

November, 2017

ATO Future Workspace

BRICKFIELDS

# ATO Future Workspace

Trial 2 - Post Occupancy Evaluation

*Key Outcomes and Directions Moving Forward*

## **ATO Future Workspace**

Trial 2 Post Occupancy  
Evaluation

### **01\_ Summary of Findings**

#### **AA\_ Place IQ Work Survey Results**

#### **AB\_ Ergoworks Sit Stand Trial Results**

#### **AC\_ ATO Change Readiness Survey**

#### **AD\_ Team Interview Feedback**

## Summary of Findings

ATO Future Workspace

Trial 2 - *Post Occupancy Evaluation*

**The Future Workspace (FWS) was initiated to design, deliver and evaluate a concept workplace environment for the future.**

**The following pages summarise the key findings resulting from the FWS Post Occupancy Evaluation. Information sources that have informed the findings of this report include:**

- \_ATO Change Readiness Survey**
- \_Place IQ Pre and Post Occupancy Survey**
- \_Pre and Post Occupancy Observation Studies**
- \_Staff feedback sessions and team interviews**
- \_Ergoworks Sit Stand Evaluation**

### About the FWS Project

Brickfields Consulting were engaged by the Australian Tax Office (ATO) to provide a workplace strategy and post occupancy evaluation of a pilot workspace on Level 8 at 747 Collins St, Melbourne designed by Hassell. To maximise applicability of the trial findings to the ATO's large and diverse workforce, participants for Trial 1 were selected from both client facing and enabling areas. In Trial 2, more emphasis was placed on testing client facing customer service functions, and a 0.9 ratio of workstations to staff numbers.

### FWS Trial Objectives

1. Provide an accommodation solution that reflects the ATO's aspirations, vision and values in a way that is easily digested and positively impacts the ATO culture
2. Provide an environment that fosters staff wellbeing, productivity, connectivity and collaboration
3. Demonstrate improved, efficient and effective space utilisation, lessen our impact on the environment and position the ATO to accommodate business change over the long term
4. To test the FWS with a customer service workforce and a 0.9 ratio of staff to desks in Trial 2

**Has been a great experience, needs little tweaks.**

*I was initially very hesitant, but I was proven wrong. I love this FWS...*

**The layout is bright and inviting, lots of options** *depending on the work and great breakout areas*

- Select comments from Place IQ  
Survey Respondents, Trial 2

**Trial 1 and Trial 2  
Evaluation inputs**

**Evaluation Matrix**

Project outcome	Indicators	Tools	
		Trial 1 2016	Trial 2 2017
<b>Cultural change</b>	<ul style="list-style-type: none"> <li>Positive perception of fit out and alignment to ATO's direction</li> <li>Increase in desired positive cultural traits</li> </ul>	<ul style="list-style-type: none"> <li>Place IQ Survey</li> </ul>	
		<ul style="list-style-type: none"> <li>Participant interviews and focus groups</li> </ul>	
		<ul style="list-style-type: none"> <li>ATO Pulse Culture Survey</li> </ul>	
<b>People impact</b>	<ul style="list-style-type: none"> <li>Positive impact on staff wellbeing</li> <li>Positive impact on staff productivity</li> <li>Increases in collaborative practices and connections between staff</li> </ul>	<ul style="list-style-type: none"> <li>Monthly satisfaction surveys</li> </ul>	
		<ul style="list-style-type: none"> <li>Monitoring of internal people health cases</li> </ul>	<ul style="list-style-type: none"> <li>Internal sick leave statistics</li> </ul>
		<ul style="list-style-type: none"> <li>Review of performance against team plans</li> <li>Manager interviews</li> </ul>	
<b>Space performance</b>	<ul style="list-style-type: none"> <li>Measurement of space utilisation</li> <li>Reduction in accommodation churn costs</li> <li>Decreased environmental impact</li> </ul>	<ul style="list-style-type: none"> <li>Pre and Post Observational Studies</li> <li>Monitoring of staff movements in and out of the trial</li> </ul>	
		<ul style="list-style-type: none"> <li>Monitoring of building management system</li> </ul>	
		<ul style="list-style-type: none"> <li>Monitoring of consumables pre and post occupancy</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring of consumables post occupancy</li> </ul>

**“I have found the FWS to be incredibly flexible and refreshing. *I enjoy where I work and find each day to be different. I don’t want to go back.*”**

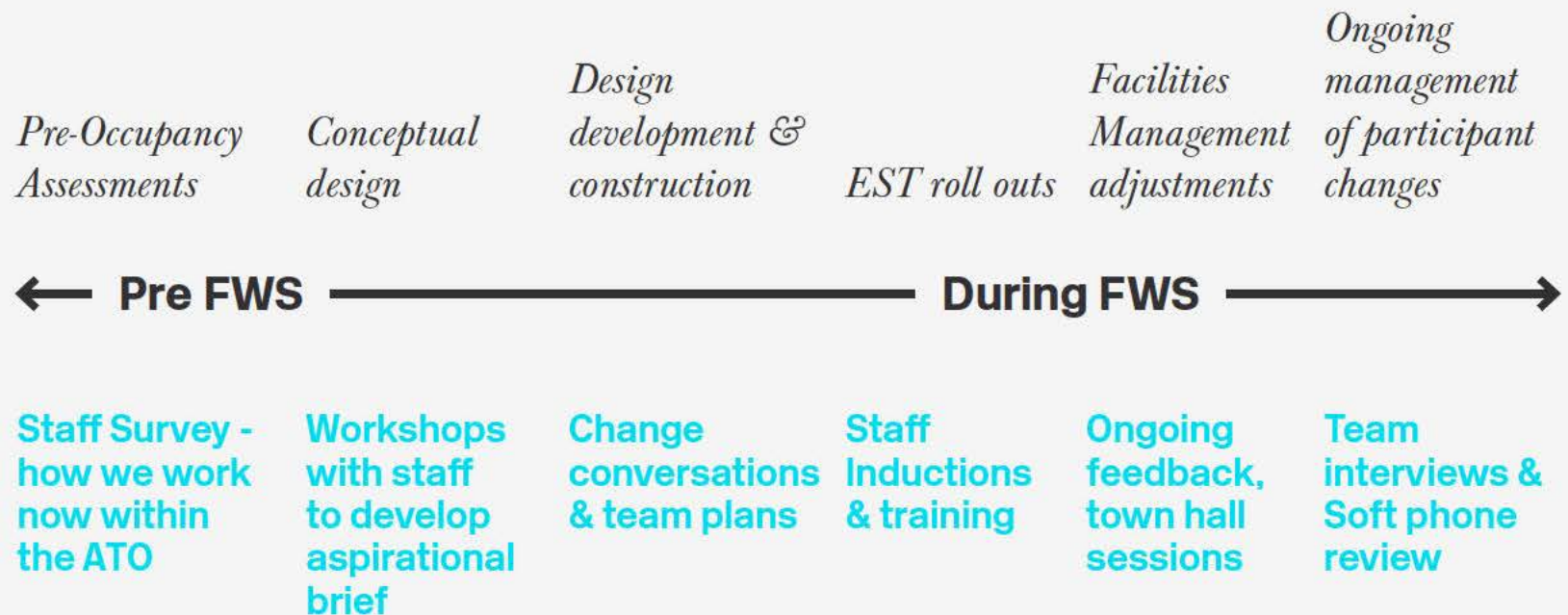


*FWS Participant, Trial 1, 2016*

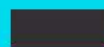
**About the Process**

**Trial 1**

The FWS project has been about much more than simply the provision of space and technology. A range of activities have been carried out both in preparation of the conceptual design, as well as the cultural change and etiquette required to operate in an agile environment. The diagram to the right summarises the key activities on this journey.



**“I enjoy the freedom of choosing my desk space each day and the ability to move around.”**

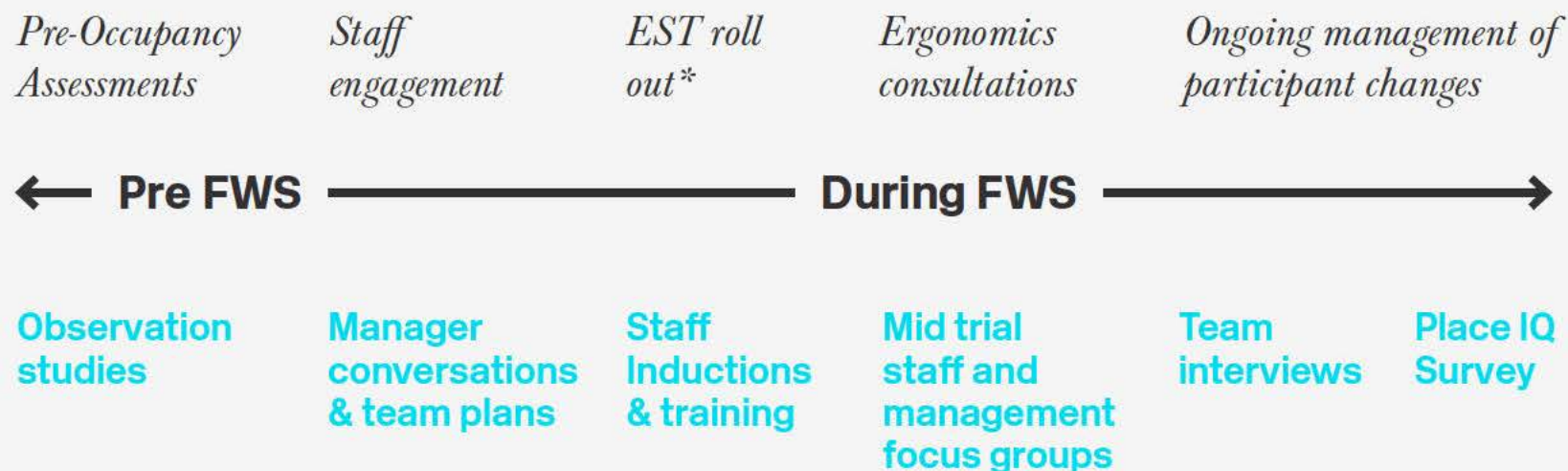


*FWS Participant, Trial 2, 2017*

### Process for Trial 2

In preparation for Trial 2, pre-occupancy assessments, manager conversations and staff inductions and training were conducted.

Some key constraints were identified in Trial 2, specifically in relation to the lack of integration between call centre programs and soft phone technology. As such, no soft phone technology was provided to Trail 2 participants.



**‘Having a different space and different neighbours each day, combined with the portability of work and variety of work areas, refreshes my approach to work and creates an increased level of energy in the general work environment.’**



**FWS Participant, 2017**

*‘Future workspaces work well depending on what teams you have near each other.’*

*‘Should the ATO wish to roll this out across all levels eventually this needs to be taken into consideration when re-stacking.’*



*FWS Participant, 2017*



## Cultural Change

*Alignment with desired cultural traits*

### Objective

Provide an accommodation solution that reflects the ATO's aspirations, vision and values in a way that is easily digested and positively impacts the ATO culture.



### 01a\_

**Trial 1 FWS participants felt there is a stronger alignment with ATO Cultural Traits**

The ATO Culture Pulse survey compared the responses of FWS participants with the rest of ATO Melbourne and found significant increases in perceptions of alignment with desired cultural traits.

#### 2016 FWS vs Melbourne Culture Pulse

**Future orientated\_**

↑ 13%

**United and connected\_**

↑ 16%

**Empowered and trusted \_**

↑ 11%

**Passionate and committed\_**

↑ 9%

### 01b\_

**When comparing Trail 1 and Trial 2, there was less agreement that the FWS aligned with cultural traits amongst the Trial 2 cohort.**

In Trial 2, the ATO Culture Pulse survey was not available. As such, the responses of FWS participants from the two trials in regard to their 'agreement' with alignment of cultural trails compared. The level of agreement has dropped in some categories.

#### 2016 FWS vs 2017 FWS Agree/Strongly Agree

	2016	2017	Change
<b>Future orientated_</b>	91%	79%	↓ 12%
<b>United and connected_</b>	55%	49%	↓ 6%
<b>Empowered and trusted _</b>	82%	65%	↓ 18%
<b>Passionate and committed_</b>	72%	53%	↓ 19%

## Cultural Change

*Alignment with  
desired cultural traits*

*(cont.)*

### Objective

Provide an accommodation solution that reflects the ATO's aspirations, vision and values in a way that is easily digested and positively impacts the ATO culture.



## 01c\_

**Overall, APS3 views are less positive than their more senior colleagues (APS4 and above) with the exception of 'Passionate and Committed'**

These results may have been impacted by the challenges experienced by employees in the 'Landscape' neighbourhood (see p.27 for further detail) including Call Centre employees, who held the perception that they were restricted to certain areas of the floor. This combined with many being in a highly scheduled environment presented challenges not experienced by Trial 1 participants who were largely enabling functions.

### 2017 APS3 vs 2017 APS4 and above strongly agree

#### Future orientated\_

↓ 11%

#### United and connected\_

↓ 7%

#### Empowered and trusted \_

↓ 15%

#### Passionate and committed\_

↑ 5%

## Cultural Change

*Alignment with  
desired cultural traits*

*(cont.)*

### Objective

Provide an accommodation solution that reflects the ATO's aspirations, vision and values in a way that is easily digested and positively impacts the ATO culture.

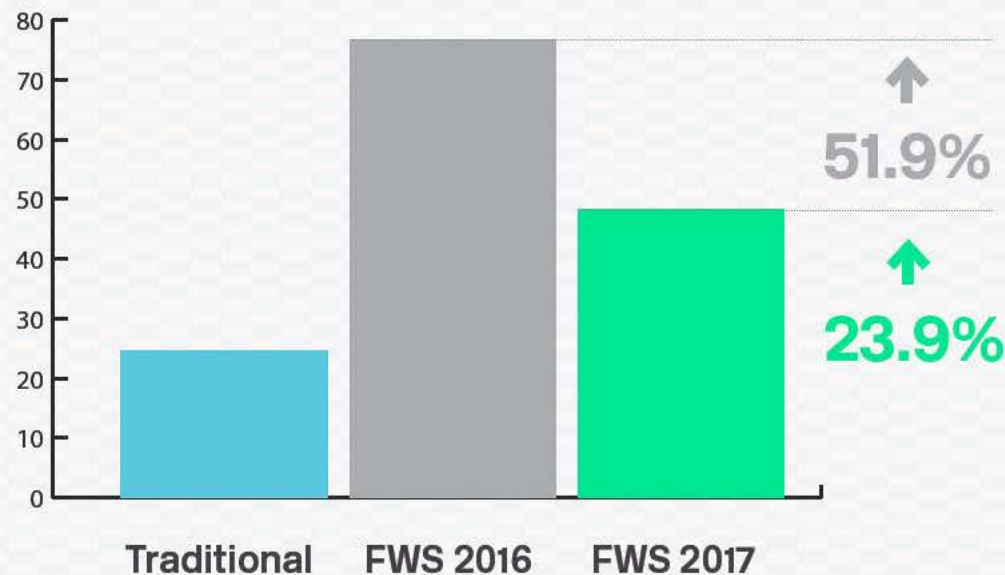


## 02\_

**Participants from both Trial 1 and Trial 2, felt the FWS environment would positively impact the attraction and retention of talent**

The Place IQ Work pre and post occupancy surveys revealed that participants considered the FWS as being improved in its ability to attract and retain talent when compared to the traditional.

Less participants in Trial 2 agreed with this statement than in Trial 1, however, compared to the baseline traditional space, there was still a significant improvement.



Staff agreement with the statement "Overall, the current work environment helps attract and retain talent"

## Cultural Change

*Alignment with desired cultural traits*

### Objective

Provide an accommodation solution that reflects the ATO's aspirations, vision and values in a way that is easily digested and positively impacts the ATO culture.



## 03\_

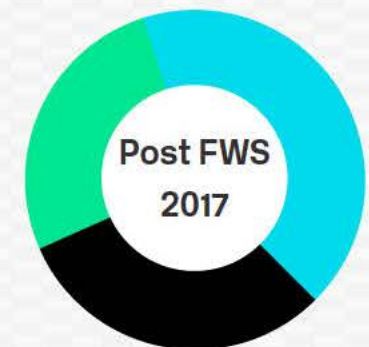
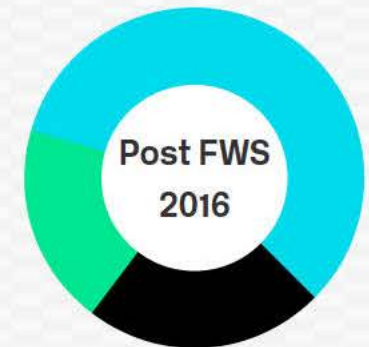
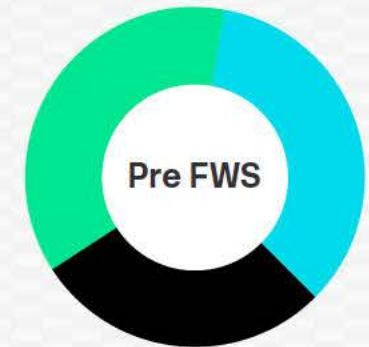
**FWS participants are more supportive of change having experienced the benefits first hand**

Prior to the FWS trial, ATO Melbourne were asked to provide their views on supported changes to the office layout. Post occupancy surveys show a change in perception with significantly more people in the FWS supporting smaller workstations with more collaborative and shared spaces, and significantly less wanting it to stay the same.

Interestingly, the FWS environment was even more strongly endorsed by management (EL1&2) with 80% of management supporting smaller workstations compared with only 46.5% of APS staff. Almost 30% of APS staff wanted larger workstations (28.2%) compared with only 12.5% of management level.

In 2017, the Trial 2 cohort was less supportive of smaller workstations than the Trial 1 participants, but still significantly more supportive than those who responded to the baseline survey utilising the Traditional environment.

- Smaller individual workstations with more collaborative and shared areas (similar to FWS)
- Larger individual workstations with more privacy and less collaborative shared areas
- Neither, keep workstations and shared areas as is (similar to traditional environment)



## Cultural Change

### *Alignment with desired cultural traits*

#### Objective

Provide an accommodation solution that reflects the ATO's aspirations, vision and values in a way that is easily digested and positively impacts the ATO culture.



