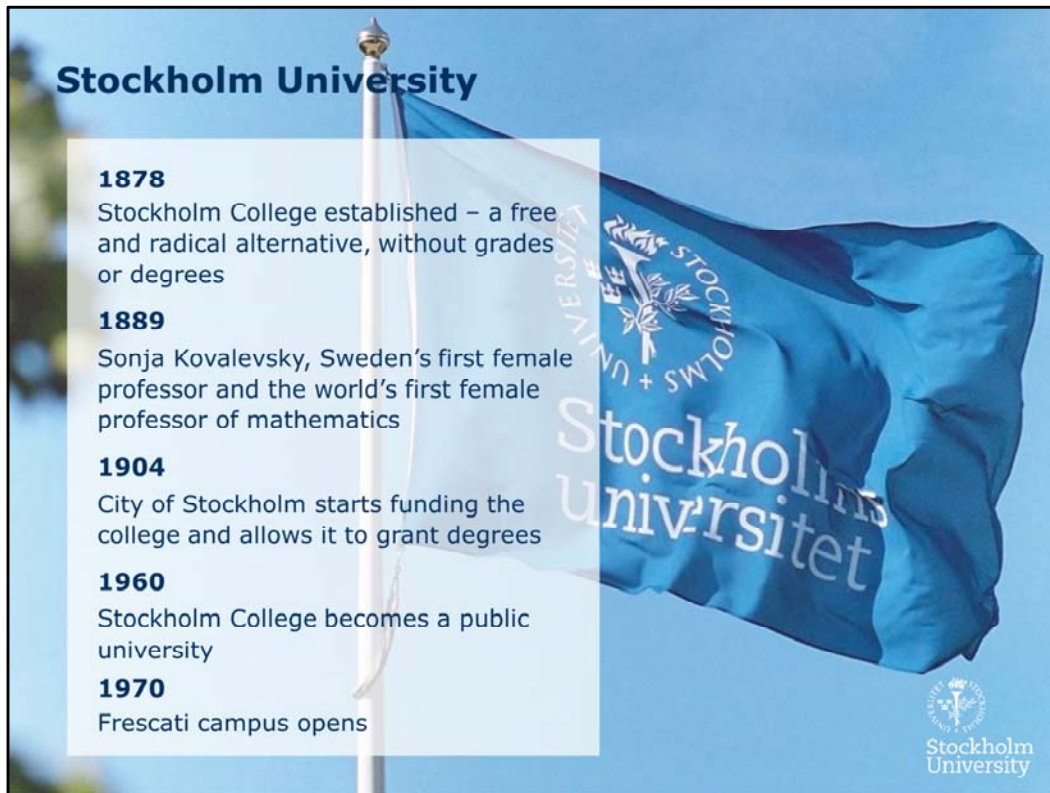


Hello,

My name is MLE and I work as a projekt manager at the Property Management Office at SU

I will tell you about oer own joerny to a ABW office wich I was the project leader of.



But first, very short – the history of Stockholm University which was **established in 1878**

Very early we had our **first female professor**
In **1970 the university moved** from the center of Stockholm to Frescati just outside the city center



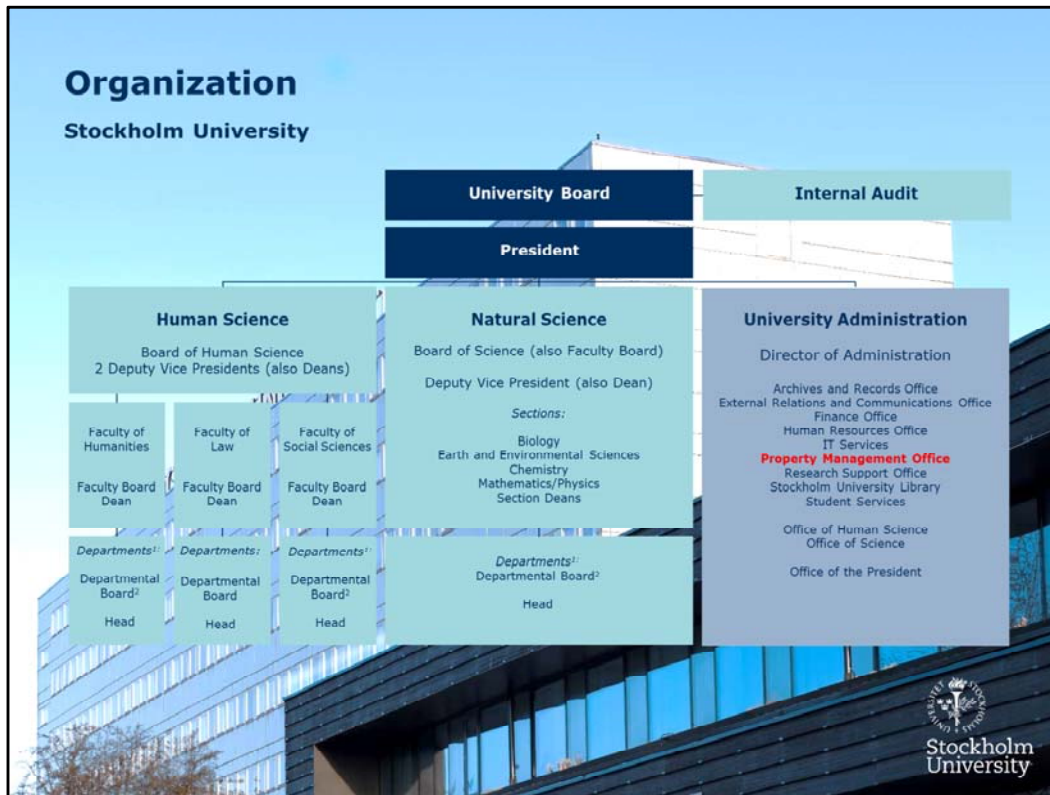
Stockholm University is situated in the National city park in a beautiful green park environment



