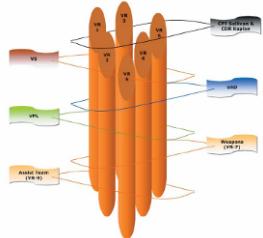




The move was from a military barracks type space to a new downtown highrise



Existing specifications department was a resource of information



The vessel types (central pillars) became an alternative organizing method for departments

"We had to work through the development of design-performance goals which meant taking a hard look at who in the office needs to interact, and who external to the office we interact with, how records/ plans/ drawings play a role, is most work independent or done in teams."

- Admiral Jody Breckenridge

An environment to encourage tacit learning

The V Division of the US Coast Guard manages repairs, maintenance and alterations for all boats in the Pacific area. This includes providing technical information, training and assistance to field units as well as contracting and procurement to all floating units. They are a service provider to the staff that operate the vessels. Therefore the goal of the group is to improve their quality of service, reduce response times and enhance their quality of intervention. The group has two primary roles: reactive repair or change and scheduled maintenance.

The two groups are managed departmentally. CASREP, the responsive arm of the organization, accounts for 80% of the man-hours. Because of high turnover of military personnel, their learning patterns are informal and ad hoc. The specifications and procurement components of the organization are more scheduled, typically have longer lead times on projects, and have more highly developed tools and resources for their tasks.

The new design focuses on re-uniting these two functions, allowing the CASREP staff to benefit from increased interaction with Specifications and Procurement. The environment encourages informal and tacit learning through displayed work and increased visible and audible interaction both informally (through more open environments and casual interaction areas) and formally through a more tailored suite of meeting spaces.

Goals

- Improve perceived service to customer
- Increase learning rate between departments and with new staff
- Decrease CASREP (responsive) costs
- Create a divisional culture with focus on communication, innovation and cooperation

Obstacles

- Move further from customer base
- High turnover rate for military personnel
- Increased response rates: less time and more demand
- Frequent travel for most experienced personnel
- Reorganization due to Homeland Security requirements

Innovations

- IT integration, digital archives, file share, improved data retrieval
- Open cross functional neighborhood settings
- Acoustical compatibility zones
- Improved use of daylight encouraging interaction
- Touchdown customer service areas



| Discovery / Analysis Methods & Measures | Environmental Issues Themes & Solutions | Organizational Issues & Solutions |
|---|--|--|
| <p>Interviews & focus groups A series of all hands meetings were organized by departments. The meetings extracted current spatial performance and aspirations and communicated the Workplace 20.20 goals.</p> <p>Surveys of users A survey found relative satisfaction with current facilities and social interaction. The most common meeting size was 2-3 people. Most interactions were ad hoc.</p> <p>Balanced Scorecard Tracked project goals, performance measures and existing performance gaps. Issues that could be improved through space design were highlighted.</p> <p>Behavioral Observations Activity patterns show that 40-60% of staff were not seated in their primary workspace during core business hours. The most common meeting size was 2-3. Most interactions were ad hoc.</p> | <p>Acoustics Observations of activity patterns allowed groups to be mapped based on acoustical compatibility. Work styles and support areas were similarly mapped and zoning for the new building was created.</p> <p>Daylight and Views The new space featured more access to daylight and views. Group areas were placed on the perimeter to encourage greater use. Glazing and low partitions increased daylight access</p> <p>Spaces for interaction Only one large formal meeting room was provided. An increase in shared meeting rooms at smaller sizes supplemented reduced offices. More open informal meeting areas were added.</p> <p>Centralized Support Services and Spaces Centralizing the scheduled teams allowed response teams (CASREP) access to up to date shared resources and knowledge. Redundant documentation was purged.</p> | <p>Cross functional learning No cross functional learning or communication: a more open environment, re-organization by vessel type, displayed work process and improved meeting facilities all encourage cross functional teamwork and learning.</p> <p>Accommodating Mobile or Transient Staff To optimize the 4 year staff deployments, staff were located adjacent to more senior individuals. Leadership was made more accessible th and visible.</p> <p>Customer Responsiveness Improved cooperation between scheduled and responsive teams led to improved methods, appropriate technologies and solutions.</p> <p>Workplace Quality or Consistency Multiple teams accessing the same resources improved solutions for all vessel types. Engineering innovation was implemented more quickly.</p> <p>Cultural Change Increased team spaces, a sense of entry, shared areas located prominently, all improve group identification. The research and design process informed staff of common goals and measures.</p> |
| <p>Research Roles</p> <p>Center for Building Diagnostics and Performance, Carnegie Mellon Physical measurement</p> <p>Center for the Built Environment – California Berkeley Workplace Performance Survey (WPS)</p> <p>CMU & Charles Salter Associates Environmental Quality Report (EQR)</p> <p>Gensler - San Francisco, CA Visioning Session, Interviews, Focus Groups, Behavioral Observations, Strategic Brief, POE Report, Balanced Scorecard</p> <p>Judi Heerwagen Associates POE Report (in preparation), research contact</p> <p>Kevin Powell Research contact</p> <p>Pacific Northwest Lab Social Network Analysis (SNA)</p> | | |