## 04a\_

**Greater understanding of what is going on across the organisation was gained in Trial 1**

Trial 1 participants who attended team interviews and feedback sessions noted that they had learned new skills from those they had not interacted with previously and had gained insights into the different work practices across the organisation.

In addition, the Culture Pulse Survey revealed that FWS Participants felt more positively about the effectiveness of senior leadership communication than their Melbourne colleagues.

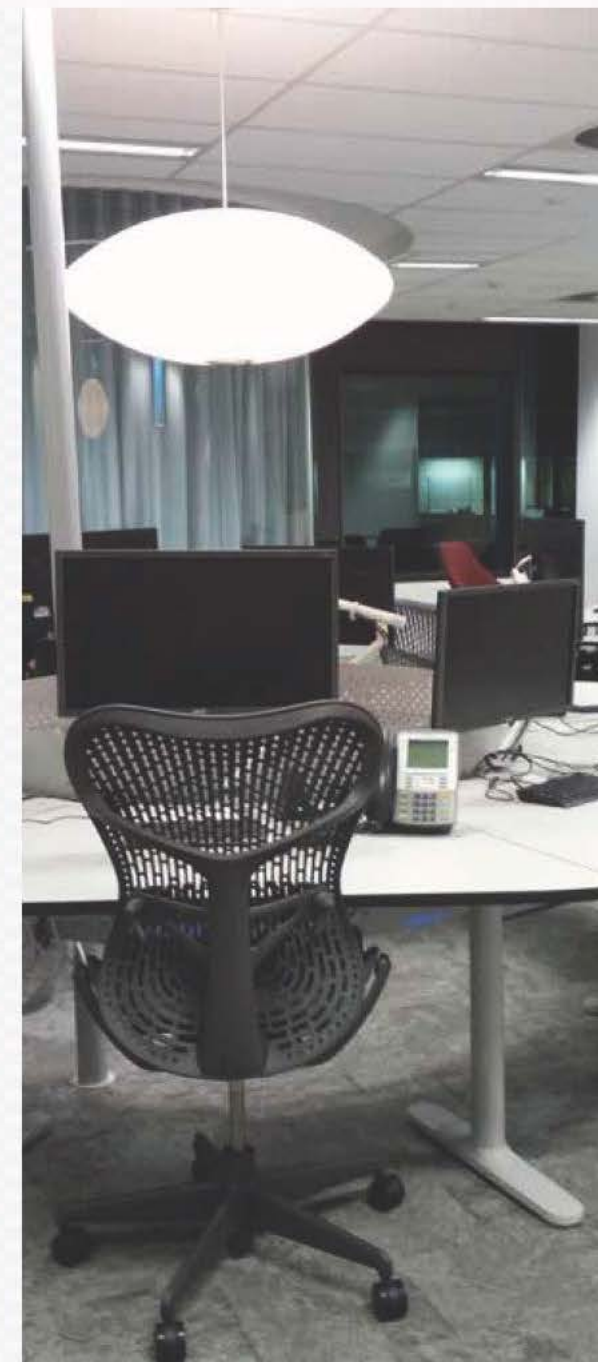
This was anecdotally supported by some senior leaders who expressed the view that they felt more in touch with the issues on the ground for their staff.

## 04b\_

**In Trial 2, there appeared to be less participants that saw this as a benefit, and that conflicting work types were challenging within the space**

Trial 2 participants experienced some cultural and etiquette challenges with many staff members 'camping' in the same locations day in and day out.

In addition, many remarked that the work types in the space were not always positively compatible, but that this would likely be resolvable if the FWS environment was rolled out across a the whole site, with appropriate neighbourhoods.



## People Impact

### *Staff connectivity and collaboration*

*(cont.)*

#### Objective

Provide an environment that fosters staff wellbeing, productivity, connectivity and collaboration.



## 01\_

**In both Trial 1 and Trial 2, FWS participants experienced an increase in interaction across business lines**

In both trials, the FWS group interact with people outside their work group but within the organisation significantly more on a daily or more frequent basis than of those in the traditional environment (64.6% vs. 31.4%).

#### 2016 compared with traditional

**Collaboration across business lines\_**

↑ 33%

**People who never have lunch with their colleagues**

↓ 20%

**People who have lunch with colleagues 2-3 days pw\_**

↑ 13%

In Trial 1, there was also an increase in participant socialisation during lunch breaks. In Trial 2, participants were less likely to lunch with their colleagues on a regular basis. This could be reflective of the increase in work types that are scheduled such as client facing all centre functions.

#### 2017 compared with traditional

**Collaboration across business lines\_**

↑ 25%

**People who never have lunch with their colleagues**

↑ 2%

**People who have lunch with colleagues 2-3 days pw\_**

↓ 1%

## People Impact

*Staff connectivity and collaboration*

*(cont.)*

### Objective

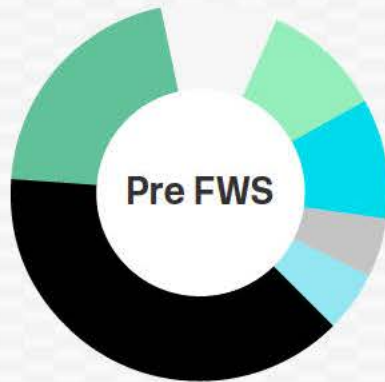
Provide an environment that fosters staff wellbeing, productivity, connectivity and collaboration.



### 02a\_

**In Trial 1, FWS participants reported spending more of their time collaborating with others**

The median FWS participant reported that they spent less time on focused individual work and more time completing medium focused tasks.

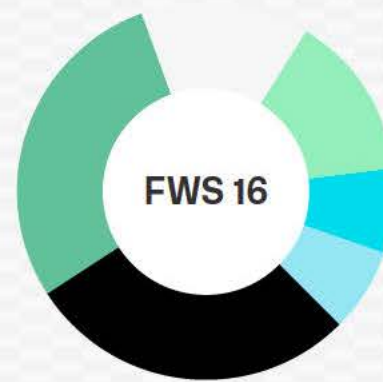


- High focus individual work
- Medium focus individual work
- Face to face collaboration
- Virtual collaboration
- Formal collaboration
- Training, development, networking
- Mindfulness breaks, socialising

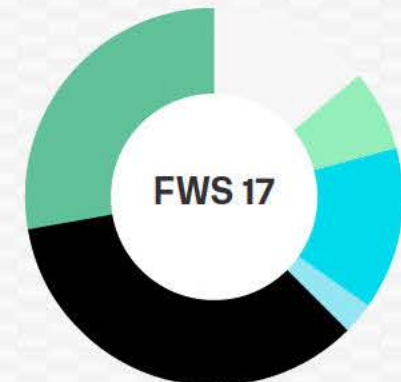
### 02b\_

**In Trial 2, FWS participants also reported spending more of their time collaborating with others than the traditional, however less than the 2016 cohort**

The median FWS in Trial 2 spent 5% more time in 'Formal Collaboration' which was more in line with the traditional workplace behaviours.



- High focus individual work
- Medium focus individual work
- Face to face collaboration
- Virtual collaboration
- Formal collaboration
- Mindfulness breaks, socialising



- High focus individual work
- Medium focus individual work
- Face to face collaboration
- Virtual collaboration
- Formal collaboration
- Mindfulness breaks, socialising

## People Impact

### *Staff connectivity and collaboration*

*(cont.)*

#### Objective

Provide an environment that fosters staff wellbeing, productivity, connectivity and collaboration.



## 05\_

**Both FWS cohorts felt there were spaces available to support the way their teams work together**

More FWS participants agreed they had spaces available to them to support the development of new ideas and impromptu collaborative activities. However, during Trial 2, there were less participants who agreed that

there were space available for impromptu meetings or informal conversations. This could be due to the increase in the number of staff on the floor placing greater demand on these spaces.

**2016 compared with traditional**

**There are spaces where my team can go to generate new ideas\_**

↑ 15%

**There are spaces available when I need them for impromptu meetings or informal conversations \_**

↑ 8.6%

**2017 compared with traditional**

**There are spaces where my team can go to generate new ideas\_**

↑ 10%

**There are spaces available when I need them for impromptu meetings or informal conversations \_**

↓ 8.6%



## People Impact

*Staff productivity and wellbeing*

### Objective

Provide an environment that fosters staff wellbeing, productivity, connectivity and collaboration.



## 01\_

### Increases in standing, stepping and increased energy levels across both trials

FWS Participants spent more time standing and walking and less time sitting across both trials than the traditional workplace. The average energy level for the FWS was also higher than the average in the ATO sit-stand trial in the traditional environment (Ergoworks).

#### Standing\_

↑ 7%

#### Walking\_

↑ 5%

#### Sitting\_

↓ 14%

#### High energy levels\_

↑ 18%

#### Standing\_

↑ 3%

#### Walking\_

↑ 5%

#### Sitting\_

↓ 9%

#### High energy levels\_

↑ 21%

#### Av. energy level 2015 (Pre)

4.3

#### Av. energy level FWS 2016

5.1

#### Av. energy level FWS 2017

5.4

## People Impact

### *Staff productivity and wellbeing*

*(cont.)*

#### Objective

Provide an environment that fosters staff wellbeing, productivity, connectivity and collaboration.



## 02\_

### Increased perceived individual and team productivity

Whilst team interviews in Trial 1 revealed that the majority of teams find it difficult to define and measure their work - most Trial 1 survey respondents perceived their individual productivity and team productivity was well supported by the FWS.

Less participants in Trial 2 agreed that the FWS supported their team productivity. This was supported by staff and manager workshops who identified they sometimes had trouble finding other staff members.

**75%** of staff agreed the FWS supports team productivity in 2016\_

Felt they would be more productive if moved to a FWS style environment (2016)\_

**69.7%**

**62%** of staff agree the FWS supports team productivity in 2017\_

Felt they would be more productive if moved to a FWS style environment (2017)\_

**53.6%**

## People Impact

### *Staff productivity and wellbeing*

*(cont.)*

#### Objective

Provide an environment that fosters staff wellbeing, productivity, connectivity and collaboration.



## 03\_

**In Trial 1, participants reported significantly increased levels of staff satisfaction and comfort, however in Trial 2, there was a more mixed response**

In Trial 1, survey responses and team interviews revealed that the majority of staff felt more comfortable and satisfied with the work environment within the

FWS compared to the traditional environment. However, in Trial 2, the level of comfort and ease had dropped by 2% compared to the traditional baseline.

However, there was still an increase in % of participants who were satisfied with the workplace compared with the traditional environment.

#### 2016 compared with traditional

##### Comfortable & at ease\_

↑ 13%

##### Comfortable amount of natural light\_

↑ 19%

##### Satisfaction with workplace\_

↑ 27%

#### 2017 compared with traditional

##### Comfortable & at ease\_

↓ 3%

##### Comfortable amount of natural light\_

↑ 4%

##### Satisfaction with workplace\_

↑ 12%

## People Impact

### *Staff productivity and wellbeing*

*(cont.)*

#### Objective

Provide an environment that fosters staff wellbeing, productivity, connectivity and collaboration.



## 04\_

**In both trials, a greater percentage of FWS staff are completing their work within their assigned hours compared with the traditional environment**

The Place IQ Work survey revealed an increase in the percentage of staff across both trials that were able to complete their work within a 40 hr week, and that did not work over their allocation. The

proportion of respondents that 'never' worked over their allocated hours also increased from 14.5% in 2015, to 17% in 2016 and 24% in 2017. This could be partially due to the increase in the number of scheduled work types on the FWS floor in Trial 2.

#### 2016 compared with traditional

**Staff spending 25-40 hrs pw in the office\_**

↑ 7%

**Staff that worked 41 hrs or more in the office\_**

↓ 10%

#### 2017 compared with traditional

**Staff spending 25-40 hrs pw in the office\_**

↑ 22%

**Staff that worked 41 hrs or more in the office\_**

↓ 17%

## People Impact

### *Staff productivity and wellbeing*

*(cont.)*

#### Objective

Provide an environment that fosters staff wellbeing, productivity, connectivity and collaboration.



## 05\_

**Both trials found that less staff within the FWS were coming in early or staying late to avoid disruption**

Noise was an issue that was widely discussed both in the traditional environment, and within the FWS and is an ongoing challenge. In Trial 1, there is a much higher proportion of FWS participants seeking out a quiet place to work in the FWS than in the previous survey (81% vs 47%). In Trial 2, this appears to have been more challenging for participants. This could be due to increased ratio and larger percentage of staff leaving desks 'temporarily unoccupied' which limited access by some staff.

During staff and manager feedback sessions specific cohorts were identified as having a significant impact on

the perceived availability of quiet spaces. This was due to groups that were unaware of their noise level, consistently occupying spaces that were intended for high focus individual work types.

#### 2016 compared with traditional

**Staff finding a quiet space to avoid disruption\_**

↑ 34%

**Coming in early or leaving late to avoid disruption\_**

↓ 31%

**Using headphones to avoid disruption\_**

↓ 7%

#### 2017 compared with traditional

**Staff finding a quiet space to avoid disruption\_**

↓ 7%

**Coming in early or leaving late to avoid disruption\_**

↓ 20%

**Using headphones to avoid disruption\_**

↑ 6%

## People Impact

### *Staff productivity and wellbeing*

*(cont.)*

#### Objective

Provide an environment that fosters staff wellbeing, productivity, connectivity and collaboration.



## 06\_

### Participation in health and wellbeing programs increased

In Trial 1, results of participation in health and wellbeing programs were likely impacted by reduced barriers (no cost) participation was much higher (up to 33% from 12%).

Staff interviews revealed, that whilst most feel better about the workplace just knowing the sanctuary 'is there' - some noted that there is still some cultural barriers to 'taking a break'.

In Trial 2, participation in wellbeing programs was also increased when compared to the traditional cohort up by 7%.

Trial 2 participants also listed the Sanctuary as being one of their top 3 most enjoyable places to work.

## 07\_

### Perceptions around sick leave

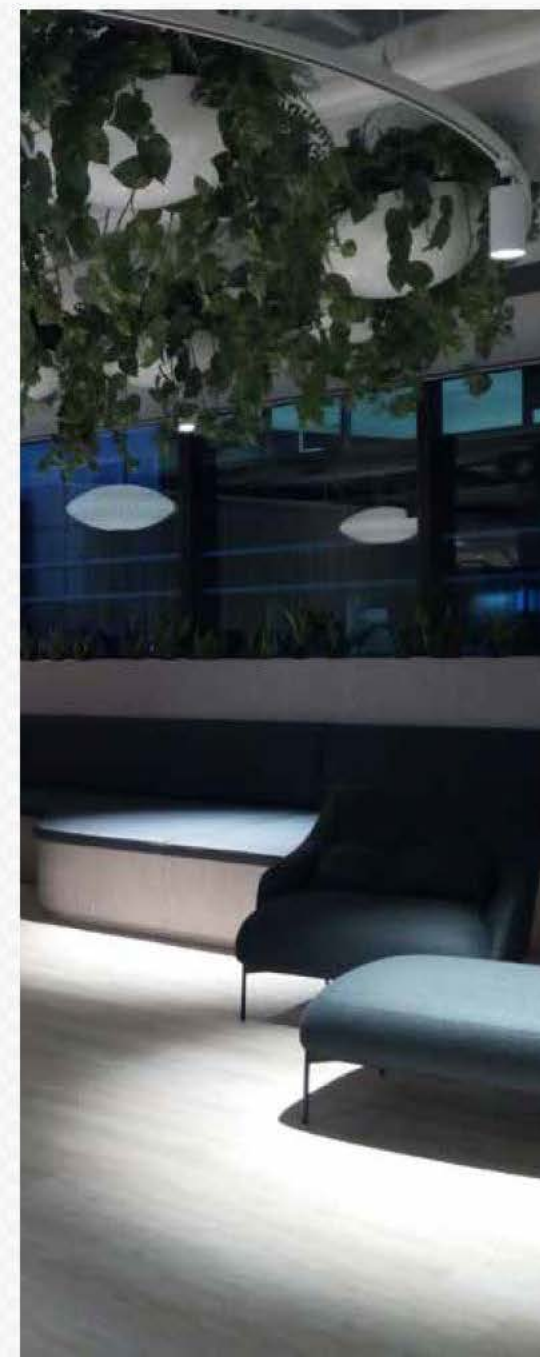
In Trial 2, participants provided feedback that they felt there had been an increase in sick leave associated with the hygiene within the space.

However, when further investigated, the unplanned leave rates in the FWS compared with the rest of ATO Melbourne Docklands revealed no significant differences, and slightly fewer unplanned absences in the FWS, contrary to participant perceptions.

This is likely due a wider perception relating to a bad flu year in Melbourne more broadly, than a FWS concern.

#### UA Average - May to Aug 17

FWS 2017	10.1
Whole of Docklands	11.8



# Space Performance

*Efficient space utilisation*

- Empty
- Temporarily Unoccupied
- Pausing
- Individual Work
- Collaboration

## Objective

Demonstrate improved, efficient and effective space utilisation, lessen our impact on the environment and position the ATO to accommodate business change over the long term

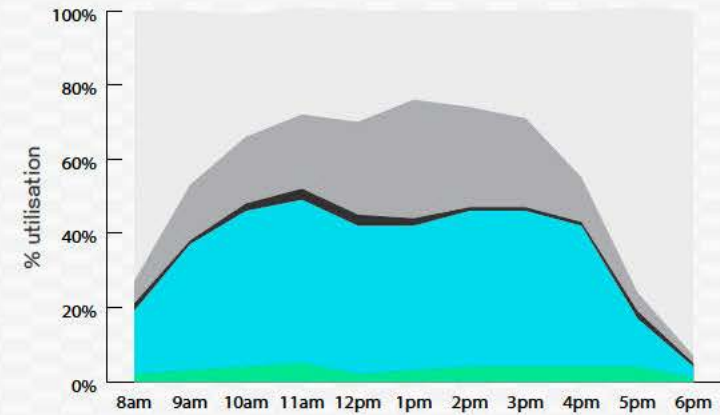


## 01\_

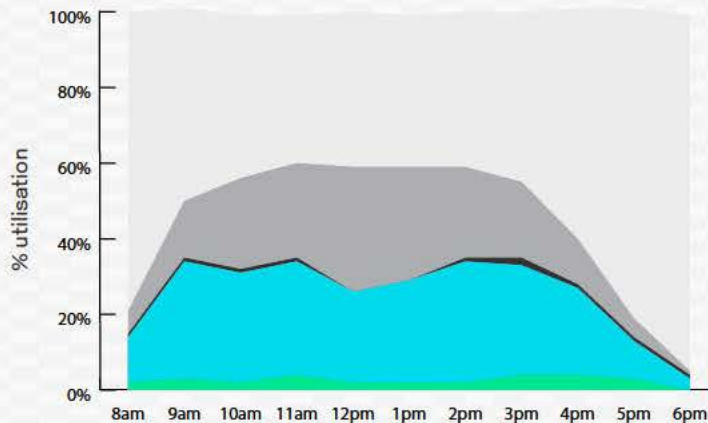
In Trial 1, 39% of FWS workstations were observed as unoccupied at any given time of day. This was similar to Trial 2 that found 23% of FWS workstations were unoccupied at any given time of day.