We are more than **5 000 employees**

We have **nearly 30 000 full time students**, many more if the ones studying on part time is added

Around 200 programmes and research within the **humanities, social and natural sciences**



Stockholm University has Human social and natural science

Technique and medicine are to be found at our two other large universities in Sthlm, KTH and KI

The Property Management Office is organized within the University Administration



Property Management Office

- Just over 70 coworkers
- More than 300 000 m² university facilities
- 600 accommodations

The Property Management Office

Has just over 70 coworkers

We are responsible for more than 300 000 m² university facilities that we are renting

We also manage about 600 accommodations for our international students and guest researchers

The office consists of four sections:

Property service, cleaning, *central auditoriums och seminar rooms*

Lokalservice

Security

Supply of premises, projects and issues within the premises

Lokalförsörjning

Housing Office

We also have a *FM service organisation* under development

Background of the F6 project



Merger of two departments, co-location

Existing local stocks needed to be modernized
– pilot project "The future office"



(samlokaliseras)

Together with the property owner we made an agreement of in close **samarbete** making one of the office levels into "The future office"
The **aktuella** office was planned to house The Property Management Office who would be the first **verksamhet** to **gå över** to ABW work.

What is ABW?



Activity Based Work office

It is *not* an interior design project
It is *not* an open landscape office
It is *not* a flex office

It is:

A way of working

Getting highly efficient premises

A change process

not
not
not

Desired effects of our ABW office



Office

- ✓ Attractive
- ✓ Proud employees
- ✓ Supportive
- ✓ Show room

Way of working

- ✓ Increased knowledge and skills between coworkers
- ✓ Sustainable

The management set up a number of **Desired effects** that the project and the ABW office should accived:

The office shold be

- ✓ An attractive workplace - also for future labour force (arbetskraft)
- ✓ The project shold create a modern office the employees could be proud of
- ✓ An office that supprts - the work to be done according to our mission
- ✓ Showroom, and as an inspiration for the future office enviroments .
- ✓ To increase the competence of within the university on how office spaces can be designed to support the work method.
- ✓ Find a general model for the development of the south part of the main campus

The way of working

- ✓ It should Increase efficiency and productivity
- ✓ Get a workplace that is stimulating and where the employees can have fun
- ✓ To create a work environment that is sustainable for the work being done
- ✓ Make easier comunication between the colluages
- ✓ To increase the knowledge and skills. To get better insight in what the colleges do wich leads to more cooperations

How to reach desired effects and targets



- Strong management
- Definition of our mission
- Survey
- HR department involved

Our projects target:

An office that inspires, motivates, creates consensus and a holistic view out of our assignment

- So what has to be done to reach desired effects and targets?
- I would say no 1 is to have a **strong management** who makes the decisions about going for ABW and stands for it all through the project, although it gets stormy
- We had **planning days** with all the staff –where we made the **definition of our mission**
- **Careful survey** (kartläggning) of what the office shall support based on our mission
- We also had the **Human Resource department** involved

The projects target (målbild):

An office that inspires, motivates, creates consensus and a holistic view out of our assignment

inspirera, driva, motivera, skapa samsyn och helhet

Tools and inspirations

- Surveys: Leesman & Kinnarps
- Visits at ABW-offices
- Measurement of occupancy at office desks and meeting rooms



Tools and inspiration

Before planning we had to do our home work by finding out our needs.

