consultant), Kristiina Borg (Consultant) and Dong Uk Lee (Interior Architect, 3D designer). The crowdsourcing survey was carried out by ThinkIf Ltd.

Arts office work environment group:

- Iina Ekholm, Quality Manager
- Arja Karhumaa, Lecturer, Graphic Design
- Krista Kinnunen, Senior Adviser, Public Relations
- Ossi Naukkarinen, Vice Dean, Education
- Hannu Paajanen, Studio Supervisor
- Pekka Saarela, Development Manager
- Mirja Saari, Secretary, Research Institute
- Timo Salli, Professor, Applied Art and Design
- Maarit Salolainen, Adjunct Professor, Textile Art and Design
- Mari Seppälä, Planner, Department of Art
- Maria Vihervä, Controller, Department of Design
- Piia Väisänen, HR Coordinator, Department of Film, Television and Scenography
- Salu Ylirisku, Researcher, Embodied Design
- Tapio Koskinen, Head of Infrastructures for Learning and Research

Project plan

Autumn 2013

1. Familiarisation with source data and space analysis of information
2. Project group meeting 1: Project instigation and schedule
3. Benchmarking and creation of the concept template
4. Project group meeting 2: Co-design of the concept template
5. Presentation of the project at townhall session.
6. Field trip to the office sites
7. Workshops (students, faculty, service personnel, workshop supervisors)
8. Project group meeting 3: Presentation and co-design of preliminary workplace solutions.
9. Steering group meeting 1: Identification of any further measures required

Spring 2014

1. Crowdsourcing via an e-survey
2. Student project workshop
3. Interviews with heads of department
4. Visualisation of the concept (3D modelling)
5. Project group meeting 4: Presentation of the initial office concept and the student project
6. Interviews with service managers
7. Steering group meeting 2: Formative spatial programme and details of the seminar
8. Open work enviroment seminar: Future of work and learning
9. Steering group meeting 3: Draft of the final report and next steps for the project
10. Presentation of the office concept to the management team
11. Final report ready for layout work and delivery to the project group
12. Project group meeting 5: Presentation of the final report and comments, summary of the project, and feedback
13. Steering group meeting 4: Guidelines for changes to the final report
14. Publication of the final report

Image: Project implementation, Workspace

2. ARTS: organisation and facilities

The School of Arts, Design and Architecture was established in 1871 as Craft School. The school has since grown to become the most international university in Finland, the largest in its field in the Nordic region, and one of the most esteemed institutes in the whole world. The Aalto University School of Arts, Design and Architecture opened its doors at the beginning of 2012

The new school, formed with the merger of the former Aalto University School of Art and Design and the Department of Architecture of the School of Engineering, brought together the areas of designing and implementing human-oriented environments and areas of research and teaching based on humanistic and cultural traditions.

Cooperation and interaction between the different disciplines of the school challenge technology-driven thinking and put greater emphasis on a human and user-centred approach in the creation of environments. The development of the Aalto ARTS learning, research, and artistic spaces is strategically aimed at the promotion of inter- and intra-disciplinary collaboration and interaction at the school.

The school is a community of approximately 500 personnel and 3,000 students. The personnel consist of academic and service staff. The school has five departments that convene Bachelor's, Master's, and Doctoral degrees. The departments are:

- Dept. of Media
- Dept. of Film, Television, and Scenography
- Dept. of Design
- Dept. of Architecture
- Dept. of Art

In addition to its degree-level teaching, the school's main operations consist of research-based and artistic activities. The key areas of research are design, digital media, audiovisual representation, art, visual culture, wellbeing architecture and emerging technologies, and urban planning and design. The school produces specialists and innovators in art, design and architecture with strong artistic and technical skills.

ARTS is currently primarily located on Aalto University's Arabia campus area, in the old industrial premises that the former University of Industrial Art Helsinki made its home in 1986. In addition to the Arabia campus, the Department of Art has premises in Pori and in The House of Arts on the Otaniemi campus. In spring 2013, the Department of Architecture moved to its current location on the Otaniemi campus, at the Miestentie 3 address; it was joined by part of the Department of Media at the beginning of 2014.

In accordance with the campus solution approved by the Aalto University Board in 2011, the university's main campus is to be located on the Otaniemi campus, with operations winding down on the Arabia campus area. Most of the new ARTS premises are to be situated in the new complex being built close to the Otaniemi metro station, itself the subject of an architectural competition in September 2013.

In compliance with the university's campus solution, a significant proportion of the bachelor-level degree studies of the School of Arts, Design and Architecture is to be based in the Otakaari 1 building, the former Helsinki University of Technology's main building, which will also be home to the bachelor-level degree studies of the other schools at the university. Currently stored separately, the library collections of the departments of architecture, arts, and design are to be merged and housed in the Alvar Aalto-designed library building adjacent to the new complex.

The drawing and painting workshop areas are to be located alongside the bachelors-level study rooms. The sculpture, printmaking, and architectural workshops are to be located in the building opposite the library, at the Metallimiehenkuja address.

3. Current ARTS offices and space utilisation rates of the premises

The space utilisation survey rate of Aalto University premises conducted in 2013 indicated the rates to be low. The rates ranged between 18 % and 30 % in the five sites observed. The utilisation rates of workstations were 25–40 %, meeting rooms 7–15 %, and breakout areas 14–40%.

Alongside office spaces, the utilisation rates of ARTS classrooms and ICT rooms were also measured. The average utilisation rate was under 20 %. The rate for meeting rooms was approx. 10 % and for workstations approx. 20%. ARTS breakout areas also had a higher utilisation rate than elsewhere at the university.