In Trial 1, up to 25% were 'temporarily unoccupied' in comparison with up to 32% in Trial 2. This was reflective of staff feedback that many would 'camp' at desks throughout the workday, which contributed to less available workstations.

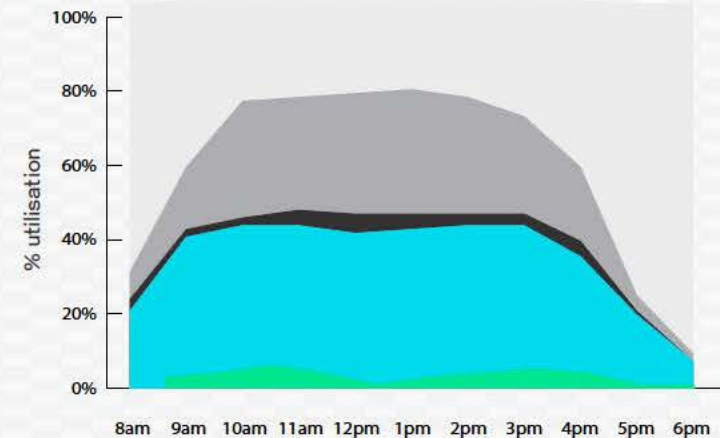
Traditional Workstation Utilisation (ATO Melbourne)



FWS Workstation Utilisation 2016



FWS Workstation Utilisation 2017



## Space Performance

### *Efficient space utilisation*

#### Objective

Demonstrate improved, efficient and effective space utilisation, lessen our impact on the environment and position the ATO to accommodate business change over the long term



## 02\_

In Trial 1, collaboration spaces enabled by technology were more heavily utilised than those without. In Trial 2, many of these collaboration spaces were enabled by technology due to lack of available smart phone technology

Whilst meeting room utilisation was not directly comparable with the traditional environment due to staff being located over multiple floors - anecdotally, staff reported that they felt they utilised these spaces more often and more effectively due to enabling technology (laptop computers and iPads).

Overall maximum utilisation of meeting area types reduced between Trial 1 and Trial 2, which could be reflective of increased number of call centre employees who are more likely to be engaging in individual work, and lack of Soft Phone technology.

#### FWS 2016

Formal technology enabled meeting areas max utilisation\_

59%

Enclosed meeting rooms without technology max utilisation\_

50%

Technology enabled semi-enclosed meeting areas max utilisation\_

67%

Semi-enclosed meeting areas without technology max utilisation\_

33%

#### FWS 2017

Formal meeting areas max utilisation\_

43%



## Space Performance

### *Environmental sustainability*

#### Objective

Demonstrate improved, efficient and effective space utilisation, lessen our impact on the environment and position the ATO to accommodate business change over the long term



## 03\_

**FWS participants significantly decreased their use of paper consumables in Trial 1, and it is likely a similar trend is following in Trial 2**

Despite the presence of some business processes in the space that were heavily paper consuming (i.e. preparation of training materials) the Level 8 FWS consumed approximately 34% less paper than the Level 7 traditional environment during Trial 1.

Participants in Trial 2 also reported having experienced a large reduction in paper use due to the use of mobile technology.



## Other findings

### *Relating to the staff experience*

#### 01\_

**Many still felt that personal storage was not adequate, however were satisfied with the amount of team storage available**

The unique constraints of the public service relating to the need to store personal items such as cups, cutlery and food led to challenges for staff managing their belongings within the storage lockers available. In both Trial 1 and Trial 2, some participants reported through feedback sessions that they had been able to adjust, Place IQ Work surveys showed that the

2016 compared with traditional  
**Staff that agree they have enough personal storage\_**

↓ 45%

increased provision of storage in Trial 2 has gone some what to satisfying personal storage needs, but is still a challenge for some. This could potentially be addressed by encouraging use of end of trip facilities for extra curricular items beyond work essentials and ensuring these have adequate provision.

Similar trends were reflected in relation to Team storage. This could also be due to large amounts of personal storage provided on traditional floors resulting in high expectations of how much space staff have available for storage set by their previous experience.

2017 compared with traditional  
**Staff that agree they have enough personal storage\_**

↓ 36%

#### 02\_

**Locker allocations appear to have been a challenge in Trial 2**

Many staff reported that their locker allocation was in a disparate location to their neighbourhood. This was not the intention behind allocations, that were intended to be allocated according to neighbourhood.

When staff raised this with the facilities team, some lockers were able to be changed/swapped - however this was not always resolved.

## Other findings

### *Relating to the staff experience*

## 03\_

### Significant differences between 'Landscape' and 'Grid' neighbourhood experiences

Team Interviews revealed that the staff perceptions appeared to have been most impacted by 2 factors - previous experience on other floors (i.e. whether amenities were cleaner, or less so in their previous experience), and by the work types in their neighbourhood.

#### 2017 - preference for FWS over traditional

**On balance, 'Landscape' neighbourhood preference for the FWS environment\_**

**55%**

**On balance, 'Grid' neighbourhood preference for the FWS environment\_**

**80%**

'Landscape' neighbourhood appeared to have more etiquette challenges than 'Grid' which some felt was due to incompatible work types, or due to limited available workstations due to the perception that the 'Forrest' was for call centre employees only.

Despite the impression that call centre employees had a less positive experience overall, during team interviews many reported that:

- they enjoyed the ambiance of the space, and that it made them feel more energetic
- that they felt more a part of the organisation and less separated from other functions
- had variable experiences with headsets (preferences for both types of headset were expressed)
- felt the space was supportive of mentoring and coaching

However, challenges were also experienced with regard to noise, and late starters feeling they had less choice in workstations (particularly those with adjustability), and that those working in a highly scheduled environment found time allowances did not reflect the increased set up and pack up time associated with the FWS.

## Key learnings

### *Key considerations moving forward*

#### 01\_

##### **Seamless technology is essential to enabling choice**

One of the strongest key themes emerging from staff feedback across both FWS trials was that mobile technology played a critical role in enabling staff to move between work environments and work activities - particularly in collaboration settings.

Those that had participated in Trial 1, and had experienced the FWS being enabled by Soft Phones, felt that the Soft Phone enabled them to maximise the use of the space, as the desk phone limited mobility in Trial 2.

#### 02\_

##### **Change management and consistent standards around etiquette are key to positive experience**

The Trial 1 cohort appeared to have less etiquette challenges than Trial 2. This could be due to a combination increased numbers of staff on the floor, with limited change management conversations in preparation for moving into the space.

Staff in Trial 2 reported their induction was limited to a tour around the Future Workspace. Ergoworks conducted one on one sessions with staff in relation to ergonomics, which appears to have resulted in less negative ergonomic feedback. In trial 1, specific sessions on technology, equipment set up and etiquette conversations within the broader staff body were held and repeated at intervals when there was a need (i.e. refresher on how to use technology in the FWS).

#### 03\_

##### **Co-locating appropriate work types may alleviate some etiquette challenges**

Given the work types were more disparate in Trial 2, there is a possibility that the work type incompatibility impacted on staff experience. There was also some evidence that some managers were restricting staff movements on the floor.

This was reinforced by Team Interviews that revealed that teams located in the 'Grid' neighbourhood appeared to have a much more positive experience than those in 'Landscape'.

Many staff suggested that if neighbourhoods of similar work types were established, that the experience may have been different.

## Key learnings

### *Key considerations moving forward*

#### 04\_

##### **Investing in cultural change processes is key to success**

Significant time investment was applied to the cultural change processes that led to the successful transition of staff into the FWS. Without this, it is likely the FWS would not have been as well received. Supporting changes with internal change management resources should be a consideration for any future portfolio roll out.

#### 05\_

##### **Facilities and technology management expectations are higher - and additional training/ specialised expertise is required**

Any agile environment places much higher expectations on facilities management staff. Participants expect an environment where ‘everything just works’ with a high level of cleanliness due to the shared nature of work settings. In Trial 2, facilities and technology maintenance appears to have been a greater challenge, and some EST integrations were not resolved. Ensuring this is addressed and resolved for all other agile environments throughout the ATO will be key to supporting the staff who use them.

#### 06\_

##### **Cultural change needs to lead by example**

One of the reasons the Trial 1 FWS was so successful is likely due to a strong endorsement of agile work practices by management level staff (EL1&2). Key to creating successful agile environment across the portfolio will be endorsement and utilisation by senior staff with appropriate work behaviours at all levels throughout the organisation.

There has been some feedback and observations that suggests that some senior staff may not be exhibiting behaviours indicative of the FWS workplace etiquette. This in turn resulted in other staff not adhering to agreed etiquette behaviours.

## Appendix A

Place IQ Survey results

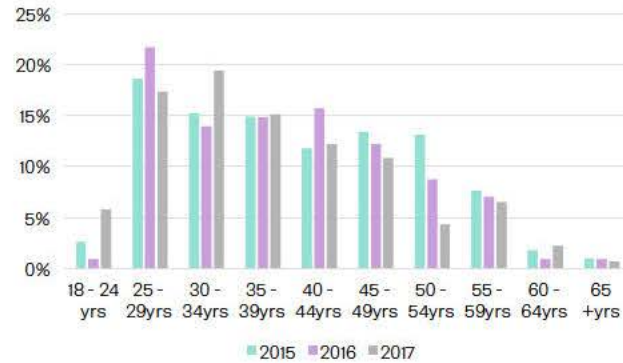
## 2015, 2016 and 2017 Results

2015 – n= 415

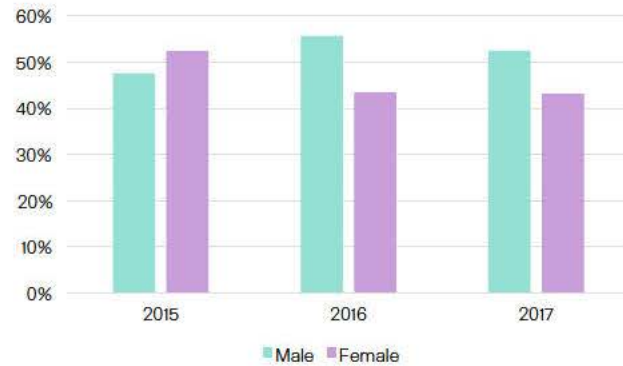
2016 – n= 115

2017 – n=140

### Age distribution



### Gender distribution



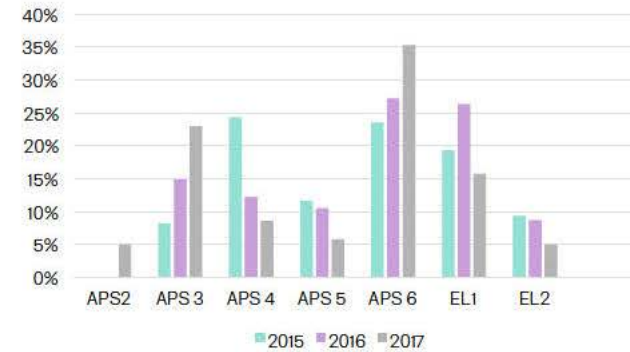
### % of participants that were in the trial for the full period at the time of the survey

- 86.3% participated from the commencement of the trial 29<sup>th</sup> May 2017

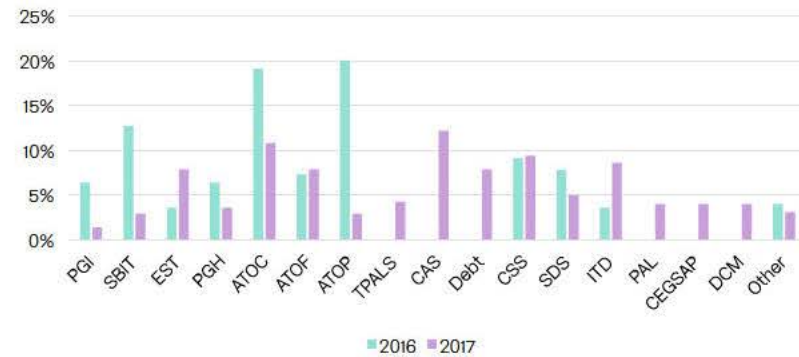
### % of participants that were part of both Trial 1 and Trial 2

- 11.5% in Trial 2 last year (n=16)
- 85.6% (119) attended induction

### Level in the organisation



### Business line

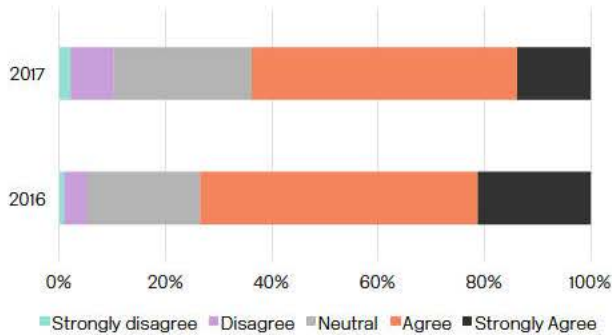
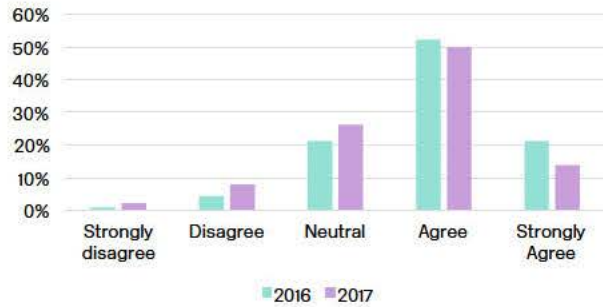


ATO FWS\_Trial 2 Post Occupancy: Findings Report

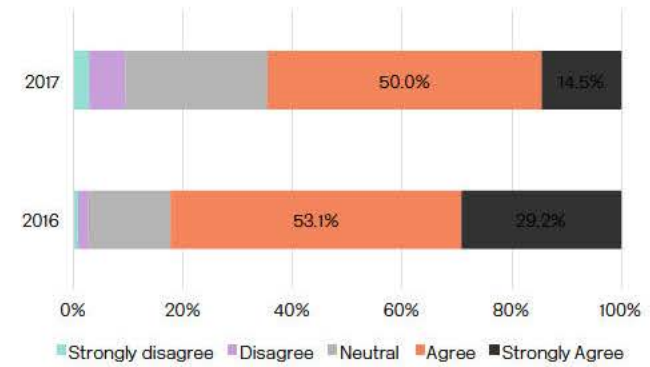
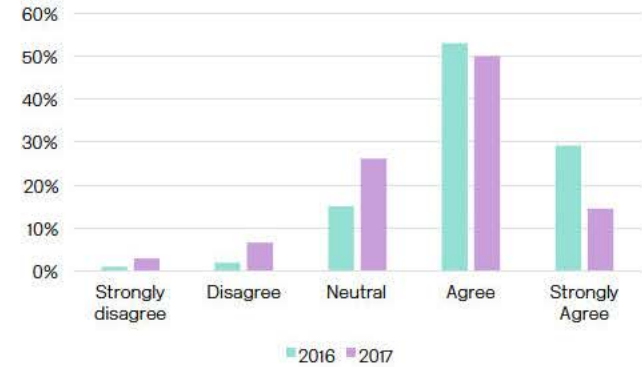
**How strongly do you feel the FWS aligns with cultural traits?**

To what extent do you believe the FWS is reflective of the following emerging cultural traits from the ATO Blueprint for Change: (2016 and 2017)

**United and Connected – we work as one team to deliver the right outcomes for the community**



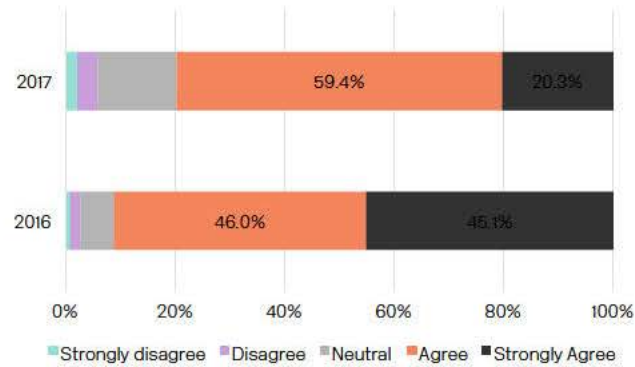
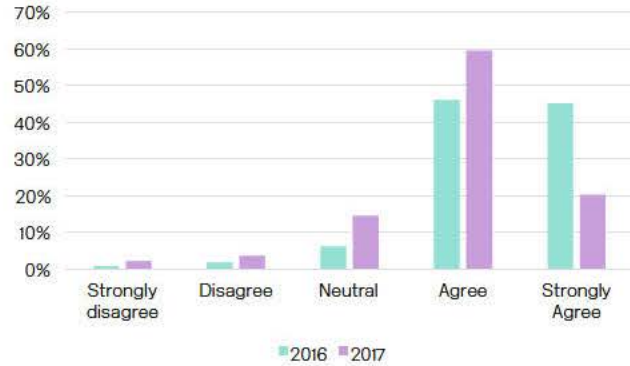
**Empowered and Trusted – we are supported to take ownership, exercise judgement and make reasonable decisions**