* This was done by sending out a survey to all the employees. As this was a pilot project - we had **two surveys sent out** - to evaluate which one would be used in future projects. I will show you the results in a moment.

* All employees **visited an Activity Based Office** to learn about how it works and to get a bit prepared for our own change.

- We made measurement of occupancy at office desks and meeting rooms

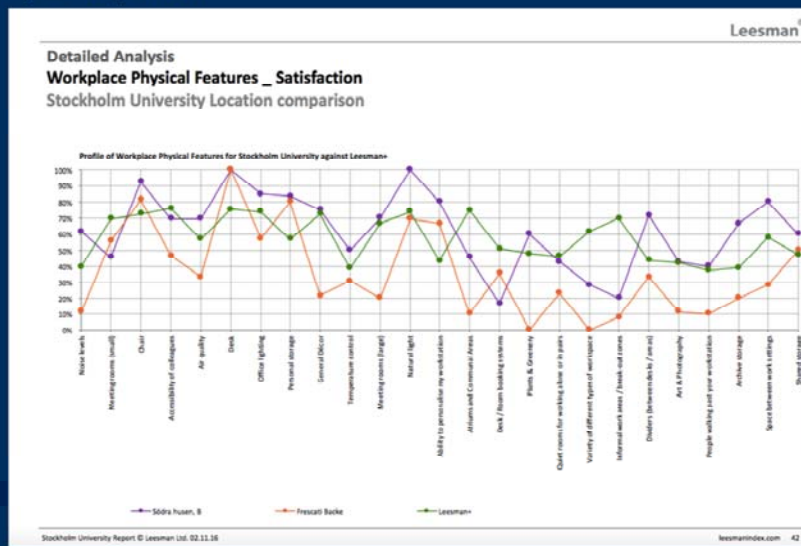
All the same?



Of course all of us have different needs. The planning of the office was based on the needs of each individual employee. The management team, if necessary, took a position for adjustments in each case. If worries or doubts for the change, everyone was offered to talk the nearest leader, the manager or a consultant. Several coworkers did.

Leesman survey

One year prior the move
83% participation



We used two different surveys but we found the one from Leesman to be the most useful

One year prior the move

We reached a participation of 83%

How pleased in existing premises

Green line shows Leesman benchmark

The purple and orange lines show the answers from the employees in the offices that should merge (slås samman)

As you can see there were quite some differences between the offices. I will not have time to go through the details here and now.

The result of the survey showed what did work well – and what didn't. We **wanted to keep up the high results and push up the lower results!!**

Mesurement of occupancy

Frescati Backe

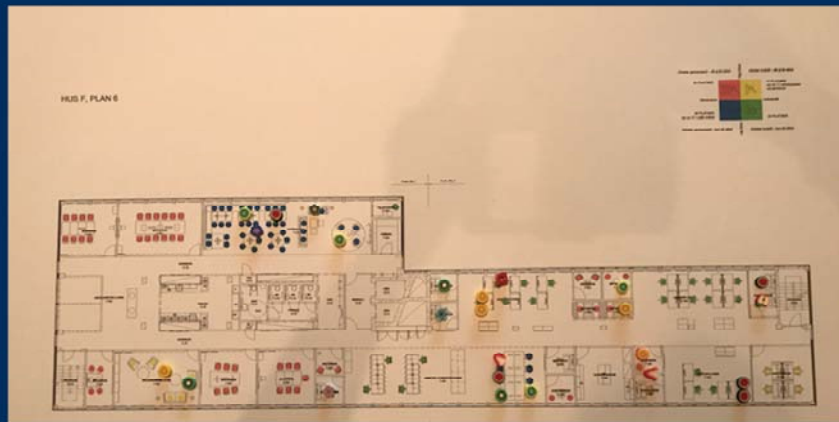
Södra huset B2 och B3



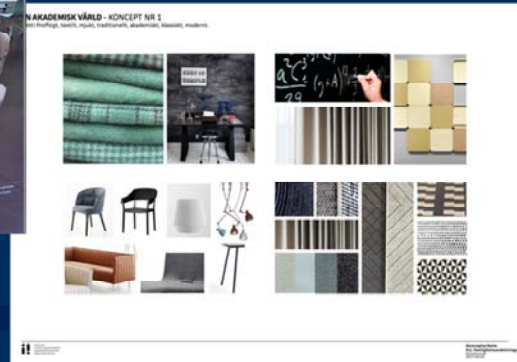
Three times a day during two weeks we counted how many of the working desks that were occupied. Usually there is an average occupancy between 35 – 45% but of course it varies between different organizations.