Overall, the utilisation rate of workstations is lower at the university than, for example, in the public sector. The survey also indicated that the utilisation rate for the service personnel's workstations is higher than those of academic personnel. (Aalto University Properties Ltd/Newsec Asset Management, 2013).

Other development areas identified with regard to the university premises are:

- big differences in quality and space efficiency of the departments' premises
- one-dimensional offices: lack of interactive, creative and supportive spaces
- many spaces only have one function
- difficulty in orientation
- hierarchical division of space
- variety of brands and visual images.

The majority of ARTS personnel currently have their own, single-person office. Owing to the current structure of the old industrial building and the current spatial organisation, the offices vary in size. Indeed, because of the spatial organisation, the offices have long corridors and the employees are separated from one another, which, naturally, disaffects the dissemination of information and sharing of expertise. Furthermore, an office space based on individual offices cannot easily be adapted when the occupancy changes.

There are currently open plan spaces in some of the university departments and service units. The experiences of these kinds of spaces have not been entirely positive. Indeed, in light of modern office design principles, these spaces have a clear lack of different sorts of supportive rooms and facilities. There is a particular need for multi-use rooms that offer the necessary privacy for phone calls, video meetings, and work that requires peace and quiet.

Another area for improvement is the lack of space dedicated to project work and brainstorming. In addition, the current acoustical and dampening solutions are inadequate and the location of the main thoroughfare causes disturbance. Alongside the spatial solutions it is also important that space protocols for working in the of-

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fice space are collectively agreed upon. Common working practices intended to take other workers into consideration have been agreed upon in those units in which open plan working has been positively received.

The third type of office found in the current ARTS buildings are the team offices. During its temporary relocation, the Department of Architecture decided to trial team offices dedicated to thematic focus groups. Professors, lecturers, researchers, and student assistants all work in each of the team rooms. The experiences of these rooms have been positive and the model has in part inspired the solutions proposed by the this novel office concept.

In addition to the layout of the office rooms themselves, the functionality of the spaces has a crucial impact on the location of the units in relation to each other. The current organisational arrangement, with the different departments and units located on different floors, easily leads to a silo mentality in the workplace. Working on different floors does not promote inter-unit collaboration and the spontaneous exchange of knowledge and information.

Therefore, when planning the new office spaces, it is important to consider location in terms of ensuring the promotion of interaction between different academic fields, incidental meetings, and spontaneous conversations. In addition to optimising spatial distribution, natural meeting points such as shared cafeteria for the different departments must be created.

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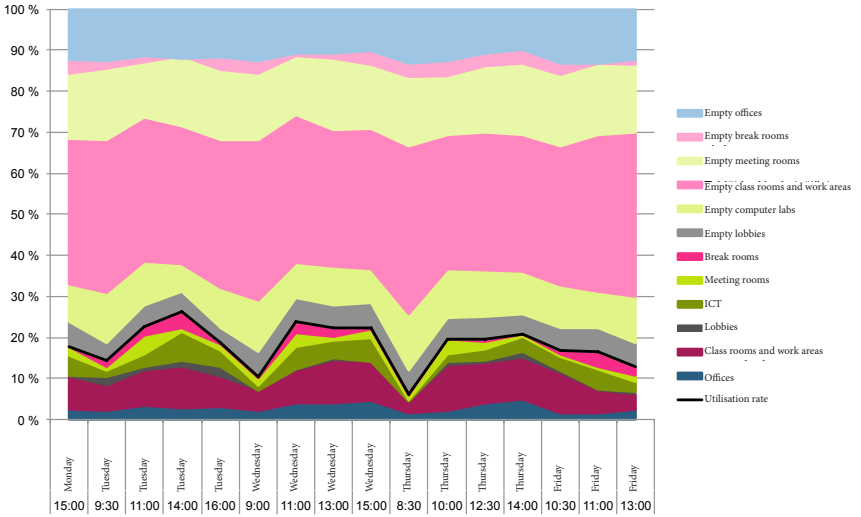
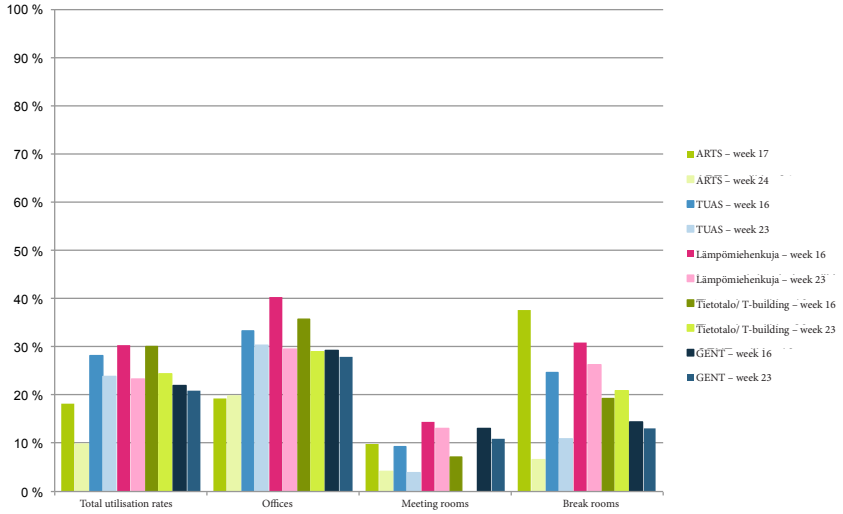


Chart: Total utilisation rates of ARTS premises in week 17, (Newsec)



Bar chart: Utilisation rates for all sites in weeks 16 and 23

4. Office space concept

General

Features of an activity based office

Activity based offices contain different types of spaces and places intended to meet the needs of various forms of work. The workstations in the new Aalto ARTS office spaces are located in shared team offices, but it is also possible to work in many other spaces too. Over the course of a working day in a activity based office, an employee is able to choose the best spaces to support the different types and stages of the work modes and tasks at hand.