2016 – 82.3% Agree/strongly agree  
 2017 – 64.5% Agree/strongly agree

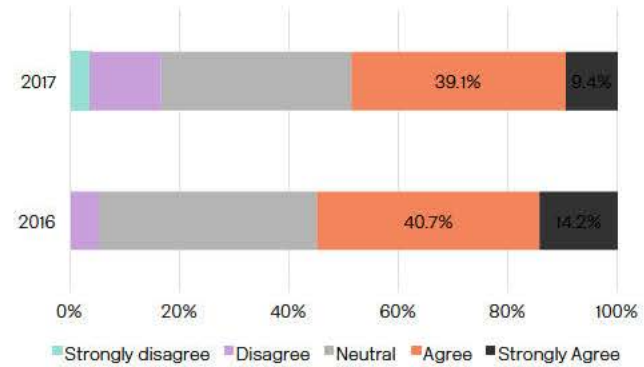
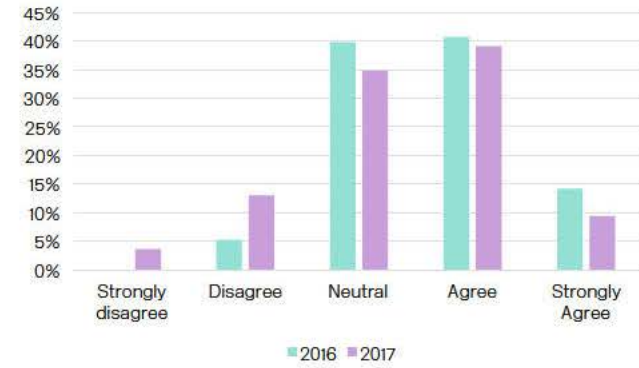


**Future Orientated – we will be flexible and adapt to meeting immediate and future challenges**



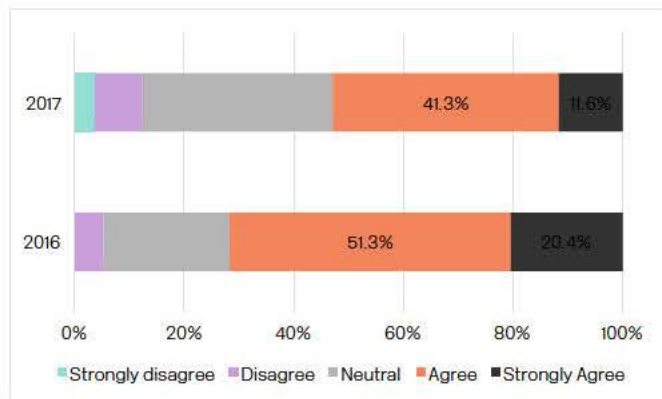
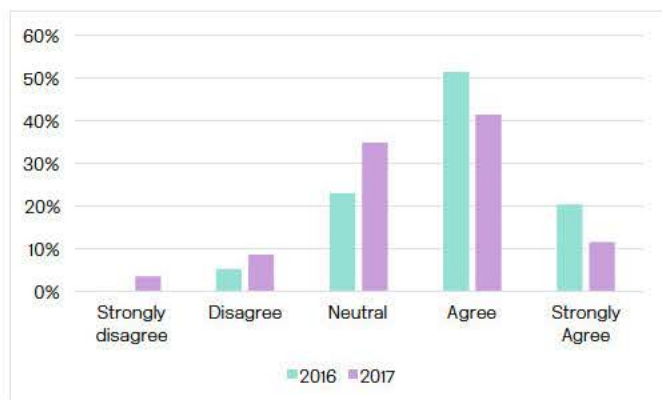
2017 - 79.7% Agree/strongly agree  
2016 - 91.1% Agree/strongly agree

**Client Focussed – we put clients, external and internal, at the centre of everything we do**



2016 - 54.9% agree/strongly agree  
2017 - 48.5% agree/strongly agree

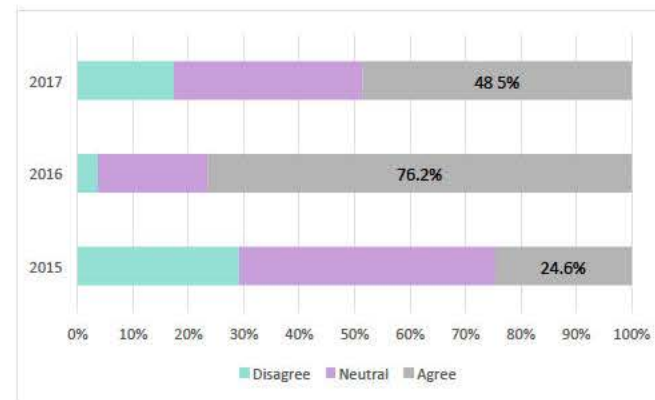
**Passionate and committed – we are passionate about our role in serving the community.  
We bring professionalism, energy and determination to everything we do**



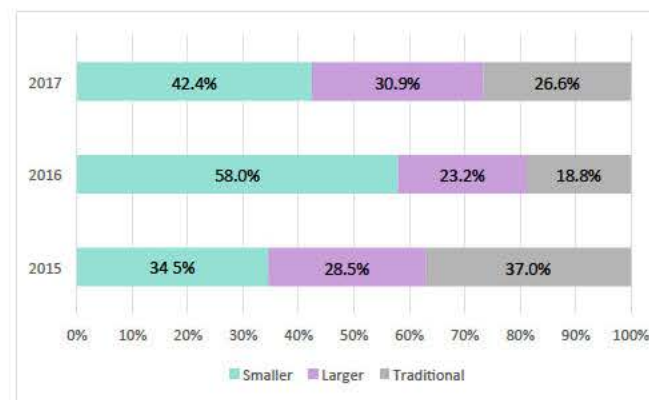
2016 – 71.7% agree/strongly agree

2017 - 52.9% agree /strongly agree

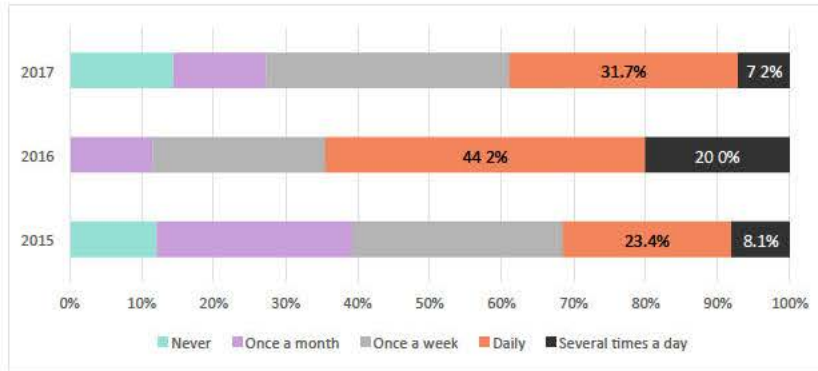
**How strongly do you feel the FWS positively impacts on attraction and retention of talent**



**How supportive of smaller workstations with more collaborative areas they are compared to keeping workstations the same**

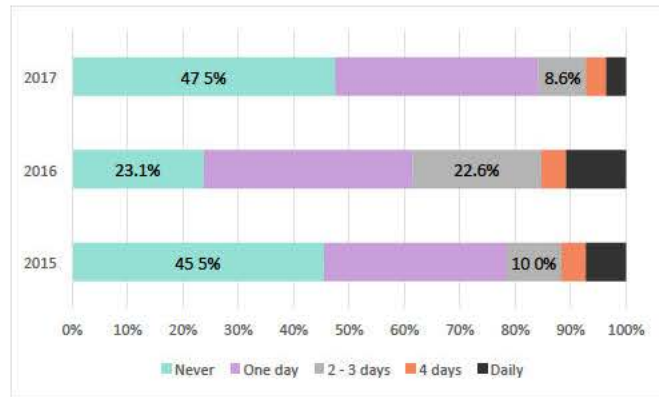


**How much staff were collaborating across business lines (outside of workgroup but within organisation)**



2015 - 31.5% 2016 - 64.2% 2017 - 38.9%

**Q35 - How often they have lunch with their colleagues**



**% time break down throughout the day (we reported on the median last time)**

Note: This is the median score for each element

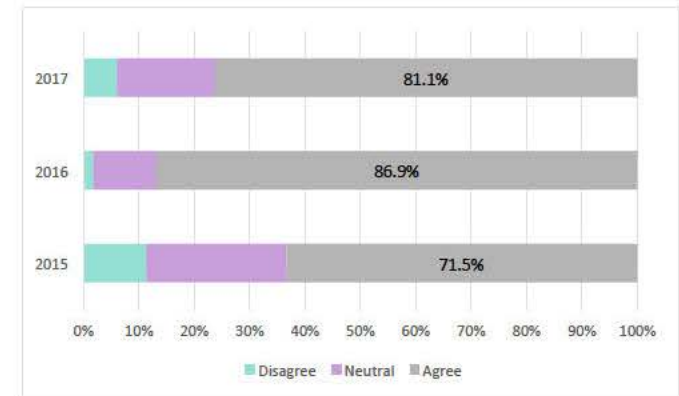
	2015	2016	2017
High focus individual work	38	20	25
Medium focus individual work	20	20	20
Face to face informal collaboration e.g brainstorming, chatting	10	10	10
Virtual informal collaboration - e.g videochat, phone calls	10	10	5
Formal collaboration - e.g meetings, booked VCs, booked TCs	10	5	10
Distributed work - e.g out of office, at home, on the road	0	0	0
Training, development, client functions, networking (on site)	5	0	0
Relaxing and socialising at work (on site)	5	5	2

**Top 3 tasks completed when collaborating**

2015, 2016 and 2017 - the top 3 tasks were (between 35% and 55%):

- Sharing and exchanging ideas/knowledge
- Participating in informal or impromptu meetings, work session
- Participating in formal meetings or confidential discussions

**There are spaces where my team can go to generate new ideas**



There are spaces available when I need them for impromptu meetings or informal conversations (% change of people who respond positively to these questions)

	2015	2016	2017
Agreement	78.2%	86.8%	69.6%
Neutral	10.6%	7.0%	17.4%
Agreement + Neutral	88.8%	93.8%	87.0%

**Increased perceived individual productivity**

- I would be more productive if we moved to a FWS style work environment (2016 and 2017)
- I would be more productive if the workspace was improved. (2015)\*

	2015	2016	2017
Agreement	56.4%*	69.7%	53.6%

**Increases/decreases in perceived team productivity**

- Not asked in 2015 – only questions about individual productivity asked
- 2016 74.5% agreed with "I feel the FWS supports team productivity"
- 2017 61.6% agreement
- Level of "strongly disagree" reduced marginally from 3.5% to 2.9% but no conclusions can be drawn.

**Comfortable and at ease, comfortable amount of natural light, satisfaction with the workplace**

- I feel comfortable and at ease in the current office environment. (2015)
- I feel comfortable and at ease in the FWS work environment (2016 and 2017)

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
2015	2.2%	10.9%	13.1%	57.7%	16.0%
2016	0.0%	4.4%	8.8%	39.5%	47.4%
2017	4.3%	14.5%	10.1%	44.9%	26.1%

The spaces I work in most regularly have a comfortable amount of natural light.

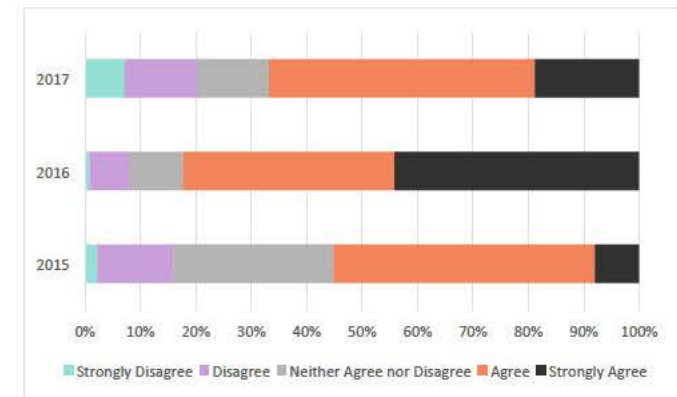
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
2015	4.5%	12.2%	9.9%	56.1%	17.3%
2016	.9%	1.8%	5.3%	48.2%	43.9%
2017	4.3%	10.1%	8.7%	48.6%	28.3%

The temperature of the work environment is comfortable most of the time

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
2015	3.5%	14.1%	14.7%	56.1%	11.5%
2016	6.1%	15.8%	14.0%	40.4%	23.7%
2017	5.1%	19.6%	13.0%	46.4%	15.9%

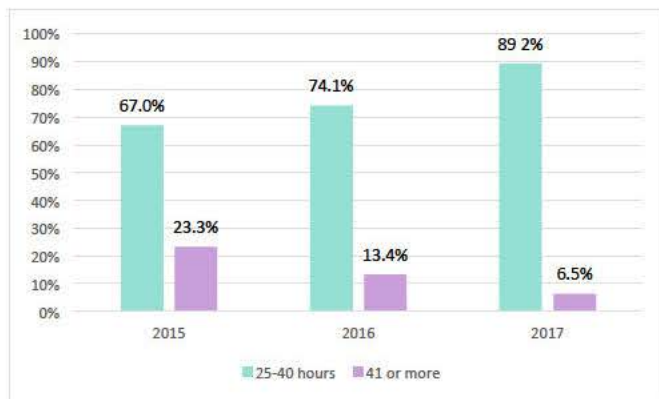
I am satisfied with my current work environment (2015)  
I am satisfied with the FWS work environment (2016, 2017)

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
2015	2.2%	13.8%	28.8%	47.1%	8.0%
2016	0.9%	7.1%	9.7%	38.1%	44.2%
2017	7.2%	13.0%	13.0%	47.8%	18.8%

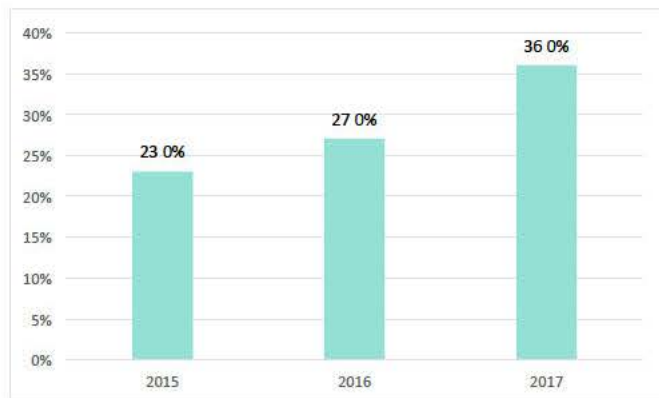


**% staff spending 25-40 hours per week in the office**

**% Staff that worked 41 hours or more in the office**



**% staff working more than their allocated hours twice a month or less**



Note: the proportion of "never" responses increased from 14.5% in 2015, 17% in 2016 and 24% in 2017.

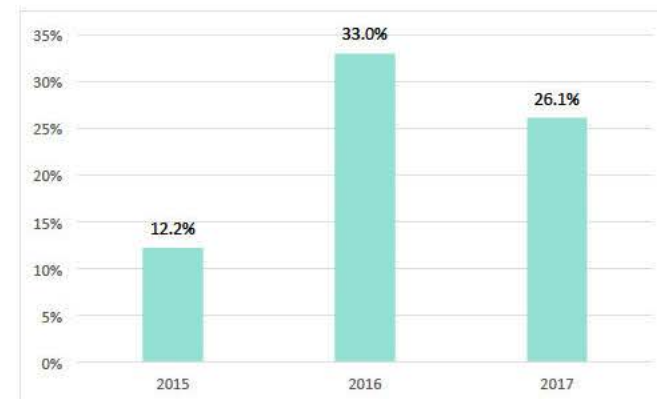
**Staff finding a quiet space to avoid disruption**

**Staff coming in early or leaving late to avoid disruption**

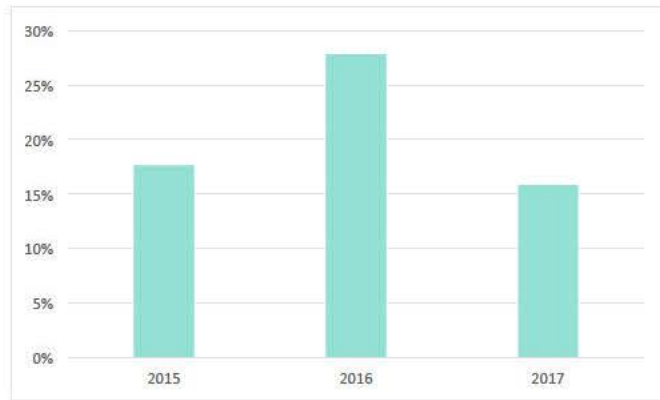
	Quiet space	Early/late	Headphones
2015	45%	45%	35%
2016	79%	16%	28%
2017	38%	25%	41%

**Staff the participated in wellbeing and health programs**

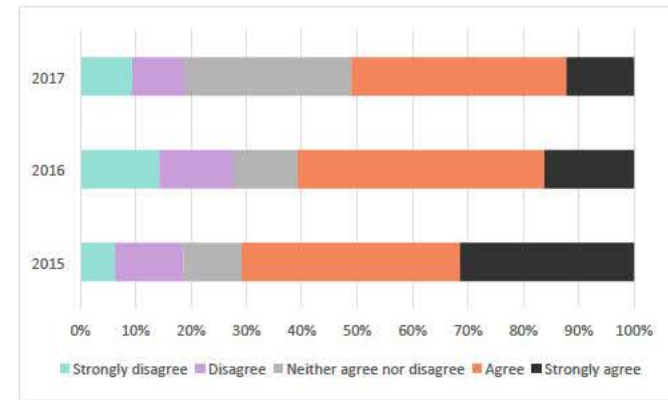
- During your time in the FWS, have you participated in the health and wellbeing programs? (2016, 2017)
- Over the last 3 months, have you participated in the health and wellbeing programs (i.e. yoga) provided at 747 Collins St? (2015)



**Staff that never leave the building during a typical day**

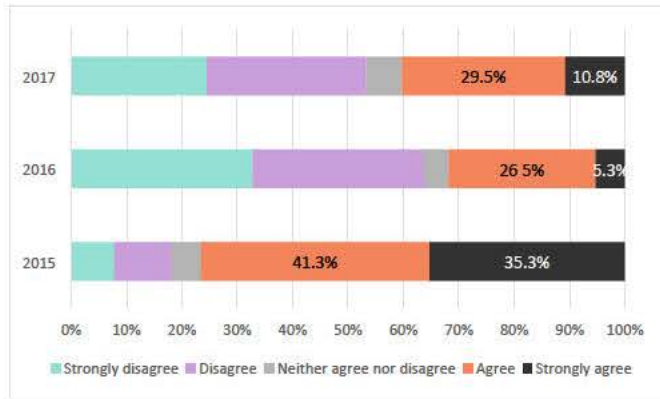


**Team**



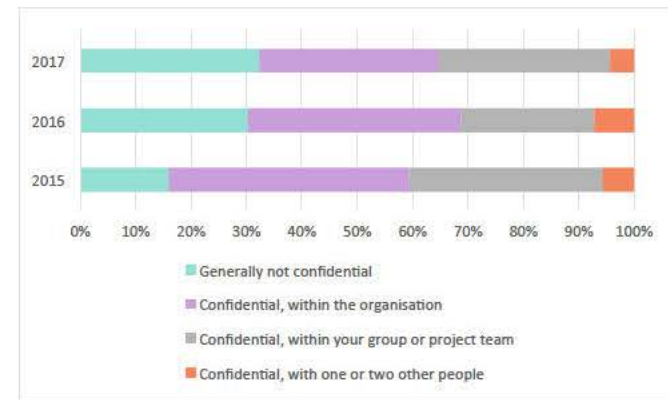
**Agree/disagree that they have enough personal/team storage**

**Private:**



2015 - 76.7    2016 - 31.8    2017 - 40.3

**Perceptions around how much confidential work staff engage in**



## Appendix B

### Ergoworks Survey Results

# ATO Future Work Space – Trial 2 Musculoskeletal Review (Progress Report, as at Sept 2017)



ATO Future Work Space Trial 2  
Musculoskeletal Review (as at Sept 2017)



## Introduction

The ATO Future Work Space (FWS) project went live with the second trial on Monday 29<sup>th</sup> May, 2017. The intention was to further test the Activity Based Working environment with a range of different departments not previously represented in trial one from 2016.