We had an average of 49%. It means that 50% of the desks are always unused. An area that could be used for other functions.

Selected favorite places before moving



To prepare the employees we had a regular information about the project. At one workshop we had a look of the plan and design of the office. One exercise was to mark the place each one thought would become their favorite place in the new office. We also discussed how to behave in the new office and office rules.



A reference group with coworkers got involved in the design and furnishing of the office. Again – it is important to involve the employees into this work.

We visited the Furniture Fair together
Color and concept suggestions from the interior architects was shown.

We tested furnitures together

All the employees got the opportunity to come with ideas of colours and feelings of 10 smaller rooms. Each of these rooms has been individually designed after these ideas.

Existing furniture was reused if possible

Digitization

Purpose: To reduce the amount of physical material



Digitization

1. Throw and clean
2. Scanning
3. File
4. Joint activities – set time for this!!

- Audio Vision
 - Skype room
- IT



Technique

And of course it is most important that the technique is well planned and works well

Audio Vision - easy to use by everyone
- Skype room

IT

- Wireless Network
- laptops
- work desks right equipped and easy to connect the laptop

Construction project

Joint pilot project with the property owner

860 m²

Construction time 8 month

Cost aprox 1 055 000 Euro



Before and during reconstruction



The closed and long corridors without any day light

All the walls were torn down to let the light in

Stockholms universitet

Prior

2 October 2017

21

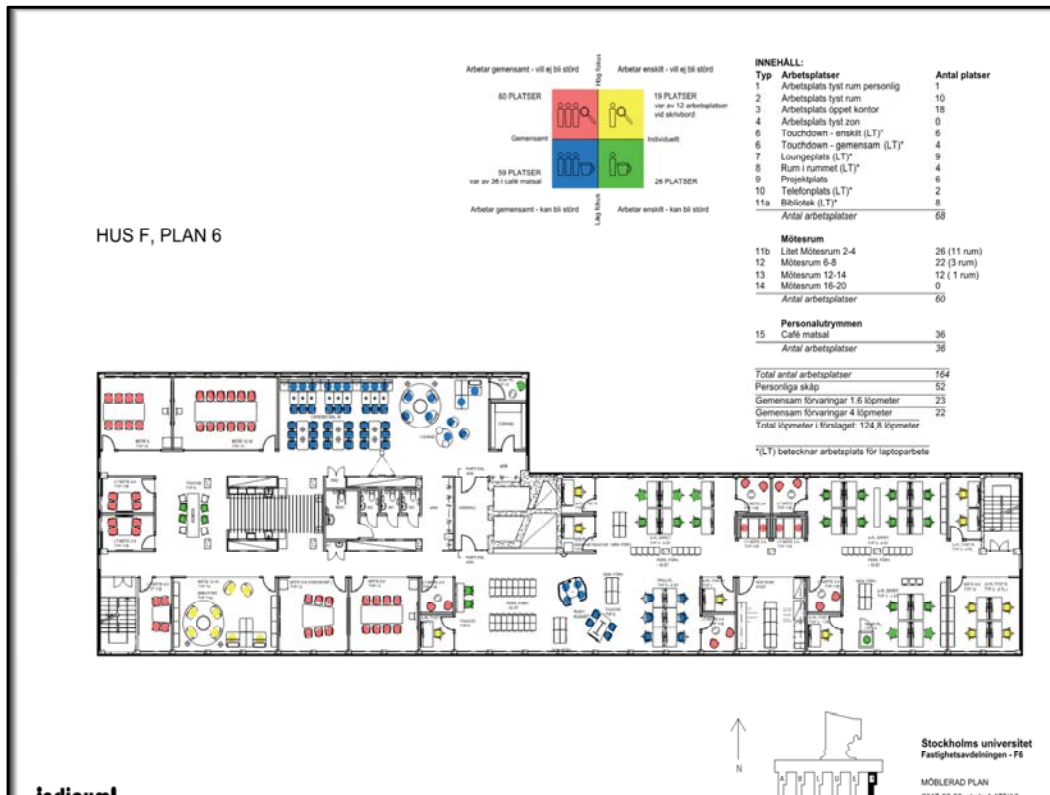
Before the renovation this office plan had:

- 36 single office rooms
- 2 meeting rooms
- 1 kitchen/lunch room with 8 seats
- 2 storage rooms and
- 3 toilets

After the renovation we had an office that will work for at least 60 employees. Today we are about 45 persons in the office. Remember the occupancy of 50%? We have in total 29 working desks. So far all of them never has been occupied at the same time. 5 of them are single rooms. Clean Desk

As we now use the area more efficient we have been able to add the following

- In total 10 meeting rooms, 4 larger and 6 smaller.
- One large copy room.
- A telephone room, one cosy library for quiet work, a lobby, a lunch room for 32 persons. The lobby and pause area is also used for larger staff meetings.
- We have a scene for performances and a large kitchen with day light. An area with personal lockers, an area for ergonomic equipment and a project table.
- And still it is very quiet and sometimes it even feels empty.