Adjacent to the workstations is an assortment of various support spaces; multi-use rooms, quiet rooms, meeting rooms and rooms for creative work, individual offices that can be booked, small informal meeting rooms, and a shared workcafe area. In addition, archives and storage, cloakrooms, personnel lockers, scanning, copying and printing, and paper recycling facilities are also needed.

In order to utilise the full potential of a versatile work environment the electronic equipment and systems must work properly. The vast majority of office work is done on computers and, with a laptop in hand, work can be carried out in many places other than a workstation should the employee so desire. Such places are, for example, the various campus cafés, restaurants, libraries, and terraces. A special food court that supports both individual and group work is being planned as part of the new ARTS building. In addition, work is also done outside the university; at home or in the so-called third place – on public transport, including stations and terminals.

Further to the pre-requisite of excellent electronic tools, a flexible and mobile working also requires something approaching a paperless system. Transitioning to a paperless office model is possible if an organisation has access to an electronic document management system. It does, however, require purposeful training and the replacement of old practices with new ones.

Work profiles and use of workstations

Three work profiles were identified in Aalto ARTS in relation to their degree of mobility and presence.

1. **Dedicated**
2. **Campus mobile**
3. **Mobile**

Dedicated personnel primarily work in offices, at their own dedicated desk. Campus mobile personnel move around the campus area a lot and participate in several meetings and other activities that take them away from their workstation. Campus mobile personnel use the shared workstations in the team rooms on a needs basis. For their part, mobile personnel primarily work off-campus. In carrying out their on-campus work, mobile personnel use the shared workstations

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in the team rooms and workcafe area, as well as other shared areas.

The spatial programme for the offices (see chapter 6) is based on a division of space in accordance with work profiles. The aim, here, is to achieve a more efficient use of space and create a versatile work environment in which there are fewer workstations than there are members of staff. The work profiling is connected to the following job types:

- **Dedicated:** professors, university teachers and lecturers, study coordinators, financial secretaries and coordinators, communications and marketing personnel, some other service personnel. Dedicated personnel are allocated a workstation on the basis of annual FTE (100 %).
- **Campus mobile:** postdoc researchers, other teaching and research personnel (adjunct, visiting), doctoral students, some other service personnel. Campus mobile personnel are allocated three workstations per five persons (60 %).
- **Mobile:** teaching and research assistants, pro rata and part-time teachers (primarily working in studios), technical support staff (workshop supervisors also have designated control areas in conjunction with workshops). Mobile personnel are allocated one workstation per five persons (20 %).

The abovementioned definitions are based on the nature of the work done. The use of space can be made more versatile and efficient than described above if, for example, professors and lecturers are defined as either campus mobile or mobile. There are secure storage spaces for individuals and teams in both the individual workstations and adjacent to the team rooms. The use of shared workstations is founded on the clear desk principle; in other words, desks are tidied after use and in line with the time limits set by the teams (e.g. after two hours, half a day, or one day).

ICT

The solutions proposed by the new office concept support a reduction in paper-based work and a transition to electronic working methods whenever it is possible. This requires new working methods and, above all else, tools that facilitate mobility.

The minimum requirement, here, is that every member of staff has access to a laptop computer, internet connection, and a mobile phone. IT Services is responsible for these tools. It is also recommended that a separate working contract be drawn up for remote and telework that complies with the practices of Aalto University.

Acoustics, ergonomics, lighting

Owing to the fact that the nature of work varies greatly in an activity based work environment, the acoustic environments therein may also be very different. A good acoustic environment is one that supports the work activities. When dealing with a shared work space, it is essential to agree upon space protocols regarding the ways in which the space is used and that consideration is given to colleagues.

Moreover, particular attention needs to be paid to the room acoustics, dampening, and sound proofing in and between the various spaces. Interior design solutions intended to improve spatial acoustics include sound-reflecting wall and ceiling surfaces made of dampening materials such as acoustic panels. It is recommended that approx. 80 % of ceiling surfaces are covered with dampening panels and that textile carpets are used for office flooring, so as to reduce the noise of footsteps.

Ergonomics is another area that requires particular attention when designing space. In its most simple form, ergonomics can be seen in action with the use of electronically adjustable desks and multi-functional office chairs (Image: Standard workstation at Aalto University).

It is recommended that the chairs in meeting rooms be at least adjustable in terms of height and that some of the meeting rooms be designed to accommodate informal meetings held while standing. In addition, a model must be drawn up in relation to special needs and accessibility. In practical terms, this means, for example, ergonomic chairs and extra fittings for staff with special needs. An activity based office is grounded in the notion that the best thing from the perspective of ergonomics is to change one's location and working position several times over the course of a day.