From an ergonomics perspective, Ergoworks in consultation with the FWS team developed a questionnaire revolving around musculoskeletal comfort. This survey has been issued electronically to all staff working in the FWS environment at monthly intervals. In addition, Ergoworks collated information from staff & manager workshop sessions to further clarify user feedback about the space.

To date, three surveys have been issued and the results from these have been collated to form the basis of this progress report. A final report containing the full six months of data will be prepared at the end of the trial.

Participant numbers for each survey are listed below:

Month 1	Month 2	Month 3
98	69	73

Please note that the primary focus of this report is *ergonomics/musculoskeletal comfort*, which is just one component of overall user wellbeing and should be interpreted in conjunction with the other outcome measures being observed as part of the project.



ATO Future Work Space Trial 2  
Musculoskeletal Review (as at Sept 2017)



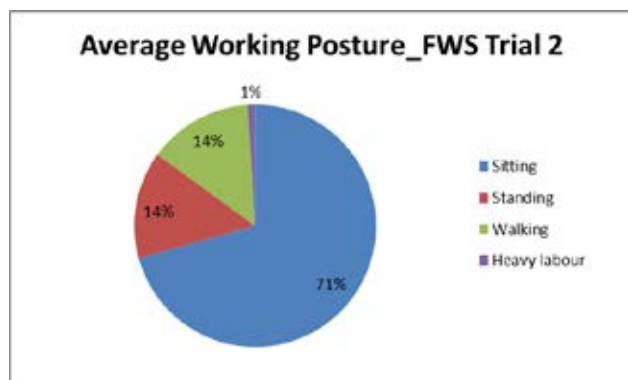
### Typical Working Postures

The average working postures (self-reported as a percentage of the work day) have been reported as per the graph below for the FWS environment.

This demonstrates a reduction in overall sitting, an increase in standing, and an increase in walking compared to typical percentages from traditional work environments.

As a comparison, a recent study conducted by Ergoworks for ATO in a traditional office environment found typical percentages to be approximately 80% sitting, 11% standing, 9% walking, and 0% heavy lifting.

The FWS percentages have remained approximately unchanged from month to month, indicating that this is not reflective of a 'honeymoon' period of increased standing or walking, and the variation from traditional office percentages is likely due to the nature of activity based working.



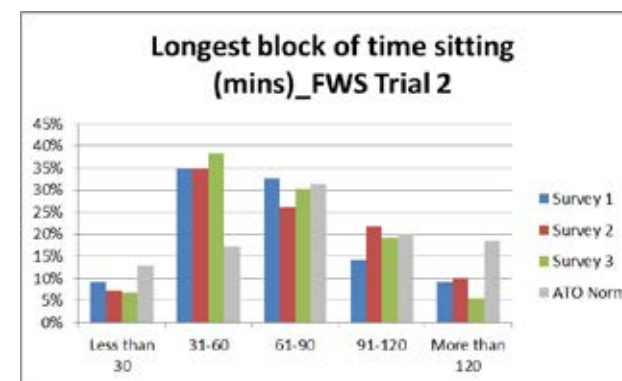
ATO Future Work Space Trial 2  
Musculoskeletal Review (as at Sept 2017)



### Longest block of time sitting

Current research suggests a primary factor in reducing musculoskeletal disorders is to move more, more often.

To track this in an office environment, participants were asked to report the longest period of time that they spent sitting before changing posture over the last week. The average results from this question are graphed below for each month of the FWS, with inclusion of the percentages of each category reported during the ATO sit-stand trial as a comparison (labelled 'ATO Norm'). This is a self-reported measure and would need to be confirmed with observational studies.



Most FWS participants spent 31-60, or 61-90 minutes in a sitting position before moving. In comparison most people during the ATO sit-stand trial (at baseline) spent 61-90, 91-120, or more than 120 minutes sitting continuously. In other words, staff report that they sit for shorter periods of time before moving when in the FWS environment.

Of particular interest is the percentage of participants who report sitting for less than 60 minutes, as this is the length of time generally recommended as a maximum before changing posture. For the FWS, approximately 44% of participants sat for less than 60 minutes continuously, compared to 30% during the ATO sit-stand trial. In other words, approximately 1.5 times as many people reported that they changed their posture every hour in the FWS environment compared to a traditional ATO office environment.

Note that despite this finding, there is still a considerable percentage of participants who report sitting for more than 60 mins continuously. In some months this was directly comparable to the longest period of time sitting in a traditional office environment.

ATO Future Work Space Trial 2  
Musculoskeletal Review (as at Sept 2017)

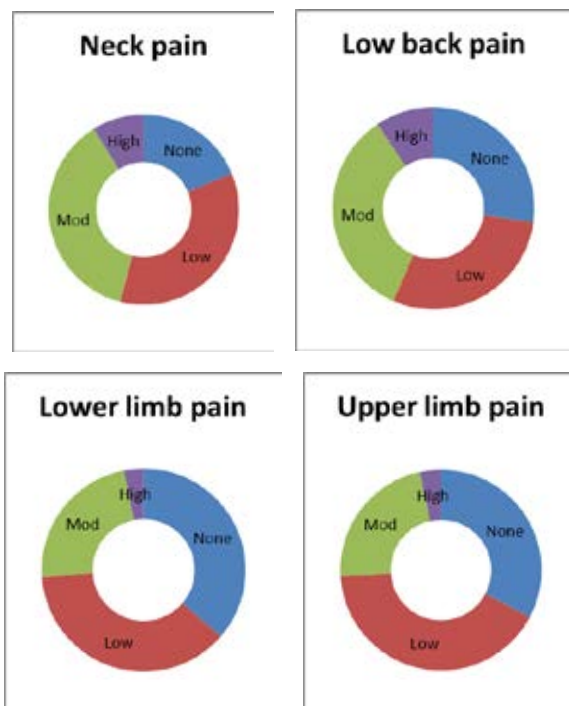


**Musculoskeletal Comfort (MSK)**

Participants were asked to rate their average levels of pain for each region of the body on a ten point scale. These ratings were then grouped as either:

- No pain (0/10)
- Low (1-3/10)
- Moderate (4-7/10)
- High (8-10/10)

The average ratings across the survey period are demonstrated below for each body region:



ATO Future Work Space Trial 2  
Musculoskeletal Review (as at Sept 2017)



For neck and back pain, approximately 55% of participants reported no pain or low levels of pain, which is consistent with the previous FWS trial.

The average levels of pain reported were 3.5/10 for neck pain, and 3.2/10 for back pain. In the ATO traditional office environment, a previous study conducted by Ergoworks found average levels of pain to be 4/10 for neck pain and 3.4/10 for back pain, indicating that the levels reported in the FWS were slightly lower but comparable.

Approximately 9% of participants were categorised as having high levels of neck or back pain. Survey comments indicated that some of the reasons for higher levels of neck or back pain included:

- Pre-existing conditions
- Changing of set up each day
- Adapting to new way of working
- Pregnancy related
- Discomfort with task chair
- Non-work related (eg due to exercise, injury or illness)

For the lower limb, approximately 1 in 4 participants reported moderate or high levels of pain. In several cases, this was due to an external injury (bruised foot) or referred pain from lower back (sciatica), but otherwise no comments were made by participants regarding the reason for their lower limb discomfort. Other studies/research suggests that staff who begin using standing desks for the first time may experience some lower limb symptoms in the first few weeks, which may contributing to these figures.

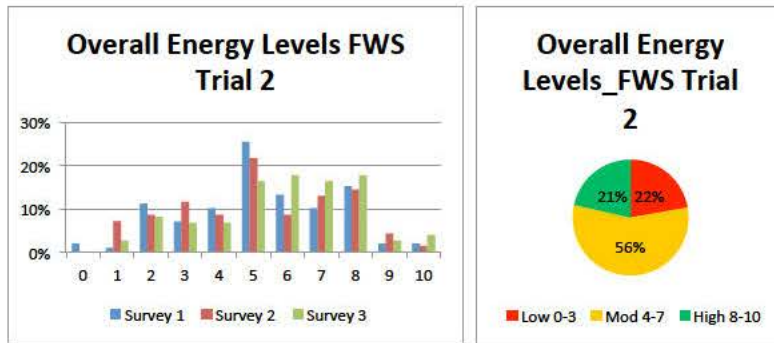
For the upper limb, the average level of pain reported is directly comparable to pain levels reported in the first FWS trial, and also the levels of a traditional ATO office environment. There were no comments made by participants linking upper limb symptoms with the FWS environment.

ATO Future Work Space Trial 2  
Musculoskeletal Review (as at Sept 2017)



### Overall Energy Levels

Similar to MSK comfort, participants were asked to rate their overall energy levels on a scale from 0 (no energy) to 10. The results are shown in two different graphical formats below:



The average energy level for the FWS trial 2 is 5.4, which is higher than the 4.3 average energy level measured in the traditional ATO office environment. In the traditional office environment there were no 'high' energy level responses reported by participants, compared to the 21% of reported 'high' energy levels in the FWS.

It is also noted that responses from the third month's survey were skewed towards a higher level of overall energy, with an average of 5.8 for that month. This may be related to a positive effect of spending more time working in the FWS environment, or may be an incidental finding for the month. Further analysis at the completion of the six month trial will assist in attributing causality.

ATO Future Work Space Trial 2  
Musculoskeletal Review (as at Sept 2017)



### General Comments from Participants

From a musculoskeletal/ergonomics perspective, many positive comments were received during the surveys and participant workshops. The main feature that was well liked was the ability to change posture regularly throughout the day using the standing desks.

The flipside of the standing desk popularity is that sometimes a participant would 'camp' at that workstation all day, meaning that other people didn't get a chance to use it. Almost 2/3rds of participants in the workshops stated that they didn't regularly move workstations throughout the day and the main reasons for this were either not having a suitable workstation available, or not wanting to spend the time moving and re-setting their workstation.

From the survey results, it appears that two participants within this trial group were consistently unhappy with the task chair, stating that it was uncomfortable for them. However other users have stated that they love the chair. Some participants mentioned that they didn't like having to adjust the chair each time they move to a new workstation.

Some workstations are fitted with single monitors, and others have dual monitors – feedback from some participants indicated a preference for more single monitors on large desks. Other feedback was for more dual monitor workstations to be available. One participant stated that the monitor arms were not as flexible as required, and that they felt this was impacting their neck pain. Another participant has stated that the monitor arm moves too freely and doesn't stay in place – this is likely an easily fixed issue by adjusting the tension within the device.

There was also mixed feedback about the mini-keyboards with some users stating that they didn't like the tactile feel of the device, and other users stating that they preferred to use a workstation with the smaller keyboard in place. Mixed feedback about the mini-keyboard was received during the first FWS trial as well and supports the provision of a variety of options to accommodate a larger percentage of participants.

## Appendix C

### ATO Change Readiness Results



**Australian Government**

**Australian Taxation Office**

**PEOPLE CHANGE MANAGEMENT**

# **FUTURE WORKSPACE TRIAL 2**

Change Readiness Assessment – Survey 1

**[CLASSIFICATION]**

Prepared by Rhiannon Murphy, Australian Taxation Office / June 2017

# Contents

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Approach	06
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## Executive summary

### Why we are doing this

The change readiness assessment for Future Workspace Trial 2 aims to determine the level of awareness, understanding, knowledge and ownership for each internal stakeholder group in regards to the change. The aim of People Change Management (PCM) is to assist with the transition of stakeholders from their current state (awareness) to the desired state (ownership).

The readiness survey informs stakeholder engagement and communications regarding whether to continue with current engagement and communication activities or to make changes as required to transition stakeholder along the change continuum.

### Who was involved

The survey was distributed to 190 participants including FWS trail 2 participants as well as Business Accommodation, Workplace services, EST Service Operations and Site Leadership. There were 130 responses (68%).

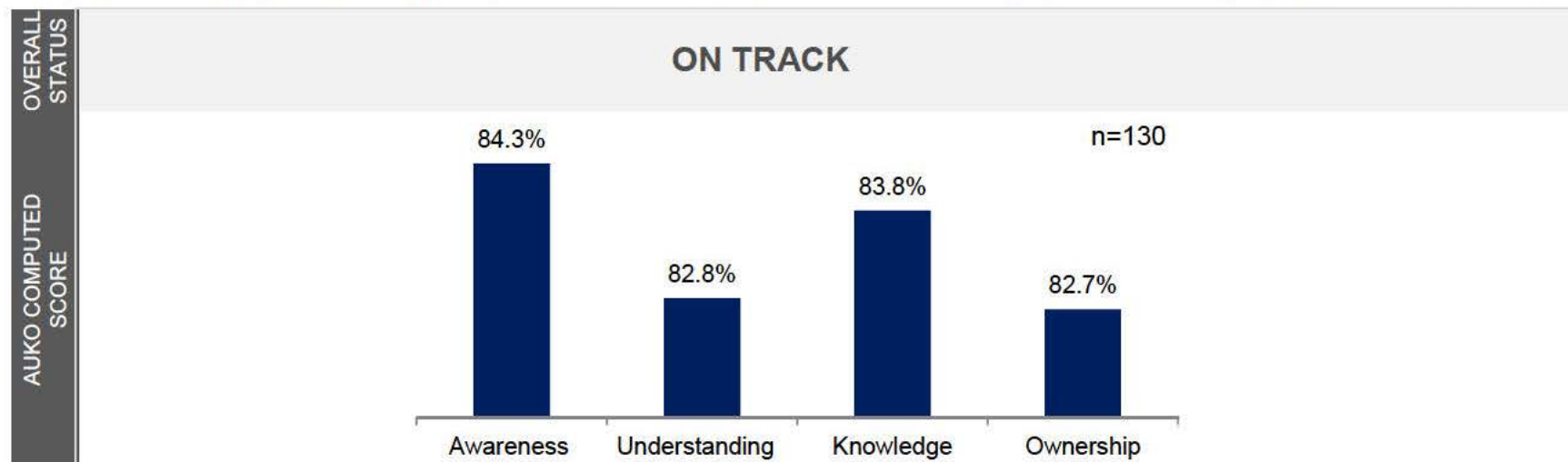
## Key findings

- There is a high level of change readiness for all participants in the FWS Trial 2
- 82.7% of participants are at the desired state of ownership
- More education may be required to show staff how to use different work areas
- Issues identified include
  - Workstations / Equipment
  - Noise
  - Storage and
  - Etiquette

## Results & recommendations

### Results

A snap shot of the survey results for all participants and the recommendations based on both the quantitative and qualitative data are shown below.



All participants are on track and 82.7% of survey participants are at the ownership stage of the change continuum.

### Key recommendations

- Reinforce knowledge of how teams can use the collaborative workspaces & which workspaces are appropriate for which activities
- Advise staff that additional storage may be available if required for business reasons
- Considerations for designing new workspaces in the future include
  - Storage space
  - Managing noise
  - Reviewing kitchen design
  - Reviewing workstation set up to ensure there is enough sit/stand workstations and dual monitors and explore the use of soft phones



## Stakeholder change readiness overview

The stakeholder change readiness assessment is designed to understand and assess the impacted stakeholders readiness, willingness and capability for change.

### Specifically, the assessment:

- assists in identifying barriers and enablers to change to inform the approach and specific change management activities; and
- measures the impact of change management activities throughout the deployment of the change.

Readiness for specific stakeholder groups is measured by assessing the current levels of Awareness, Understanding, Knowledge and Ownership (AUKO) of the change as outlined in the individual change transition process.

The desired level of commitment for all participants in the FWS trial 2 is **OWNERSHIP**.



The goal of change management is to move the stakeholder group to the desired level of commitment. Periodic readiness assessments will measure process and the effectiveness of change management activities.

## Approach

The survey was distributed via the Future Workspace database on 1 June 2017 and closed on 15 June 2017.

Completed survey responses for each stakeholder group were as follows:

Stakeholder	Trial 2 participants	Trial 1 & 2 Participants	Workplace Services	Service Operations	Site Leadership	Other
Number of responses	103 surveys completed	17 surveys completed	2 surveys completed Low response rate	6 surveys completed Low response rate	1 surveys completed Low response rate	1 survey completed Low response rate

Participants were asked a series of questions around Awareness, Understanding, Knowledge and Ownership of the New Measures. For each question they were asked to indicate how much they agreed or disagreed with the statements.

The survey questions are contained in *Appendix A*.

Respondents were asked to score each question on a scale from 1 to 5 with 1 being 'strongly disagree' and 5 being 'strongly agree'.