And now we have a office with totally 143 seats in 11 different types of functions to choose between, depending on the current task or activity. Four different zones that are marked out

Individual

Yellow Individual quiet work for high concentrated work 11 working desks and the library

Green 18 Individual working desks

In groups

Red, meeting rooms with closed doors, 10 rooms

Blue, open areas for collaboration three areas



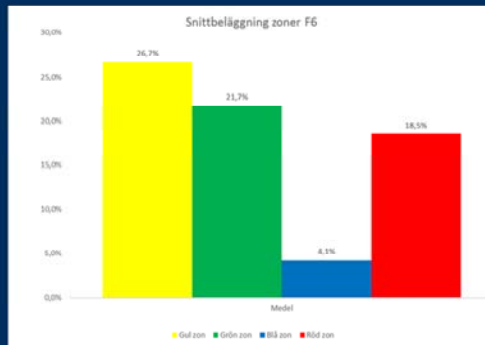


Stockholms
universitet



Manual measurement in the new office

**Individual seats -
average occupation 24,7%**



**142 seats for 45 employees
= 3,1 seat per employee**



As the office is planned for 60 employees we still have lots of space, average occupation on the individual seats are 25%

142 seats for 45 employees makes 3,1 seat per employee

Facts

- Office #1 850 m2 30 work desks 28 m2/person
- Office #2 290 m2 13 work desks 22 m2/person
- 1 140 m2* *43 work desks*

- 280 kvm (-24%)

F6 new office	860 kvm	45 coworkers	19 m2/person
		60 coworkers	14 m2/person

Higher cost for cleaning in an ABW office

Post Leesman survey



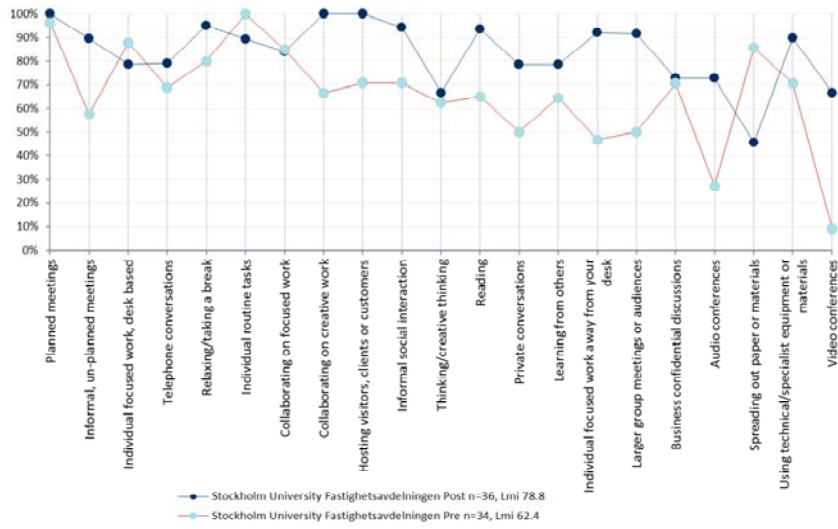
After six months in the new office
92 % participation

Lmi (Leesman Index) rises from 62,4 prior the move to 78,8
An increase of 16,4!!

(Leesman benchmark 61,8, Leesman Plus 73,0)

Work Activities – Pre and Post: Supported

Q. "Thinking about the work that you do, which of the following activities are important and how well are they supported?"