The third thing that needs to be considered is lighting that supports the health, safety, and productivity of employees. Good lighting has a benefi-

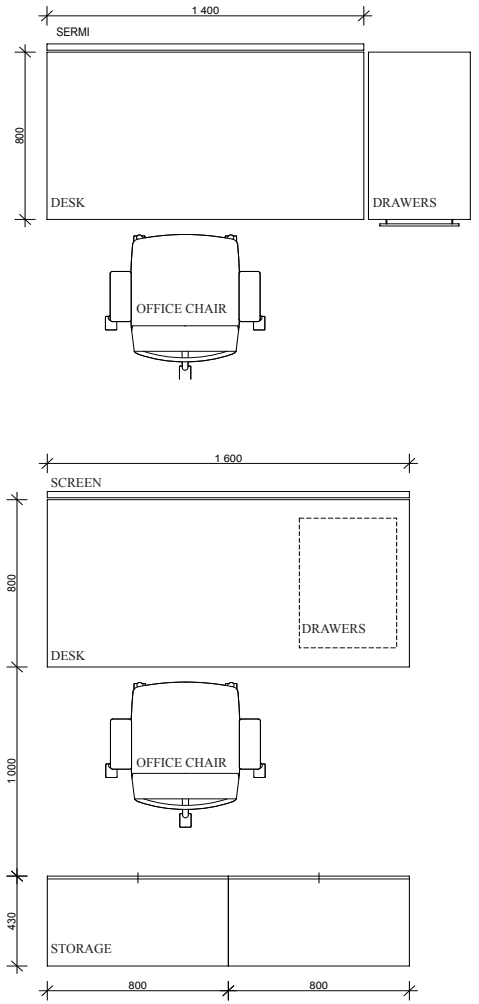


Image: Standard workstation at Aalto University

Shared workstation / Hotdesk

- Desk (800 x 1,400 mm), electronically adjustable
- Storage, moveable x 1
- Desk screen
- Office chair, with armrests, adjustable, ergonomic

Standard workstation

- Desk (800 x 1600 mm), electronicall adjustable
- Drawers (underneath the desk), lockable
- Storage (800 x 430 mm, h. 1,200 mm) x 2
- Desk screen
- Office chair, with armrests, adjustable, ergonomic

Image: Example of an office made in line with the concept, Workspace

cial effect on performance and visual comfort. It is recommended that both direct and indirect lighting be used in offices. Moreover, natural light should be used whenever possible.

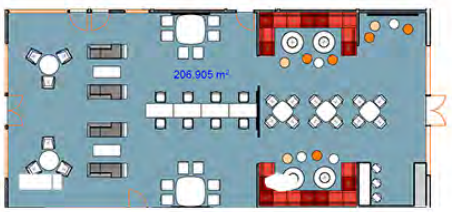
Visual image

The spaces in the new building are partially so-called blank canvases. The departments can decorare the office spaces as they wish, but the materials used in the team rooms must comply with the acoustic requirements. It is also important that the spaces include lots of places in which student works can be presented. The Aalto University brand is brought to the fore in lobbies and in other areas in which guests and other stakeholders visit.

Space types

This section outlines the types of space included in the new Aalto ARTS offices. The previous page shows an example office made in line with the concept. A summary of the types of space is presented on page 22.

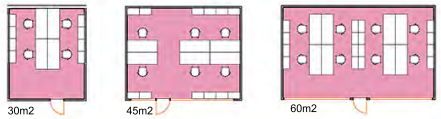
Workcafe



The Workcafe is the social heart of the office. It must be multifunctional and flexible to changing needs. It will be located in a central area, preferably alongside an entrance or traffic hub. As its name suggests, people can both work and take a break from work in the Workcafe.

At the very least, the Workcafe includes a fridge, water point, coffee makers and kettles. In addition to sofas, a bar-style table, and coffee tables, the space also includes places suitable for small, informal meetings (there will be a large screen on either the wall or table), and ergonomic drop-in workstations, fitted with extra screens, that are specifically intended to be used by part-time teachers and other staff who require occasional office use.

Team office



The personnel workstations are located in the team rooms. In accordance with the respective needs of the departments, the team rooms can be organised by subject area, focus group or to support some other specific function. The departmental support units will also operate out of one or two team rooms.

The team rooms consist of 4–8 workstations and the nearby storage facilities. In addition to the storage facilities, the teams will have access to shared shelving for books and other materials. Furthermore, wall-hangings will be utilised as much as possible in order to make the operations visible.

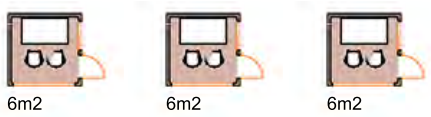
There are several options for arranging the furniture and fixtures and the chosen layout solution can favour either collaborative or individual work.

It is also important that the groups using each team room agree upon the ways in which the space will be used. These space protocols depend on the nature of the work and team members. For example, the space may be one in which people primarily work quietly, with lengthy conversations and phone calls being carried out elsewhere. Alternatively, agreements can be made about permitting conversations and brief phone calls, with concentrated work being carried out in quiet rooms.

A so-called clean desk principle is adopted with regards to hot desking; in other words, desks are cleared once the occupants have finished working there. Teams can agree among themselves whether a desk can be reserved for a full day or for longer or shorter periods.

It is, however, essential that the space protocols are agreed upon collectively and that they are followed, monitored, and re-visited when necessary.

Quiet rooms

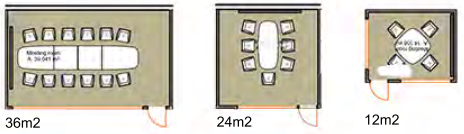


Quiet rooms are designed with phone calls and online meetings in mind, either alone or in pairs. These spaces are also suitable for concentrated work that requires absolute silence.

They are small rooms with a workstation or an armchair. The desk is large enough for occasional use by two people. The spaces come equipped with the standard ICT suite and an extra screen. Quiet rooms are fitted with sound proofing and are comfortable enough that a person can work in them for several hours at a time if necessary. Instead of a desk, quiet rooms can be fitted with an armchair and a small laptop computer table. These spaces are particularly suited to private phone calls.

Quiet rooms are primarily intended for use without a prior booking, but some of these spaces may be bookable for specific activities if deemed necessary by the users of the space. There needs to be at least one quiet room per 10 workstations and they have to be located close to the team rooms, so that they can be quickly accessed when needed.