**Scores were calculated as follows:**

The maximum possible score for each question was calculated based on the number of respondents and the number of questions in each section – Awareness, Understanding, Knowledge and Ownership. The actual scores against the maximum scores were then calculated and shown as a percentage.

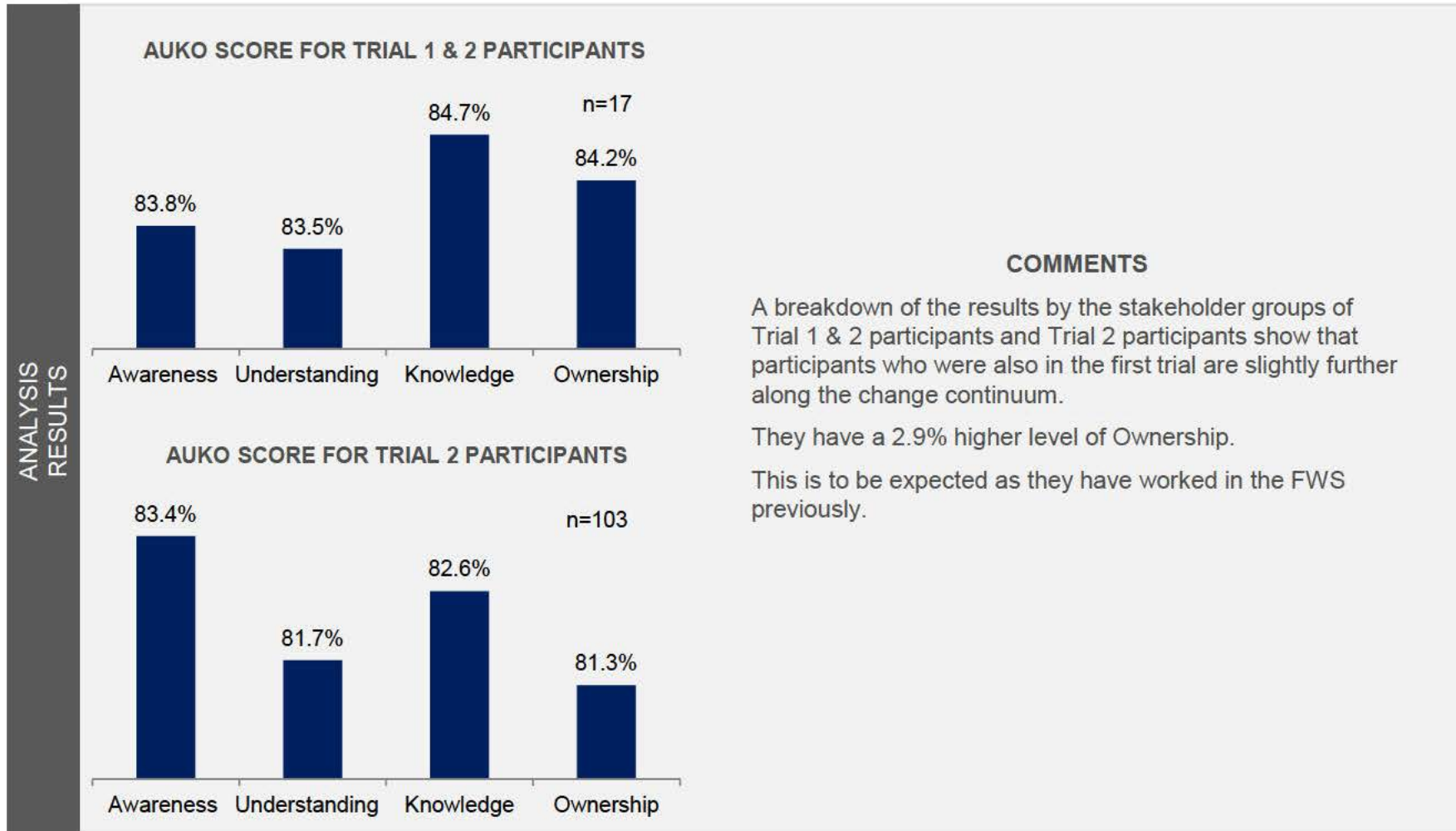
**Future change readiness surveys:**

Change readiness Survey 2 will be sent to participants on 5 September 2017 and Survey 3 will be sent to participants on 2 November 2017.

There was a low response rate from the Business Accommodation team, Workplace services, EST Service Operations and Site Leadership (some of them may have identified as participants instead). As no issues were identified for these stakeholders they will not be surveyed on Change Readiness Survey 2 and 3.

# Analysis of position of stakeholders in AUKO model

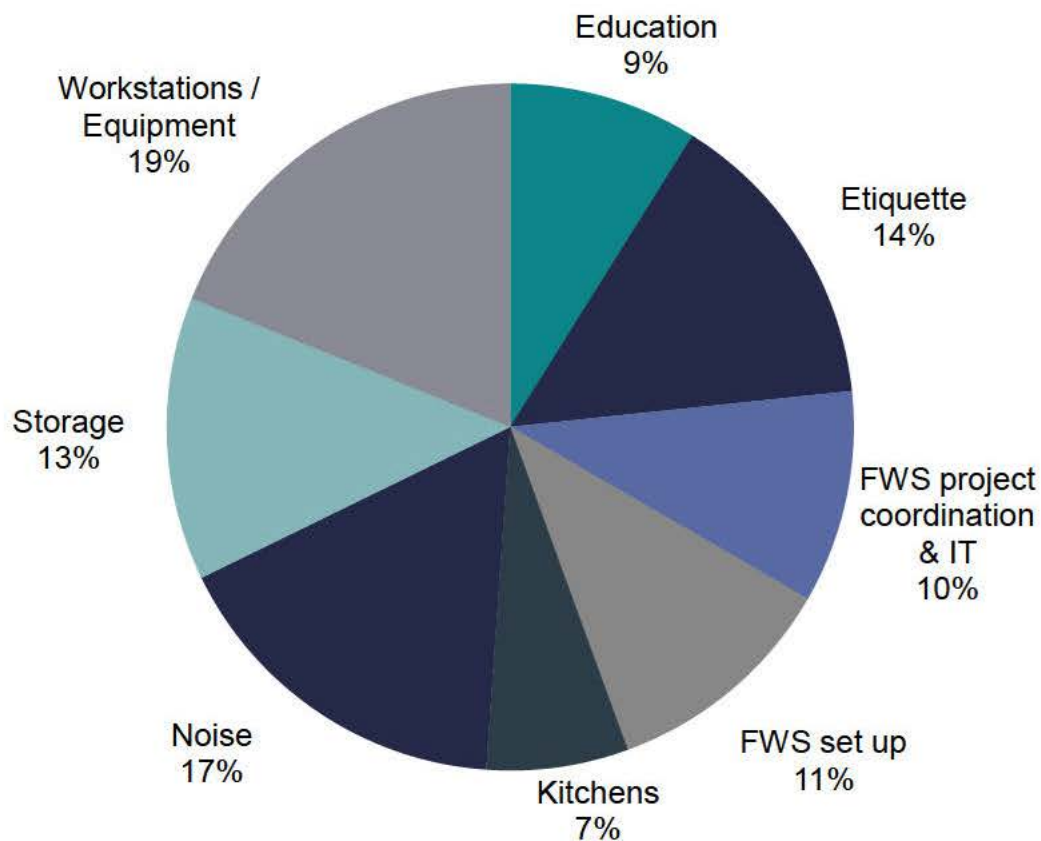
Analysis of stakeholder position on the AUKO model – see page 5 for further explanation



## Survey Comments

Survey recipients were asked – How can we improve your FWS experience?

Below is a summary of the types of comments provided by the participants



- **Workstations / Equipment** - access to soft phones and laptop stands and more sit/stand desks and dual monitors.
- **Noise** –the workspace is loud and needs improved sound proofing particularly for areas where Service Delivery staff are on the phones. Some staff talk loud on the phone and there should be places to take phone calls.
- **Storage** – staff would like larger lockers.
- **Etiquette** – issues identified include staff camping at the same desks, cleanliness and eating at desks.
- **Education** – a better understanding of how to use the different workspaces.
- **FWS set up** – allow staff to use the entire floor and more telepresence rooms.
- **FWS project coordination and IT** – allocate lockers when the laptops are issued & delays in IT Support
- **Kitchens** – too small, not enough space, bins not emptied enough, needs another microwave and needs dish racks. Sanctuary kitchen does not include a sink.

## Appendices

# Appendix A - Survey Questions

**Q1.** What is your current role? (Select only one)

- FWS trial 1 and 2 participant (1)
- FWS trial 2 participant only (2)
- Business Accommodation Management (3)
- Workplace Services (4)
- Service Operations (5)
- Site Leadership (6)
- Other, please specify \_\_\_\_\_ (7)

## AWARENESS

**Q2.** Thinking about the Future Workspace (FWS) Trial 2, please indicate how much you agree or disagree with the following statements. (Select one for each statement)

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
I am aware of the changes taking place as a result of the FWS initiative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have received communications about the FWS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The changes taking place have a direct impact on my role	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am open to receiving information about the changes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The changes taking place have a direct impact on my role	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q2.2** Why did you disagree or strongly disagree?

## UNDERSTANDING

**Q3.** Thinking about the Future Workspace (FWS) Trial 2, please indicate how much you agree or disagree with the following statements. (Select one for each statement)

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
I have been engaged by the team leading the FWS initiative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand my role and responsibilities as part of the FWS trial	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand what the FWS initiative will mean for me and my team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that the communication has been informative and well targeted	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am confident that I can handle the changes that are and will be taking place	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q3.2** Why did you disagree or strongly disagree?

## Appendix A - Survey Questions (Con't'd)

### KNOWLEDGE

**Q4.** Thinking about the Future Workspace (FWS) Trial 2 changes, please indicate how much you agree or disagree with the following statements. (Select one for each statement)

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
I have been involved in FWS training to help me with the changes occurring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I don't know something, I know where to find the answer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am confident I will be able to perform effectively within the FWS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am willing to try the new work practices within the FWS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel safe to try the new work practices and be part of the opportunities to trial the FWS.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q4.2** Why did you disagree or strongly disagree?

### OWNERSHIP

**Q5.** Thinking about the s Future Workspace (FWS) Trial 2 changes, please indicate how much you agree or disagree with the following statements. (Select one for each statement)

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
I believe that my leader and the FWS team have been clear about what is expected and has engaged us well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I accept the new ways of working within the FWS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am comfortable with the changes expected of me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The new ways of working are the new normal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am willing to champion the changes for others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q5.2** Why did you disagree or strongly disagree?

**Q6.** How can we improve your FWS experience?

AC

ATO FWS\_Trial 2 Post Occupancy: Findings Report

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**Australian Government**  
**Australian Taxation Office**

**PEOPLE CHANGE MANAGEMENT**

# **FUTURE WORKSPACE TRIAL 2**

**Change Readiness Assessment – Survey 2**

**UNCLASSIFIED**

# Contents

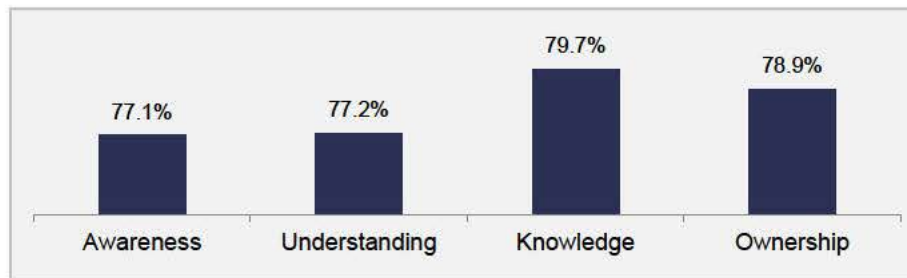
Executive Summary	03
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# Executive Summary

## Why we are doing this

The Future Workspace (FWS) Trial 2 is the second trial to test Activity Based Working (ABW) on level 8 of the Docklands site. The change readiness assessment aims to assess participants against the four phases of the ATO's individual change transition process – Awareness, Understanding, Knowledge and Ownership (The AUKO model what recently updated to AUKA. Ownership has been changed to Adoption however for consistency we have continued to use the original model). People Change Management (PCM) is undertaking the assessment to determine whether the desired state of Ownership has been achieved at this point in time.

## Change readiness assessment results summary



The survey was distributed to 190 participants. There were 100 responses (53%) to the Change Readiness Assessment Survey 2. This is a positive outcome.

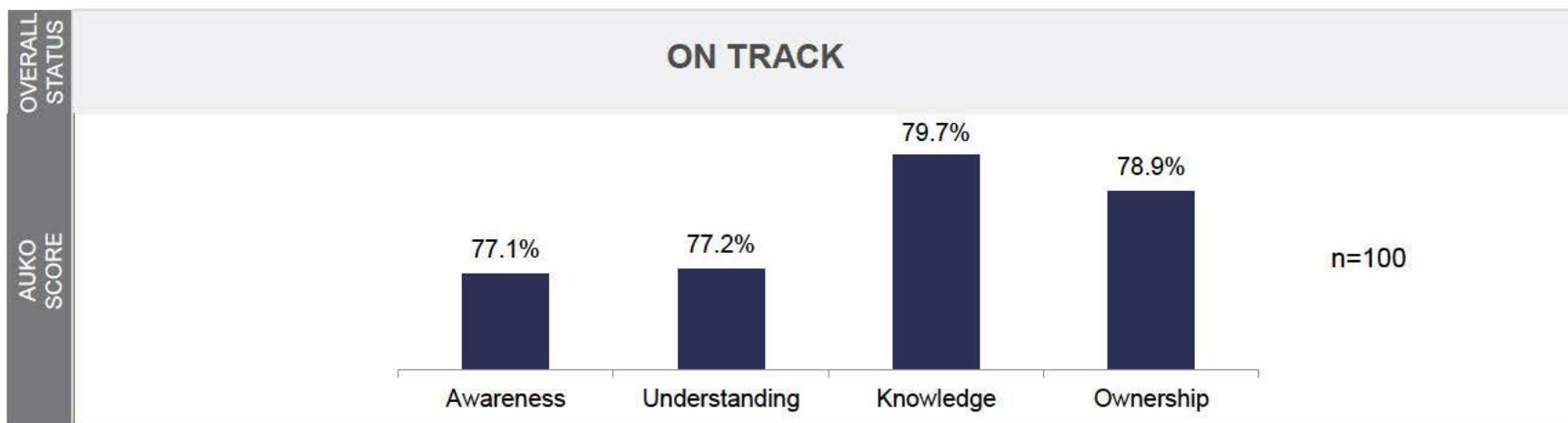
## Key recommendations to address the readiness assessment survey 2 findings detailed on slide 4

- In addition to the manager meetings, email communications and SharePoint content consider further proactive positive communication to reinforce proper etiquette and encourage leaders to do the same. Consideration should be given to more push communications rather than pull communications.
- Offer training for new starters and refresher training on the different ways of using the FWS workspaces and technology.
- If designing ABW environments in the future consider making changes to the physical environment including more adjustable desks and an improved kitchen design to reduce bottlenecks.
- If moving to ABW in the future further consideration should be given to whether telephony is best suited to ABW due to noise and space issues raised by respondents.
- If moving to ABW in the future further consideration should be given to what work types would work together collaboratively in the environment.
- If moving to ABW in the future consideration should be given on how to encourage staff to display appropriate behaviour and etiquette. This may include getting more involvement from leaders on the floor and using change champions to encourage staff to use the space the way it is meant to be used.
- People Change Management review future survey's to ensure the purpose of the survey is understood and the questions are clear.

# Change Readiness Assessment Survey 2 Results & Findings

## Results

A snapshot of the survey results for all participants and the findings based on both the quantitative and qualitative data are shown below.



## Key findings

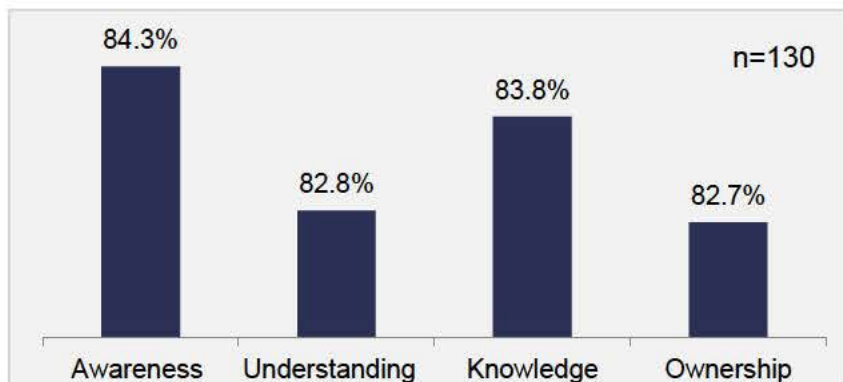
- 78.9% of survey participants are at the Ownership phase of the change continuum.
- Comments indicate that some staff enjoy working in FWS while others do not. Some participants want to leave the FWS but have not done so.
- Staff want more proactive communication from FWS and leaders on the floor to encourage behavioural expectations.
- Some staff are still not displaying proper etiquette, such as moving workspaces and using appropriate work spaces, which frustrates others that display the correct behaviours.
- Staff new to FWS need training and some existing participants would like training to reinforce the original training about how to use the floor and the technology available.
- It was identified that telephony work may not be best suited to the FWS environment due to noise and space issues.

# Change Readiness Assessment Survey 1 & 2 Results

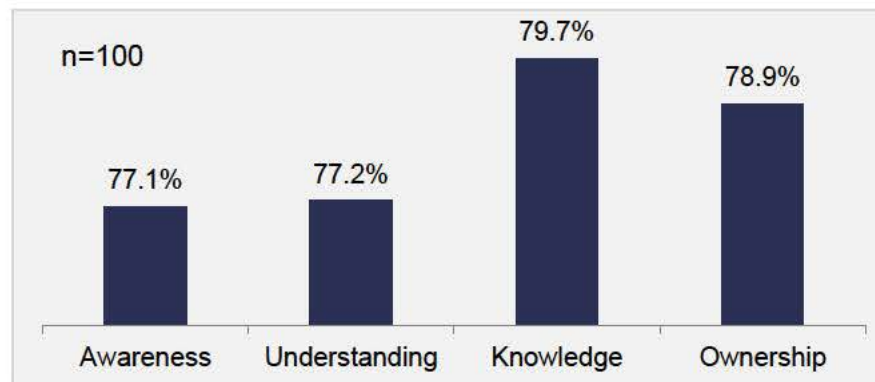
## Results

A snapshot of the survey results for all participants from Survey 1 are shown below (completed 15 June 2017) and Survey 2 (completed 19 September 2017).