Work Activities – Benchmark Comparison

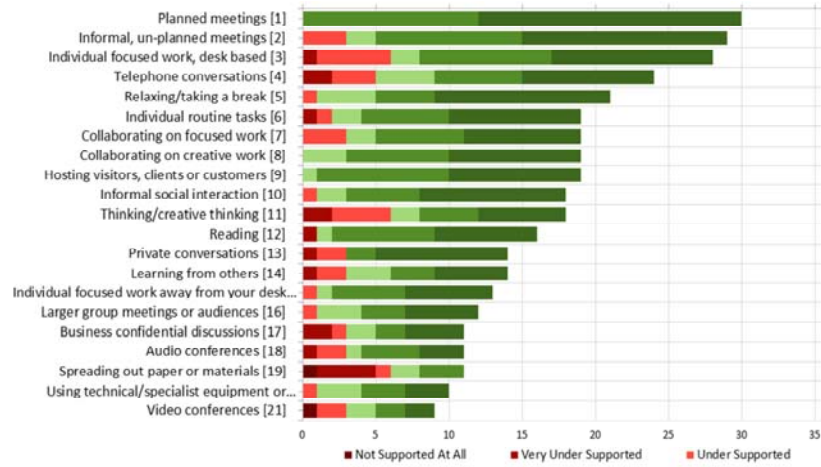
Q. Thinking about the work that you do, which of the following activities are important and how well are they supported?	Stockholm University Fastighetsavdelningen Post			Stockholm University Fastighetsavdelningen Pre				Leesman+	
	Ranking	% Importance ▽	% Supported	Ranking	% Important	% Supported	% Gap - Support	% Supported	% Gap - Support
Planned meetings	1	83.3%	100.0%	3	82.4%	96.4%	3.6%	85.9%	14.1%
Informal, un-planned meetings	2	80.6%	89.7%	5	76.5%	57.7%	32.0%	82.8%	6.9%
Individual focused work, desk based	3	77.8%	78.6%	1	97.1%	87.9%	-9.3%	87.0%	-8.4%
Telephone conversations	4	66.7%	79.2%	2	94.1%	68.8%	10.4%	78.1%	1.1%
Relaxing/taking a break	5	58.3%	95.2%	6	73.0%	80.0%	15.2%	81.4%	13.8%
Individual routine tasks	6	52.8%	89.5%	12	58.8%	100.0%	-10.6%	92.8%	-3.3%
Collaborating on focused work	7	52.8%	84.2%	13	58.8%	85.0%	-0.8%	87.4%	-3.2%
Collaborating on creative work	8	52.8%	100.0%	4	79.4%	66.7%	33.3%	80.3%	19.7%
Hosting visitors, clients or customers	9	52.8%	100.0%	9	70.6%	70.8%	29.2%	82.8%	17.2%
Informal social interaction	10	50.0%	94.4%	7	70.6%	70.8%	23.6%	87.8%	6.6%
Thinking/creative thinking	11	50.0%	60.7%	8	70.6%	62.5%	4.2%	71.0%	-4.3%
Reading	12	44.4%	93.8%	10	87.6%	65.2%	28.6%	76.5%	17.3%
Private conversations	13	38.9%	78.6%	14	52.9%	50.0%	28.6%	65.8%	12.6%
Learning from others	14	38.9%	78.6%	16	50.0%	64.7%	13.9%	84.9%	-6.3%
Individual focused work away from your desk	15	36.1%	92.3%	18	44.1%	46.7%	45.6%	82.5%	9.8%
Larger group meetings or audiences	16	33.3%	91.7%	19	41.2%	50.0%	41.7%	78.1%	13.6%
Business confidential discussions	17	30.0%	72.7%	15	50.0%	70.0%	2.1%	71.6%	0.9%
Audio conferences	18	30.6%	72.7%	20	32.4%	27.3%	45.4%	83.2%	-10.6%
Spreading out paper or materials	19	30.6%	45.5%	11	61.8%	85.7%	-40.2%	66.4%	-20.9%
Using technical/specialist equipment or materials	20	27.8%	90.0%	17	50.0%	70.6%	19.4%	76.0%	14.0%
Video conferences	21	25.0%	69.7%	21	32.4%	9.1%	57.6%	78.6%	-11.9%

Spreading out paper is not supported as before

Work Activities – Importance and Support

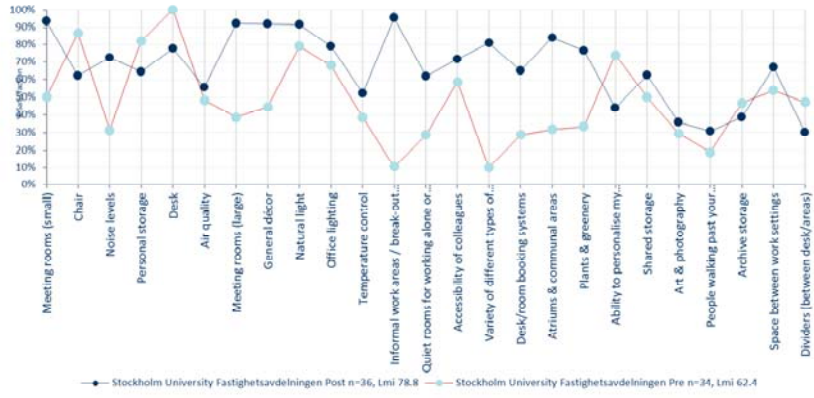
2019-2020
 2020-2021

Q. "Thinking about the work that you do, which of the following activities are important and how well are they supported?"