Meeting, brainstorming and project work

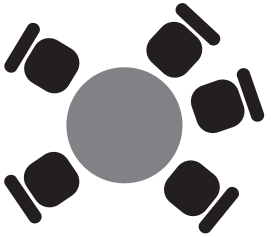


There are different sizes, types, and styles of meeting rooms in the office area (2–4 persons, 5–7 persons or 8–12 persons). The meeting rooms are situated in central area, close to the Workcafe so that everyone can access them.

A typical meeting room contains a desk or table suitable for use with a laptop computer and height-adjustable chairs. Other meeting rooms may be fitted with furniture intended for meetings held while standing up.

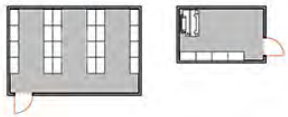
Spaces are also required for more informal meetings and creative work. These rooms can be furnished with, for example, beanbags, armchairs, and sofas. The nature of the different meeting rooms will vary depending on the needs of the groups using them.

All meeting rooms come equipped with internet access and a large LCD screen that can be hooked up to a laptop computer. Some of the meeting rooms are fitted with video conference call suites. There also needs to be adequate wall hanging fittings so as to facilitate visualisation work etc. The meeting rooms can be reserved via the e-booking system. Particular attention must be paid to the acoustics and lighting in the spaces, as well as the furniture ergonomics.



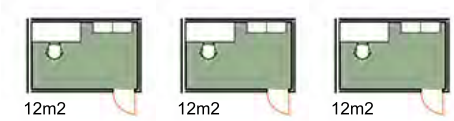
A proportion of the meeting rooms may also function as project rooms. A project room can be reserved, for example, a week or month at a time for use by a project group and includes storage space for materials.

Support spaces



Office spaces also require archives and storage, cloakrooms, personnel lockers, scanning, copying and printing areas, toilet facilities, and paper recycling.

Shared researchers' offices



In addition to the departmental office spaces, the new building also houses shared researchers' rooms that researchers and other personnel can reserve for periodic use. The rooms are accessed via the e-booking service and are intended for intensive periods of work. The rooms are furnished for one person as standard, but can be fitted out for use by more people if needed.

Workshop supervisors' office

The workshop supervisors' rooms are located alongside the workshops themselves. In the new building, the workshops are arranged in clusters, with the workshop supervisors for each cluster sharing a workspace.

The supervisors need to have a clear field of vision from their workstations to the workshop. As well as a desk and chair, the supervisors need a computer, two monitors (one for the supervisor, one for the client) and 1 to 2 chairs for clients.

The room must also be fitted with shelves for books, guides and manuals, material samples etc., a cupboard for small tools and delicate materials, an electricity hub, emergency shut down switch, storage for keys, and first aid supplies. It is also recommended that there be a printer and scanner close by. The workspace must be secure and connect to the workspaces of the other clusters.

The workshop supervisors also need a space in which they can carry out longer duration, more demanding and concentrated work. This can be achieved by situating quiet rooms close to the workspaces or by utilising the departmental office spaces.