### Change Readiness Assessment 1



### Change Readiness Assessment 2



82.7% of survey participants are at the Ownership phase of the change continuum in Survey 1. There has been a small decrease, approximately 5%, in the level of readiness of the FWS Trial 2 participants.

There are a number of reasons why the level of change readiness may have decreased in the three months between change readiness assessment survey 1 and 2. These include

- Lack of understanding of the survey questions. Some participants did not know if they were being asked about the same change when they moved to FWS or if there was a new change they were being asked to respond to.

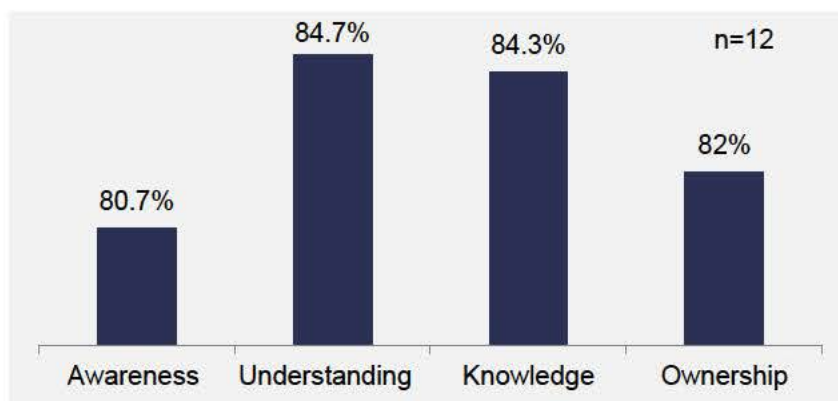
- A decreased level of change readiness in participants as the FWS Trial 2 has progressed. Observation and survey comments would indicate an increased level of disengagement since survey 1.

- Trial participants may have had expectations that previously identified issues, such as noise and kitchen design, could be resolved some of which were not within the remit of the project to resolve.

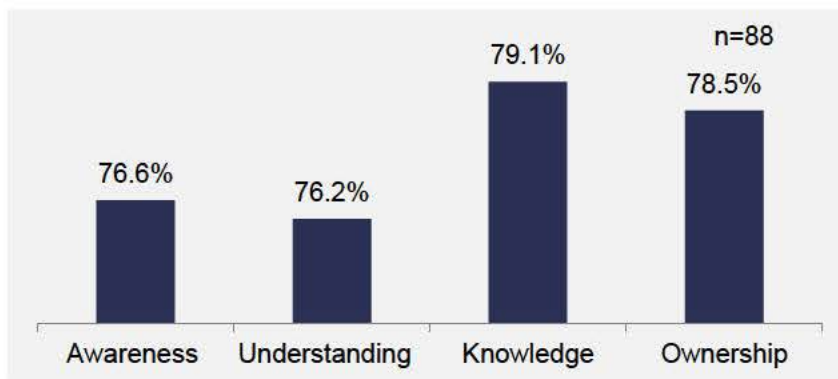
## Results from FWS Trial 1 and 2 participants

FWS trial 1 took place from March – September 2016. 12 respondents participated in trial 1 and trial 2 and 88 respondents were only in trial 2.

**AUKO SCORE FOR TRIAL 1 & 2 PARTICIPANTS**



**AUKO SCORE FOR TRIAL 2 PARTICIPANTS**



### COMMENTS

- > A breakdown of the results by trial 1 & 2 participants and trial 2 participants show that participants who were also in the first trial are slightly further along the change continuum.
- > They have a 3.5% higher level of Ownership.
- > This is to be expected as they have worked in the FWS previously and volunteered to move back into the space again. These people could be used to champion the change to FWS in the future

# Survey Comments

## Survey recipients were asked – How can we improve your FWS experience?

Comments from participants were wide and varied with some participants enjoying the experience stating

*'I love FWS, the environment is wonderful to work in, I enjoy having the flexibility to work in different spaces and the breakout areas are great.'*

While there were also comments from participants that do not enjoy the experience stating

*'FWS does not work. Too many people unwilling to change their behaviours'.*

The following themes were identified in the comments.

### Physical environment

- Staff would like more adjustable desks and keyboards
- Some staff want to eat at desks
- Staff want more opportunities to use different workspaces which would require other participants to move more frequently and use different workspaces more often
- Opening up the floor removing neighbourhoods may foster increased collaboration and use of different spaces
- The kitchen design causes bottlenecks
- Some staff commented that they love having the flexibility to work in different workspaces and enjoy the different breakout areas.

### Noise

- Staff would like more quiet space to work
- Staff would like quiet spaces to have discussions and
- Quiet place to take phone calls.

### Communication

- Staff would prefer more frequent and proactive communication to reinforce good behaviour
- Leaders need to communicate messages to staff in FWS about how to use the space and what behaviours are expected.

## Survey Comments continued

### Survey recipients were asked – How can we improve your FWS experience?

#### Training

- Some staff commented they would like further training about how to use workspaces and equipment as the walk around the floor at the start of the trial did not reinforce the learnings.
- Staff new to FWS need training on how to use the different workspaces and technology.

#### Etiquette

- Some staff are not demonstrating inappropriate behaviours such as
  - using workspaces incorrectly
  - camping and
  - speaking too loudly both on the phone and to other staff on the floor.

#### Telephony work

- Some staff commented that they believe the FWS environment is not suited to telephony staff as
  - they create more noise
  - the acoustics designed to reduce noise does not work very well and
  - telephony staff would be more suited to an environment with their own desk.



## Appendices

## Appendix A – Approach

The survey was distributed via the Future Workspace database on 5 September 2017 and closed on 19 September 2017.

Participants were asked a series of questions around Awareness, Understanding, Knowledge and Ownership. For each question they were asked to indicate how much they agreed or disagreed with the statements.

The survey questions are contained in **Appendix B**.

Respondents were asked to score each question on a scale from 1 to 5 with 1 being 'strongly disagree' and 5 being 'strongly agree'.

### **Scores were calculated as follows:**

The maximum possible score for each question was calculated based on the number of respondents and the number of questions in each section – Awareness, Understanding, Knowledge and Ownership. The actual scores against the maximum scores were then calculated and shown as a percentage.

### **Future change readiness surveys:**

People Change Management will consult with the Future Workspace Team to determine if and when further readiness assessments need to occur.

# Appendix B - Survey Questions

**Q1.** What is your current role? (Select only one)

- FWS trial 1 and 2 participant (1)
- FWS trial 2 participant only (2)
- Other, please specify \_\_\_\_\_ (3)

**AWARENESS**

**Q2.** Thinking about the Future Workspace (FWS) Trial 2, please indicate how much you agree or disagree with the following statements. (Select one for each statement)

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither agree nor disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
I am aware of the changes taking place as a result of the FWS initiative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have received communications about the FWS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The changes that are taking place have a direct impact on my role	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am open to receiving information about the FWS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am open to contributing to the success of the FWS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q2.2** Why did you disagree or strongly disagree?

**UNDERSTANDING**

**Q3.** Thinking about the Future Workspace (FWS) Trial 2, please indicate how much you agree or disagree with the following statements. (Select one for each statement)

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither agree nor disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
I have been engaged by the team leading the FWS initiative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand my role and responsibilities as part of the FWS trial	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand what the FWS initiative will mean for me and my team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that the communication has been informative and well targeted	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am confident that I can handle the changes that are and will be taking place	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q3.2** Why did you disagree or strongly disagree?

## Appendix B - Survey Questions (Con't'd)

### KNOWLEDGE

Q4. Thinking about the Future Workspace (FWS) Trial 2 changes, please indicate how much you agree or disagree with the following statements. (Select one for each statement)

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
I have been involved in FWS training to help me with the changes occurring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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I am confident I will be able to perform effectively within the FWS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am willing to try the new work practices within the FWS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel safe to try the new work practices and be part of the opportunities to trial the FWS.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q4.2 Why did you disagree or strongly disagree?

### OWNERSHIP

Q5. Thinking about the s Future Workspace (FWS) Trial 2 changes, please indicate how much you agree or disagree with the following statements. (Select one for each statement)

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
I believe that my leader and the FWS team have been clear about what is expected and has engaged us well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I accept the new ways of working within the FWS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am comfortable with the changes expected of me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The new ways of working are the new normal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am willing to champion the changes for others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q5.2 Why did you disagree or strongly disagree?

Q6. How can we improve your FWS experience?

## Appendix C – Change readiness overview

The stakeholder change readiness assessment is designed to understand and assess the impacted FWS Trial 2 participants readiness, willingness and capability for change.

### Specifically, the assessment:

- assists in identifying barriers and enablers to change to inform the approach and specific change management activities; and
- measures the impact of change management activities throughout the deployment of the change.

Readiness for specific stakeholder groups is measured by assessing the current levels of Awareness, Understanding, Knowledge and Ownership (AUKO) of the change as outlined in the individual change transition process.

The desired level of commitment for all participants in the FWS trial 2 is **OWNERSHIP**.



The goal of people change management is to move the stakeholder group to the desired level of commitment. Periodic readiness assessments will measure process and the effectiveness of change management activities.

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## Appendix D

### Team Interview Feedback

		Team Feedback			On Balance					
Neighbourhood	Team	APS	Quote no.	Quote	FWS	Traditional	Neither	Why	One improvement	Whats important
La dscape	ND e-ssue	3		e es g expe e ce				WS bu w e eme s of ad o a aspect s wa o ave my ow space bu w e déco of e WS s ye	Mo e a eas w co su a ve wo kpo	Adequa e desk space, app op a e g g, access b y o co su a ve wo kspace
La dscape	ND e-ssue	4	2	O ew oe e oyed a wou d ke o co ue, p ov ded a wo kspaces ave 2 sc ee s, a e e g				ov ded a wo kspaces ave 2 sc ee s, a e e g ad us abe, a d ave p o es	Desks/wo kpo s s ou d be a co s se a d e same	A wo kspaces a e des g ed e same a d ave 2 sc ee s a d a p o e
La dscape	ND e-ssue	4	3	Some gs wo ka d s as ma y mp oveme s o make wo k				Because of e above easo s	T e 'b g b o e s' w o wo ka o u d o g w o s s ga e same spo s a d be g o d o keep que w e we a ewo k g	eed a comfo abe a d ce a desk OHS equ eme s
La dscape	ND Da a Ma c g e ssue	4	4	s a m xed bag w mo e pos ves a ega ves a d e use of ap ops s g ea fo f ex b y				T e f ex b y o move a ou d a d e a oca o of ap ops	Occupy e same wo ks a o fo a eas o e week ( ke a os e bas s)	Wo ks a o , peop e a ou d me, access o p ope a dwa e (mo o fo keyboa d pa cu a )
La dscape	d v dua	3	5	)wo k g w o e eam membe s, 2) s e o o e sco ve asa o s w ax paye s, 3) f e d y w o e eam membe s, 4) ea w a o e s a e do g				efe wo k g my ow desk	Need a ge ocke s f e s aff s a a e ey eed oge e abe w e compu e access	Cea wo kspace
La dscape	d v dua	3	6	was ok				Mo e su abe o cu e wo k du es	Ope e efoo s ead of af	
La dscape	d v dua	3	7	A g ea expe e ce w g ea c a s!				Because we ave a o of docume s w c we ca a ou d f om ocke o desk eve y day	a eas s ou d beg ass wa s w doo o keep mus c ose a d ou s de ose ou	Ou wo k s o us C based a d we do o wo ka o e u u e Wo kspace s dea fo a ype of wo ke
La dscape	d v dua ( TO)	4	8	ke efoo bu some ega ve be av ou peop e ega d g ose				ke o ave my ow desk mo e ce a a d eas e ose up	Teams eed o ak, efoo s o a b a y some peop e k ey ca e you off fo a k g	Te peop efoo s o a que wo k g space a d peop e ca ' be ude o o e s
La dscape	Da a Ma c g ND	6	9	Re ax ge v o me w e e you ave op o s o c oose a desk w c s app op a e fo you ow we be ga d wo k				ex b y, op o s o move a ou d, cea a d f es	Mo e doub e sc ee s, make use of ew oefoo a d o eg bou oods Locke s - s ou d ave a a ge	Ta equ pme ava abe a d wo kpo ava abe
La dscape	d v dua	3	0	Wo kspace g ves empowe me o s aff a d make em pe fo m be e				ke o see e sm eo e faces of va ous s aff go g by	No a o bu some s aff eed ve g as e ya e o mea o be a coope a ve e v o me	T e apes y of s aff f om va o us a eas a d bus ess a ce ea a bow of dffe e peop e a empowe you
La dscape	ND e-ssue	4		e es g - s se e a d wo ks a o s poky w e e k c e a eas ake up oo muc oom				We eed o s a e fo ma o a d s dffcu w e eve yo e s sp ead ou a d e e s suff ce space opu docume s	B gge su faces o wo k o	
G d	Tax Gap Team	6	2	s b g a d ew fee g, bu ese up akes 5m s ou of my day (s ugg s cose, se g up p o e, desk, c a , ca g equ pme f om ocke s), so 'd say s ad a ega ve mpac o my p oduc v y				's mo e eff ce , a d e e s e sea c o sugges be g abe o pe so a se you su ou d g s ked o ove a wo kp ace we be g	Mak ga desks eg -ad us abe	A equ pme s wo k g o de
G d	Tax Gap Team		3	e es g				Bu w a oca ed desks ke e e ax g space (sa c ua y)	A oca ed desks a d p o es a wo k eac oom	La ge / dua mo o s, a ge desk
G d	Tax Gap Team	6	4	A f ex b e way o wo k				T e ab y o move desks a d ake my compu e o mee gs	Ad us abe e g desks a eve y wo kpo	Hav ga ap op s usefu
G d	Tax Gap Team	5	5					Ab y ave e ap op o be ake o mee gs	Be e k c e a ea a d b s Be e use of space	p ov des qu ck og ab y o s a wo kas soo as am se ed ave ad ssues w e ap op
G d	Tax Gap a d e fo ma ce Meas	4	6	e y good				Mo e space, ce p o ec ooms, b g k c e , ap ops a eco ve e	Sma s acks a owed a desk a d b gge ocke	s ve y mpo a o me a e desk e g ca be ad us ed Med um focus desks e p me co ce a e be e
G d	e fo ma ce Meas es a d Tax		7	T e u u e Wo kspace s a f ex be a d uma e pace o wo k, a oug s ose m m sa o s a e gy cou d				ove e mob y of av ga ap op	Mo e pods w ba e s	T e e a d dffe e spaces o su wo k of va ous e s y



Team Feedback										
Quotable quotes										
Neighbourhood	Team	APS	Quote no.	Quote	FWS	Traditional	Neither	Why	One improvement	Whats important
Grid	Tax Gap	2	18	Not bad.	1			I feel less like I am caged and not allowed to move anywhere	Remove or relocate noisy people or create a quiet area much like a library	People observe their noise levels people not eating at desks, people push in their chair I like peace and quiet
Grid	Tax Gap	1	19	I prefer not to be quoted.	1			The zen rooms and the 6 seat collaborative working areas	Better sorting of humans by noise level.	I am easily distracted.
Grid	Tax Gap	Ext	20	Just better in every way.	1			Easier to work in a quiet environment	Dual monitors in the high oc spaces	I require quiet areas to work.
Grid	Tax Gap Team	2	21	I have enjoyed the experience and miss it when I visit other sites.	1			Increase collaboration and more modern environment	A few quiet rooms - small that can be booked like on other floors and visitor laptops	That all the equipment is working properly
Landscape	People and Change Management	1	22	The great potential for improved engagement, employee satisfaction and increase and productivity.	1			A great space for people change management conducive to our style of work.	Sitting people in areas who work in similar ways - frontline staff together corporate BSL staff together	I need to feel comfortable having frequent informal / unplanned conversations i.e. not in meeting rooms
Landscape	People and Change Management	6	23	I hope I get to stay in the space.	1			Use of better technology and different workspaces	Some desk types are not deep enough. I've hurt my knees under a few small desks.	Its sometimes easy to be distracted as the floor is very loud.
Landscape	People and Change Management	5	24	The space is nice to work in but set up and pack down takes time and I can't always sit with my team.	1				Make all desks adjustable	I am recovering from RSI injury and important I don't make it worse
Grid	Digital Transition Communication	5	25	The Future Workspace has been a great experience and has helped our team deliver better outcomes and work more collaboratively	1			Work better as a team as a result now colleagues better, both professionally and personally, which helps deliver better outcomes.	Soft phones	
Grid	Digital Transition Communication	3	26	Much better than working in the old environment.	1			More open, easier to collaborate, fresher, freedom to move around, laptops are good to take to meetings.	More collaborative desks, better laptops (screens)	The impact of light, collaborative and open space.
Grid	Digital Transition Communication	6	27	The space enabled greater collaboration across teams which assisted with achieving our communications work objectives.	1			Well used our communications work which requires lots of collaboration and stakeholder engagement, natural light and ability to move around is energising and better for health outcomes and productivity	Bigger lockers, soft phone/mobile	Natural light, collaboration workstations, ability to set up workstations suited to needs/work
Grid	Digital Transition Communication	3	28	An insight as to what the future will look like			1	I believe I have not been here long enough to make a decision.	Dual monitors.	The surroundings loud staff impacts concentration.
Grid	Strategy and Planning, M&C Ext	6	29	Positive and suited to the work to do in communications the emphasis on movement is fantastic.	1			I suits the communications work, keeps your creative mind flowing more than traditional workplace. Important to have flexibility working when needed and other rooms for collaborative and individual work.	More table/chairs to eat at near your desk, other than the kitchen. Being able to turn off your headset on the move, need to have natural light more telepresence rooms to reach across sites nationally	Networking is really useful - meeting others from across business, mix of collaborative and quiet spaces is good, working from home made easier with laptop and ATO VPN installed.
Grid	Internal Communication	5	30	I hope the FWS could be rolled out in all sites.	1			Much more flexible sitting suit individual working styles.	More distinct quiet/loud work areas.	The ability to move around and work anywhere has a great positive impact on my work.
Grid	Internal Communication	4	31	So much better than Moonee Ponds.	1			It is more comfortable and easier to focus on daily tasks.	No open-plan meeting rooms or hot desking	Comfort is of high importance to me.
	Internal Communication	3	32	It was great to experience how the ATO is aligning our workspace with innovations in private industry.				It is suited to the work of the internal communication team, as it is collaborative by nature.	To only have staff/teams in the workspace whose work type is suited to space, as this impacts on others.	That my work is mostly collaborative by nature, which is supported by the areas and equipment provided.
Grid	Internal Communication	5	33	The space is ideal for collaboration and enhance the quality of work by teams who maximise its potential.	1			The ability to move, be agile, to collaborate to embrace better and new facilities and have the space needed to share and work best.	Removal of call centre staff to free up more space for seating options.	The value of collaborative spaces and a room which enables and encourages collaboration.
Grid	Internal Communication	6	34	This is working in the future - today	1			Better for me both in work and body.	Can move to any area both sides. Soft phones.	The type of work I do.