Physical Features – Pre and Post: Satisfaction

Q. "Thinking about the work that you do, which of the following physical features are important in creating an effective workplace for you?"

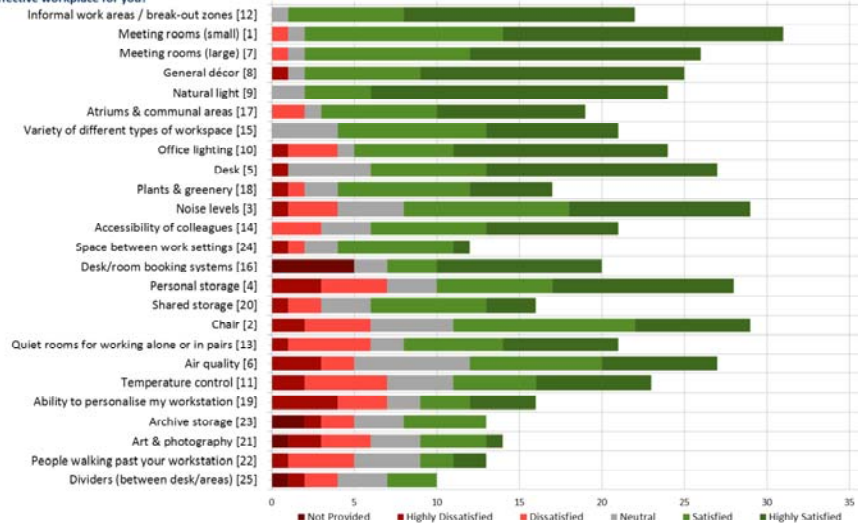


Physical Features – Benchmark Comparison

Q. Thinking about the work that you do, which of the following physical features are important in creating an effective workplace for you?	Stockholm University Fastighetsavdelningen Post			Stockholm University Fastighetsavdelningen Pre				Leesman+	
	Ranking	% Importance ▽	% Satisfaction	Ranking	% Importance	% Satisfaction	% Gap - Satisfaction	% Satisfaction	% Gap - Satisfaction
Meeting rooms (small)	1	86.1%	93.5%	2	88.2%	50.0%	-43.5%	71.3%	22.2%
Chair	2	80.6%	82.1%	3	88.2%	86.7%	-24.6%	73.5%	-11.4%
Noise levels	3	80.6%	72.4%	1	94.1%	31.3%	41.1%	41.7%	30.7%
Personal storage	4	77.8%	64.3%	7	82.4%	82.1%	-17.8%	59.0%	5.3%
Desk	5	75.0%	77.8%	5	85.3%	100.0%	-22.2%	78.0%	-0.2%
Air quality	6	75.0%	55.6%	6	85.3%	48.3%	7.3%	59.8%	-4.2%
Meeting rooms (large)	7	72.2%	92.3%	10	76.5%	38.5%	53.8%	69.7%	22.8%
General décor	8	69.4%	92.0%	9	79.4%	44.4%	47.8%	72.3%	19.7%
Natural light	9	66.7%	91.7%	12	70.6%	79.2%	12.5%	73.7%	18.0%
Office lighting	10	66.7%	79.2%	8	82.4%	67.9%	11.3%	74.0%	5.2%
Temperature control	11	63.9%	52.2%	11	76.5%	38.5%	13.7%	30.7%	12.5%
Informal work areas / break-out zones	12	61.1%	95.5%	19	55.9%	10.5%	85.0%	70.4%	25.1%
Quiet rooms for working alone or in pairs	13	58.3%	81.9%	16	61.8%	28.6%	33.3%	49.4%	12.5%
Accessibility of colleagues	14	58.3%	71.4%	4	85.3%	58.6%	12.8%	76.9%	-5.5%
Variety of different types of workspace	15	58.3%	81.0%	18	58.8%	10.0%	71.0%	63.7%	17.3%
Desk/room booking systems	16	55.8%	65.0%	15	61.8%	28.6%	36.4%	54.8%	10.2%
Atriums & communal areas	17	52.8%	84.2%	14	64.7%	31.8%	52.4%	74.6%	9.6%
Plants & greenery	18	47.2%	78.5%	17	61.8%	33.3%	43.2%	49.9%	26.6%
Ability to personalise my workstation	19	44.4%	43.8%	13	67.6%	73.9%	-30.1%	47.6%	-3.8%
Shared storage	20	44.4%	62.5%	25	35.3%	50.0%	12.5%	48.6%	13.9%
Art & photography	21	38.9%	35.7%	21	60.0%	29.4%	6.3%	43.1%	-7.4%
People walking past your workstation	22	36.1%	30.8%	22	47.1%	18.8%	12.0%	37.5%	-6.7%
Archive storage	23	36.1%	38.5%	23	44.1%	46.7%	-8.2%	41.5%	-3.0%
Space between work settings	24	33.3%	66.7%	24	38.2%	53.8%	12.9%	59.1%	7.6%
Dividers (between desk/areas)	25	27.8%	30.0%	20	50.0%	47.1%	-17.1%	44.4%	-14.4%