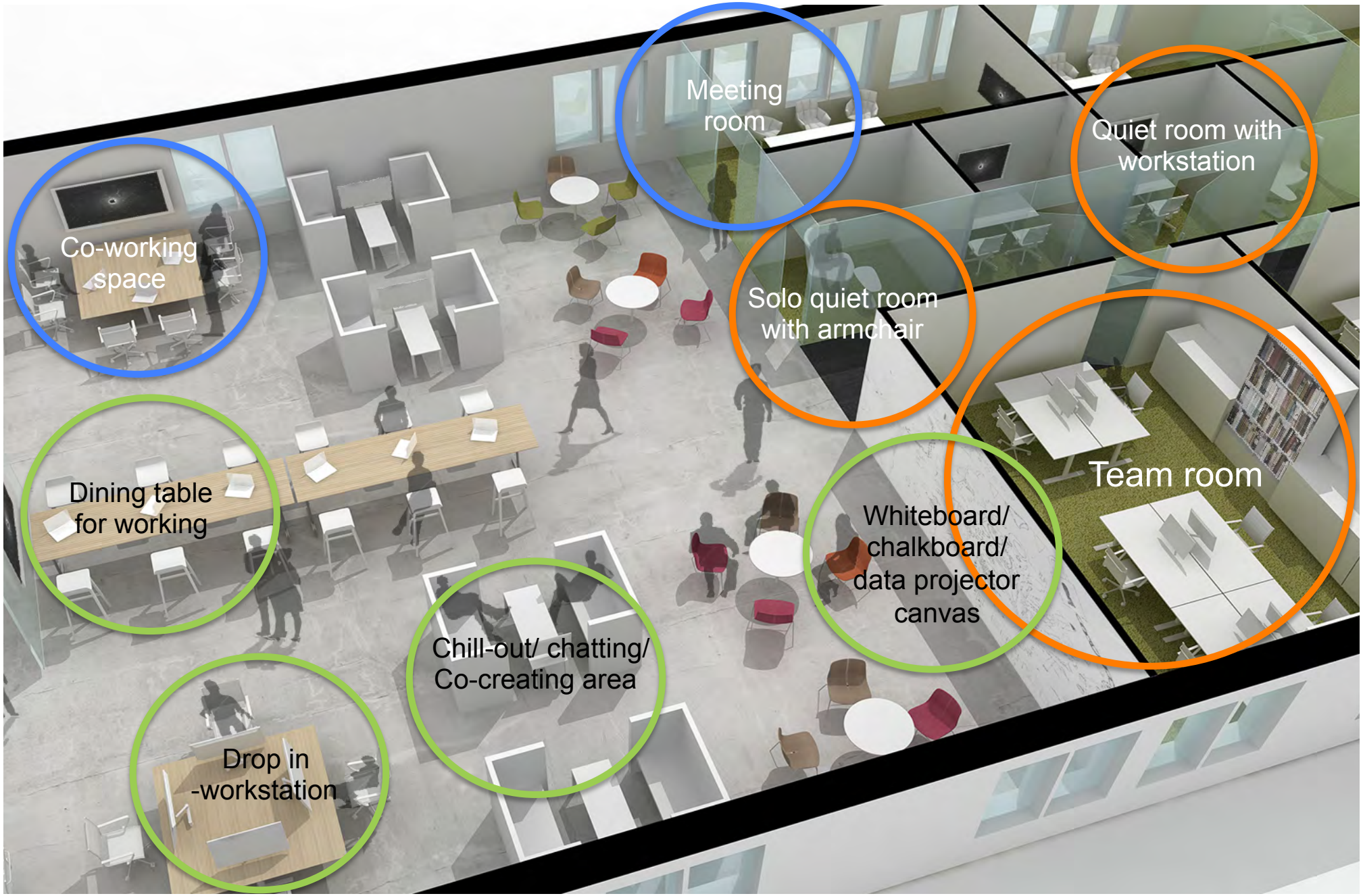


Image: Example of an office made in line with the concept, Workspace

5. Shared and flexible use of spaces

Aalto ARTS' new building is flexible and facilitates the distribution of office spaces on different floors. One exception is the workshop level in the basement, which, by its nature, differs greatly from the other spaces.

The office space concept has been created by taking into account the most versatile and economic use of space. All of the ARTS departments will carry out work in the activity based office regardless of whether they are based in the new building or not. The solution makes it possible to make changes to the building's interiors and to re-organise the space, for example, in response to changes in the number of occupants, in as cost-effective and non-disruptive way as possible.

The new building is set to contain a lot of loft spaces that the users can model to meet their own needs. Fixed spaces include toilet and kitchen facilities as well as spaces having special HVAC requirements.

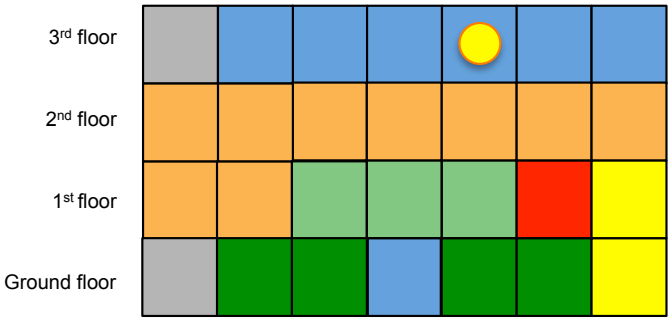
In line with the concept, attempts have been made to create as many shared spaces as possible. The departments have their own designated area and teams have specific rooms (home-bases), but the other spaces and tools are primarily intended to be shared. Shared spaces include, e.g.: the Work-cafe and its drop-in workstations, quiet rooms, and meeting rooms.

Some of the departments have special requirements for their office spaces. For example, the Department of Film, Television and Scenography needs to be able to project films. Special requirements such as this can be taken into consideration within the framework of the design process for the various types of space, but special user-based planning is also needed.

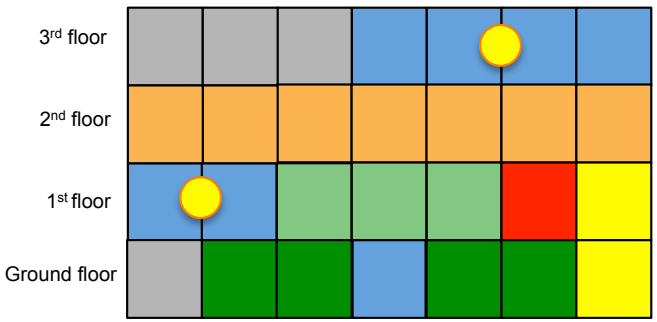
In the ARTS campus plan, the home-base for the students in the first two years of the bachelor-level degree programmes is in the A wing of Otakaari 1. The bachelor's degree hub is also home to approximately 20 workstations for the school's personnel. The working environment solution in A wing is founded on the activity based office concept, yet takes into account the limitations imposed by the restorative renovation work.

Image: 3D model of the new building, Verstas Architects

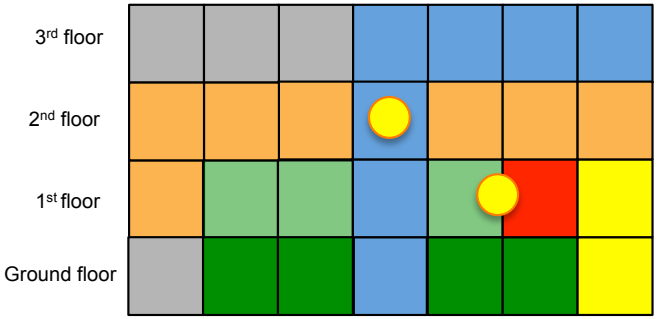
V1 (Competition entry)



V2 (Extra AC apparatus)



V3 (Vertical model office)



= Studios

= workcafe

= Lecture/ seminar rooms

= Workshops

= Offices

= Shop/ service points

= Metro station connection

= Building control systems areas

V4 (Decentralised office model)

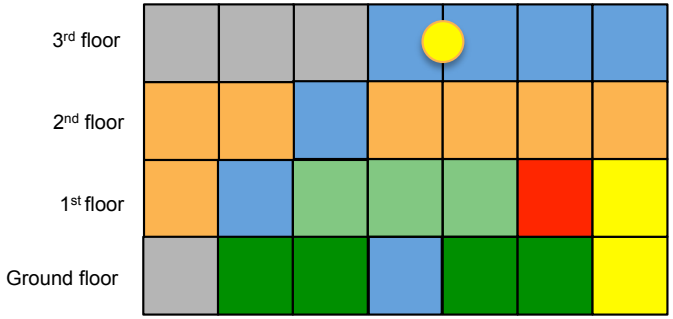


Image: Office model location alternatives, Workspace

6. Spatial programme and figures

The office spatial programme is founded on the creative and interdisciplinary nature of operations emphasised at Aalto University and Aalto ARTS, as well as on the work profiles identified.

The office spaces are intended to support both individual and team work situations and to create the opportunities for inter- and intra-departmental interaction and collaboration. In addition to the emphasis on spaces for team work, the spatial programme drawn up in accordance with the office concept also provides the necessary spaces for periods of intensive, individual work of varying durations.

The boundary condition stipulated in the spatial programme is the same as Aalto University's maximum spatial efficiency target. 12 sqm2/FTE (NUA). The metric used here is the net usable area (sq. metres per person) in relation to full time equivalent. The calculations are based on future projections using the estimated ARTS FTE years for 2020 (407 FTE year.)

The total net floor area in the office spatial programme is 4,850 m2, excluding exits and entrances, load-bearing structures, toilet facilities, and technical areas. On the basis of the figures presented above, the spatial efficiency of the new building is 11.9 sqm2/FTE (NUA).

This corresponds to an approx. 52 % reduction in the office space in relation to the 2013 starting point of 8,600 m2 (comparative figure from the spatial programme: 4,150 m2).

Type of space	Amount	Workstations
1. Team room, 4 workstations (á 7.5 sq. m per person = 30 sq. m per person)	10	40
2. Team room, 6 workstations (á 7.5 sq. m per person = 45 sq. m per person)	30	180
3. Team room, 8 workstations (á 7.5 sq. m per person = 60 sq. m per person)	4	32
4. Quiet room, 1-2- workstations (á 6 sq. m per person)	32	32-64
5. Drop-in work area, 7 workstations (á 6 sq. m per person = 42 sq. m per person)	3	21
6. Shared researchers' room, 1 workstation, (á 12 sq. m per person)	25	25
7. Workcafe /activity based space (á 200 sq. m per person)	2	30
8. Meeting, ideation, project room, 2-4 persons (á 12 sq. m per person)	25	0
9. Meeting, ideation, project room, 5-7 persons (á 24 sq. m per person)	12	0
10. Meeting, ideation, project room, 8-12 persons (á 36 sq. m per person)	7	0
Total		**360-392**

Additional office interiors: corridors and supportive spaces (storage, archiving, copying, paper recycling, cloakrooms) approx. 23 % of total floor space.

The spatial programme does not include:
Spaces in public areas, info points and lobbies, janitors' facilities
Teaching rooms, studios, and workshops
Student rooms
Exits/entrances and elevator lobbies
Toilet facilities, social areas, and cleaning closets
Technical areas (HVAC & ICT)

Table: Spatial programme, Workspace

"The space efficiency of the new building's offices is 11.9sqm2/FTE (NUA). This corresponds to approx. 52 % less office space than the 2013 starting point."