Physical Features – Importance and Satisfaction (continued)

Q. "Thinking about the work that you do, which of the following physical features are important in creating an effective workplace for you?"



Less satisfaction

Office chairs
Personal storage
Dividers between desks

Individual focused work, desk based
Individual routine tasks
Spreading out paper
Ability to personalize my workstation

Summary

- Identify and communicate the aim of the project
- Identify and define the needs
- Plan the design of the office
- Engage all the employees in the project
- Regular information
- Educate the staff how to use and work activity based
- No changes in the office the three first months
- Follow up after 3 – 6 month
- Constant development

Identify and communicate the aim of the project

Identify and define the needs

Plan the design of the office

Engage all the employees in the project

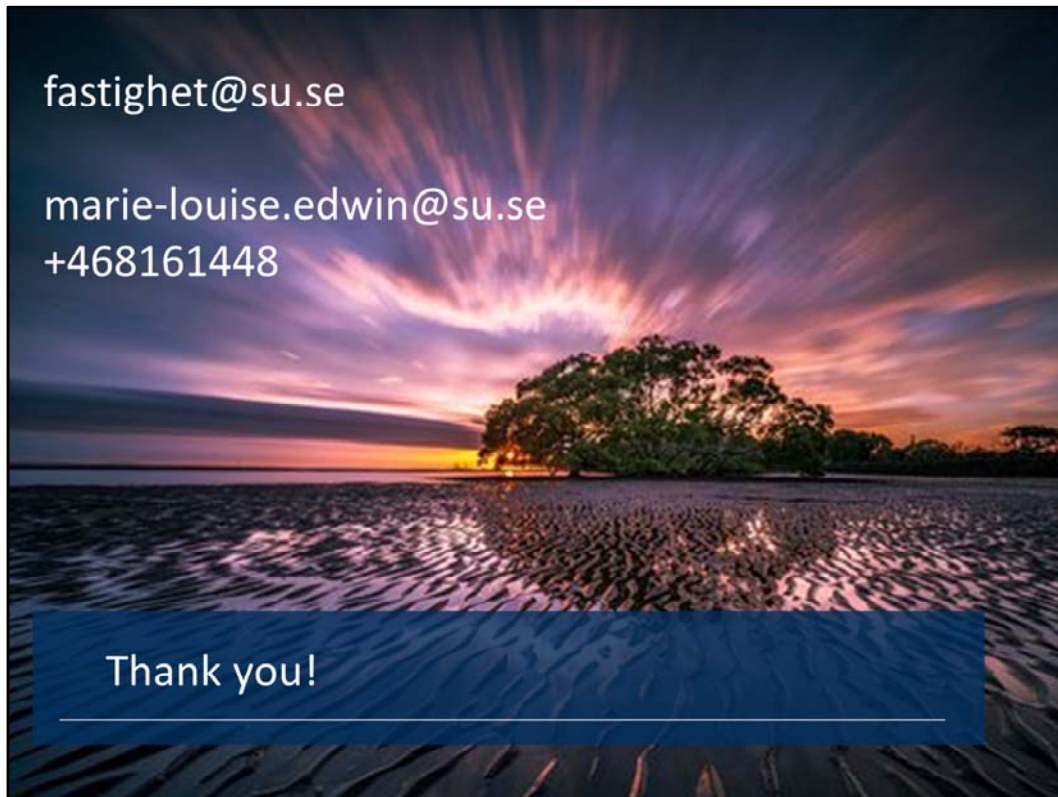
Regular information

Educate the staff how to use and work activity based

No changes in the office the three first months

Follow up after 3 – 6 month

Constant development



Welcome to contact me if you have any questions or if you would like to come and visit