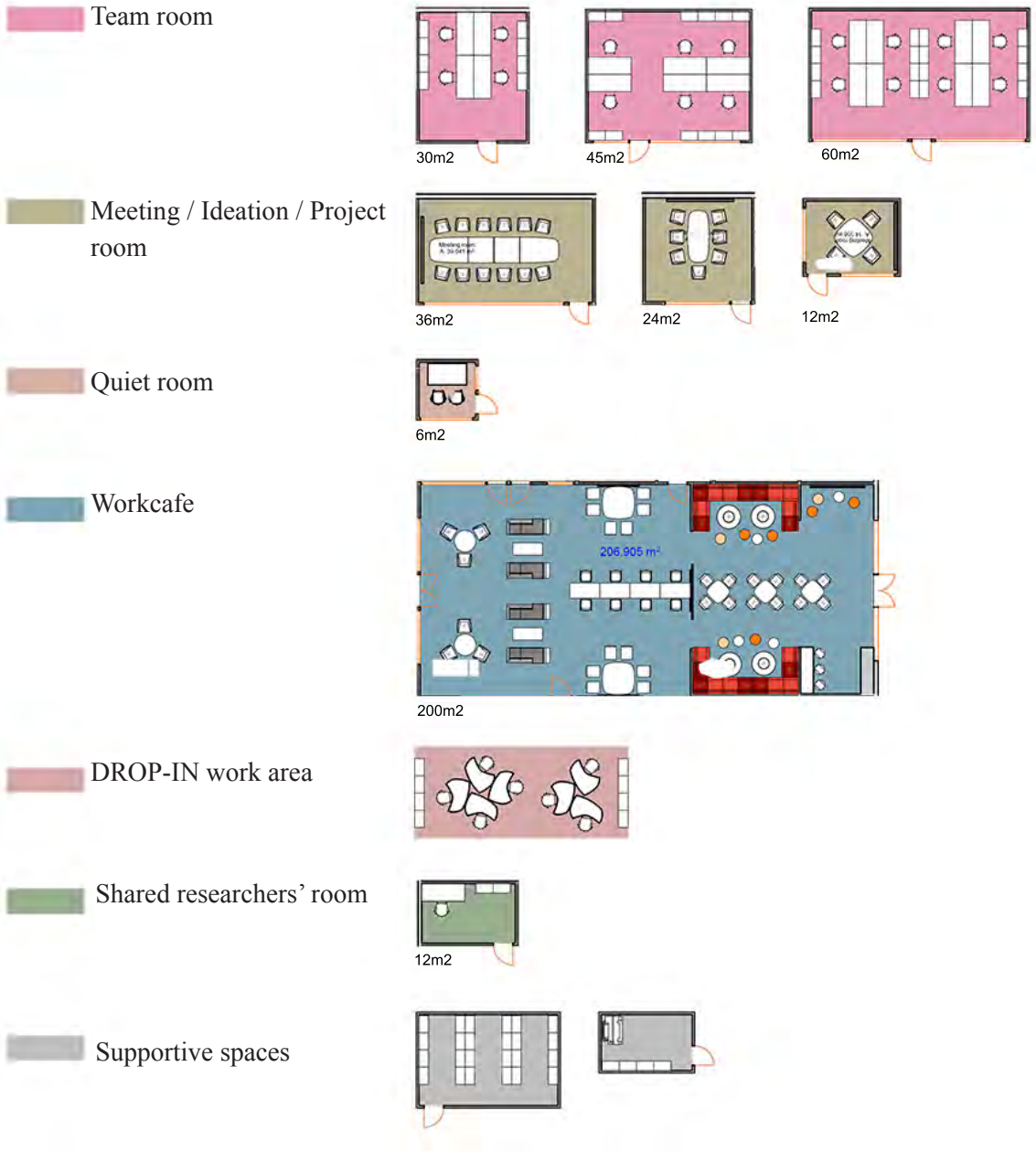


Image: Summary of the space types

7. The next steps

Refining and implementing the office concept

This working environment concept will direct the design and utilisation of the new ARTS premises. The concept is to be freely accessible by all of the project's stakeholders.

The precise locations for the various departments and units will be decided upon over the course of the project. The allocation of space to the different stakeholders involved is an essential part of the relocation process and should begin in a timely fashion. In conjunction with this spatial allocation, the faculty must decide how it wishes to divide the team rooms (e.g. by main subject or by focus group).

In addition, those working in each of the team rooms must agree upon the use of the workstations between themselves. A description of the assigned and shared desks is presented on page 12 on the basis of the defined work profiles.

Change management and piloting of the working environment solutions

A change to the working environment represents a significant challenge to an organisation. Identifying the factors that facilitate such a change helps in expediting the change. One of the most effective methods of doing this is piloting the new working environment in the existing premises before the change is due to be made.

Simultaneous development projects should also be instigated to support the change process; the most important of these concern the development of electronic tools and working methods.

A small-scale pilot can be trialled with different groups and job types – for example with 15–25 person activity based offices and Workcafe spaces. This process helps generate "living lab" data on the functionality and development needs of the spaces before an across the board solution is rolled out. The user experiences gathered during the piloting increases understanding of the future and help to reduce the risks associated with the change.

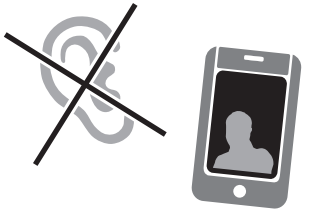
Learning new ways of working

A new working environment requires its users to learn new ways of working. Here, it is a good idea to identify the personnel who are looking forward to the change and support and foster their positive attitudes.

It is necessary to provide staff training for those working in the new type of office space including, when needed, ICT training in how to use the new e-systems.

Communication

The aim of communication is promote the implementation of the project and a positive outcome. In order to motivate the personnel in relation to the change, it is important to keep them in the loop regarding the project aims and its progress. The Communications



Services unit at Aalto ARTS is responsible for realising the communications plan.

Space protocols

Working in team spaces requires clear and shared space protocols. It is recommended that the users of a space come to an agreement on whether the space will be quiet or active. In line with this, it is a good idea to decide how and where to handle telephone and video calls and informal meetings – at the workstation or in a support space.

There also needs to be clear rules covering the use of hot desks and other shared workstations. These rules should be drawn up before the change and feedback should be regularly requested regarding the functionality of the space protocols and any associated development needs.

Other matters for consideration here are: how and where clients or guests will be met and greeted, where food can be eaten, what the phone call etiquette is, how long a hotdesk can be booked for at any one time, who is responsible for managing the space protocols and how this is to be done, and how the protocols are communicated to those to whom they concern.

Outline for worksplace management, monitoring, and post occupancy evaluation

The development of the working environment must continue after the move. Feedback must be sought on the implemented solutions and the working environments must be developed in collaboration with the users of the spaces. A working environment is never complete. New advances in technology and new ways of working continuously offer new development opportunities.

The long-term and proactive development of the working environment can, if deemed necessary, be integrated with the ARTS management system and protocols. In other words, what we are talking about is a model that takes a multi-perspective approach to an organisation's workplace resource management as its starting point.

A multi-perspective workplace management model takes into account an organisation's strategic goals, changing spatial needs, HRD, and ICT as means of supporting its operations.

Workplace management combines the goals and needs of the managers, staff, and stakeholders at both an operational and a cultural level. An effective, efficient, and appealing workplace is a significant factor in promoting wellbeing and competitiveness in an organisation. What might the ARTS workplace management model look like in the future?

ATTACHMENTS

ATTACHMENT 1: Results of the crowdsourcing
ATTACHMENT 2: Results of the workshops
ATTACHMENT 3: Final report of student project

GLOBAL TRIGGER
COMMAND DECODER
GLOBAL RESET