Team Feedback										
Quotable quotes										
Neighbourhood	Team	APS	Quote no.	Quote	On Balance				One improvement	Whats important
					FWS	Traditional	Neither	Why		
Grid	Internal Communication	6	33	I love the flexibility and adaptability the FWS gives me.	1			Suits my work style better and I love having the laptop.	The kitchens need a re-visit. The bins are not in a good place always someone standing in front .	I don't have any particular needs/requirements as part of my role - but the 'break out' areas (like the cage, small kitchen cubbys are great for spur of the moment brainstorm sessions.
Grid	Internal Communication	1	34	I love it. Never want to leave.	1			The versatility, ease with which to talk/work together, flexibility of laptop	second kitcehn should be fully equipped - ridge, ink, e c	I need quiet space but also the ability to come together with my team
Grid	Internal Communication	1	35	Good	1			Much better environment, more collaboration more contemporary, more flexibility	Soft phones	Por able laptop, op n projec rooms
Grid	Internal Communication	3	36	The FWS is the place to be.	1			Nicer lighting having a laptop, ease of collaboration, less formal	Opposite of above reduce noise, ensure each space has 2 screens if possible.	Ambient noise levels, monitors, having a laptop, comfortable chairs.
Landscape	CS&S Team 2	2	37	Short	1			Felt more 'warm', closer to colleagues	onger time th re. Lockers tha a e closer to my workspace, as mine ended up being on the otherside of the floor.	That the type of chair and desk is important In the future workspace there was more natural light, the chairs provided more support and the desks were easily adjusted. Without those things I sometimes feel a bit more tired, sluggish and ore.
Landscape	CAS Contact Centre Advice Tear	6	38	A taste of the future - and I like it	1			Flexibility to move my work with me as I go about my day (laptop .	Additional mall rooms for private conversations.	That I mo e from meetings o work at a de k to meetings etc quite regularly.
Landscape	CS&S Team 2	3	39	A wonderful experience that has changed my perspective on workspaces of the future.	1			I enjoyed the environment it was brighter, leaner and mre enjoyable. The tech was good and the chairs / sit to stand desks were amazing.	La ge locker and allocate lockers closer to the area people are working in.	The ergonomic setup really helps me to perform well.
Landscape	CS&S Team 3	3	40	The space has a great feel but the space is not suitable for call centres.			1	It's great for those who need to collaborate with others but not for call centre work.	Storage	
Landscape	CS&S Team 2	3	41	It is mo e suitable o IWD work, no a call centre			1	More personal spa and minor disruptions.	Bigger lockers, more working space.	
Landscape	CS&S Team 2	3	42	was re reshing a d enj yable.	1			I felt less like I was in an office environment and more like a collaboartive environment less segregation from other reas.	More locker space.	N/A
Landscape	CS&S Team 2	3	43	The workspace opens many opportunities to conduct work in a variety of ways, albiet not entirely suitable for a call centre.			1	More me the traditional workspace works more efficiently as I need to reference many doc men s that may o be readily available online, I havea Sense of ownership with my own pod and people an immediately locate me. Setting up and hutting down in the FWS takes much longer han having your own workspace.		
Landscape	CS&S Team 2	3	44	Loved the technology available for everyone and the way the furniture is designed to be comfortable and varied.	1			It has a better atmosphere - great lighting better and more comfortable spaces, va ia ion to adopt o di fe nt per ons day to day needs.	More noise blocking equipment - bigger lockers.	Noise is a major factor Magic forrest imit noise e acping rom he area but not so effec ive on limiting it in id the area
Landscape	CS&S Team 2	3	45	Stop hot desking			1	More convenient, efficient and relax.	More privacy.	
Landscape	CS&S Te m 5	5	46	Change is good r he better.				Due to the flexibility set up and being able to interact with my colleagues from different business line , making new friends	Temperature was a bit cooler than other l rs, maybe improving on it.	That it is comfortable Have all required res urce .
Landscape	CS&S Team 5	3	47	Future of ATO - improving	1			Its more open and gives you a variety.	Not hot desking, bigger desks.	That I have my own space to work.
Landscape	CS&S Team 5	3	48	I liked the updated equipment.			1	Lack of locker space and personalised desk.	Larger lockers and personalised space.	

Team Feedback										
Quotable quotes										
Neighbourhood	Team	APS	Quote no.	Quote	On Balance			Why	One improvement	Whats important
					FWS	Traditional	Neither			
Landscape	CS&S Team 5	2	49			1		The future workspace environment does not work well within a call centre environment. Being on the phones all day means we can't move around, so hot desking is pointless.	Bigger lockers for call centre staff.	
Landscape	CS&S Team 5	3	50			1		More stable work environment.	No hot desking.	Not having to carry around legislation to a new desk everyday enough desk space. Dual screens. Ability to stand/walk and work
Landscape	CS&S Team 5	4	51	It was better than I had expected - not as noisy as imagined.	1			Allows to interact with other team members more regular Not using the same workpoint continuously.	Perhaps larger personal lockers.	The type of work/role I perform - contact centre - telephony rule.
Landscape	CS&S Team 5	4	52	Positive new environment	1			Allows more variety	Layout is good (systems working)	Systems working / visible team
Landscape	CS&S Team 5	3	53	A pleasant environment		1		It's good to have your own space.	No eating at desks, properly located notice board larger lockers.	
Landscape	CS&S Team 5	3	54	Enjoyable and enlightening	1			I like the interaction between different business lines and being able to see how other interactions work within different departments	Lacker/storage space and access.	
Landscape	CS&S Team 5	3	55	It was a fantastic experience, was very happy to see new technology	1			Easier access to chat to staff from other areas.	All desks having ability to be adjusted if staff want to either sit or stand. Also have lockers closer to our workstations	OH&S also making sure workstation is comfortable
Landscape	CS&S Team 5	2	56	Kinda like back to uni, where hot desking at uni library.	1					More open spaces / more flexibility.
Landscape	CS&S Team 5	2	57	It was a great learning environment that was also more relaxing and a great experience.	1			Better chairs, bigger screens, cleaner environment, more open area, headset was more suited to me.	Lockers near the workspaces rather than far away. Noticeboards are hidden I don't know where they are. We don't visit the printing room. Notice board needs to be in the kitchen.	Clean, open environment, less stressful.
Grid	ERP Modernisation	2	58	The flexibility makes sense but needs to be refined and adjusted based on what we've learned.	1			If we learn FWS is good, however if we can't enable soft phones, better storage and increased kitchen facilities it will fail.	Enable soft phones - right now I am still chained to my desk to make phone calls. I divert everything to my mobile but this is not as convenient, primarily because you can't see who is calling, or dial extensions. Give everyone a large locker.	My role is not dependant on physical space. I often travel and work from other offices while there. My requirement is a phone, computer, large screen and keyboard.
Grid	Workplace Services	3	59	Very optimum workplace	1				Comfortable	All same not really make different.
Grid	Workplace Services	3	60							I need to be in close proximity to other team members
Grid	Workplace Services	3	61	Enjoyable	1			I like the environment freedom of movement.	All adjustable desks with double screens	
Grid	Workplace Services	3	62	Enjoy	1			Absolutely the best environment as long as you are not controlled	Dual screens everywhere	I need to be seated together with my team.
Grid	Workplace Services	4	63	Rewarding	1			Love mobility and environment on floor.	Bring back soft phone (especially for me being hearing impaired).	
Grid	Workplace Services	6	64	Enjoyable	1			As this is a place where we are able to do our best work	N/A	
Grid	Library Services	6	65	Flexible and variable collaboration space.	1			Collaborated more	Make it bigger and on more floors. Dedicated areas to suit different moods.	Connectivity of internal/external and mobility.
Grid	Library Services	1	66	Great environment, good energy	1			Good energy, feel more productive, variety of spaces.	Pretty much like it the way it is.	Variety of environments conducive to refreshed approach.

Team Feedback										
Quotable quotes					On Balance					
Neighbourhood	Team	APS	Quote no.	Quote	FWS	Traditional	Neither	Why	One improvement	Whats important
Grid	Library Services	6	67	Overall it is great - better facilities and more flexible IT equipment.	1			Ability to move locations, availability of sit-stand desks	Remind people of their noise levels, move into rooms instead of 'gathering' at a desk.	I now regularly require a sit-stand desk.
Grid	ATOF Centre for Enablement	1	68	An empowering space freeing you to tackle your job as you see fit.	1			I like the changes day to day that ABW brings	Place TVs in high foot-traffic areas to maximise impact of any message to staff.	Easy access to collaborative spaces on demand helps increase efficiency and decrease impact on others around me.
Grid	ATOF Centre for Enablement	2	69	I have enjoyed sharing the experience with people from different disciplines who have attributed to the culture we established.	1			The environment is nice, crisp and clean. I have enjoyed meeting new people and strong ideals.	No eating meals and desks. It goes against the principles of being considerate.	I do like the ability to try new spaces meet new people and share experiences. I also like the ability to just walk into a space oneself.
Grid	ATOF Centre for Enablement	6	70	Flexible but no personal	1			The ability to make easier and better use of technology facilities and work collaboratively.	Larger storage space, remove small keyboards	The flexibility to choose work settings to fit the current days work and ability to pick up the laptop and move when necessary.
Grid	ATOF Centre for Enablement	1	71	A new way of working that supports a diverse range of working styles optimising technology to its best advantage in the workplace.			1	Hybrid - I would like to have a consistent work point but with a laptop so I could still be mobile and meetings and utilise breakout areas.	Ensuring all parties have the same or similar expectations on how to optimise use of the FWS environment.	That access and mobility provided via a laptop and meeting room technology is very advantageous.
Grid	ATOF Centre for Enablement	6	72	Any interested experience that has been both challenging and rewarding.		1		Allocated seating with laptop docking stations would be my preference	Limit participants to one business line per neighbourhood.	I need a workspace that facilitates mobility and collaboration.
Landscape	MAAL Project Team	6	73	Great infrastructure, laptops are fantastic		1		I prefer own space. Prefer near to people in similar business lines.	More, sit stand, desks, foot rests for desk which can't be altered, encourage people to move. Seated near similar business lines / work types	Need sit/stand desk moderate level of noise (no call centre near colleagues, phone).
Landscape	MAAL Project Team	1	74	Being able to transition from my desk to a meeting room whilst remaining connected to ATOnet has definitely boosted my productivity.		1		A mixture. A fixed desk with a laptop but lots of different break out spaces.	More sound barriers between desks	Laptop has been very useful, need more quiet spaces, would prefer to have my 'home' desk with different types of breakout areas
Landscape	MAAL Project Team	6	75	Love the technology, hate hot desking		1		Even though the technology, and furniture are good, not having a set space near my team has made work much harder.	Set work stations.	That hot desking is not conducive to collaboration within a small team.
Landscape	EWM Forecasting	6	76	Open plan working	1			It feels more comfortable and less stress.	Quieter flooring	The vibe.
Landscape	EWM Front Door	6	77	The Future Workspace enables a great level of flexibility for me to do work	1			Not feeling tied to the same workstation can give you a different view of the floor. Different outlook on the day.	Larger lockers would help most staff. Especially for those who commute to work (run, cycle etc)	Use of corner rooms not booked is handy, flexible. Paperless environment a real bonus due to laptop connectivity.
Landscape	EWM Front Door	5	78	Flexibility is the way forward	1			It is a better experience both in flexibility to move to suitable workpoint and also in a OH&S sense with excellent chairs and OH&S desks	Have 27 inch monitors as standard eliminates the drama over who needs 1 or 2 monitors as its big enough to do all work.	Flexibility to adjust and move between workpoints and have workspaces to suit work type.
Landscape	EWM Front Door	4	79	Hot desking but not as stressful as you'd think	1			Everything is better except for not having your own desk. But on balance it would probably get boring sitting next to the same people all the time, and I don't have that much stuff to pack up/move anyway.	Faster and more intuitive desk-switching and moving around in general. My laptop has to be set up every time I unplug from the monitors (window positions and stuff).	The psychological and psychosomatic factors of the space such as greenery open space and sunlight.
Landscape	EWM Forecasting	4	80	The Future Workspace allows for flexibility to be mobile but setting up and winding down for the day takes extra time.		1		But, I am flexible to either FWS helps to clear up clutter and suits my current work. But some time can be wasted. It is nice to sit somewhere different each day. FWS makes it hard to get tea/coffee/snacks have to walk to the kitchen/locker. The kitchen layout is a bit clumsy.	More storage space larger lockers more focus areas availability.	The sit/stand desks are very good. Working in a paperless environment is my preference. It is great to share screens in a meeting room on the projector.

Team Feedback										
Quotable quotes										
Neighbourhood	Team	APS	Quote no.	Quote	On Balance			Why	One improvement	Whats important
					FWS	Traditional	Neither			
Landscape	EWM Planning	6	81	The best thing is the height adjustable desks		1		I find I am less productive in this environment	All desks being height adjustable.	I do a lot of high focussed work that isn't always best at a collaborative workspace often as I don't start until late, that is the main option of workspace available.
Landscape	EWM Front Door	1	82	Overall excellent. The technology (particularly laptops and office furniture (particularly chairs) and fantastic.	1			The technology allows greater flexibility and the workspaces allow for easier collaboration.	More technology in more meetings rooms (some don't have a phone)	The office furniture (chairs and adjustable desks) is good for wellbeing.
?	Furniture Design	6	83	Great sample of different desktop set ups		1		Quicker to set up in the morning however FWS chairs are great	Second kitchen with sink.	Before and after the trial.
Landscape	EWM Forecasting	1	84	It has advantages and disadvantages.		1		Staff members are spread out across the floor making it difficult to communicate. The desks are too close together and don't have partitions. It can get noisy.	More high used desks.	Meeting rooms have screens where a laptop can be displayed so everyone can see the same thing.
Landscape	EWM Forecasting	3	85	I like how flexible to go around with my laptop	1			Mainly laptop	Locker room	Computer, screen, chair and space around my table
Landscape	EWM Telephony Forecasting	6	86	Phenomenally successful due to greater effectiveness and efficiencies.	1			Suits our work day to day. Improves efficiency.	Wireless phones (touch screen controls, quiet room)	That high mobility with the laptop and wireless headset is critical.
Landscape	EWM Forecasting	6	87	It's flexible and adaptable to my needs.	1			Variety of workspaces avoid the build up of clutter at allocated desks, modern technology solutions.	Remove keyboards with slide-out number pads	The set up of different work areas which suit different activities I complete day to day.
Landscape	EWM Forecasting	6	88	The ability to adapt my working environment to specific tasks has improved my output and satisfaction	1			I think our team has benefitted from the increased flexibility and collaboration made possible by the FWS	More quiet rooms/ad hoc meeting rooms.	Flexibility OH&S and comfort ability to interact with others noise levels.
Landscape	Debt EI 2	1	89	Laptops are great and improve productivity		1		A lot of the team still have traditional mentality (don't bring laptops to meetings)		Being physically / location wise close to my team is helpful.
Landscape	CS&S Team 2	3	90	Positive			1	Both - own desk, with ergonomics.	Clean	Moving around, sit/stand
Landscape	CS&S Team 2	3	91	A great improvement.		1		Hot desk environment spreads illness and germs can be distracting and loud. Is not particularly clean I prefer my own desk.	More enclosed or private spaces.	The environment, loneliness, distractions, frequency of people walking past.
Grid	Information Management	1	92	Take laptop and screens in rooms have changed the way my team interacts	1			The technology has been a big help, with the ability to pull apart all of my team into a room to work on a piece of work without having to take and get it 'written up' after	Bigger lockers so people can pack up at lunch	The importance of being able to find my staff. Being in a space that I can consolidate on my work.
Grid	Information Management	6	93	Really good experience	1			Use of laptop great meeting rooms nice break out area	No toaster and microwave in second kitchen make the quiet room quiet behind the tea room (the sanctuary).	I enjoy the ability to move around.
Grid	Cyber and Information Security	1	94	The FW has got me out of bad habits of sitting for too long and has enabled me to embrace change and flexibility and new ways of getting the best out of space available. It has created a highly engaged community.	1			Makes me more alert and energised. I move around more and the collaborative spaces and equipment (laptop, softphone, video screens) enables our team to get together and be productive in various settings.	Soft phone, A few silent booths so loud people can go there to talk on the phone	I love tech and invest time learning how to use it. I really appreciate the flexibility of the space offers and am willing to put in the effort to learn new ways of doing things and to be flexible
Grid	Information Management	6	95	I think this is a great place to work	1			It allows for collaboration and great spaces for variety.	Mouse connection with all laptops when working in collaboration spaces with screens. Find better mapping/larger lockers.	That there are a number of different types of work and collaboration spaces.
Grid	Information Management	3	96	I don't think it delivers significant value.		1		I get more work done and waste less time there is more kitchen space in the traditional space less noise from other teams, more storage space.	Increase medium focus areas, ensure people work into the style of area they choose to reside in. More storage.	The preferred desk style is often not available at times all adjustable desks are taken. People do not respect quiet areas (medium or high focussed).
Grid	ITSA / Information Security	Grid	97	The work is less repetitive	1			It is less repetitive.	I am happy the way it is.	That I have a desk and able to perform my duties and do not need the same desk all the time.

Team Feedback										
Quotable quotes					On Balance					
Neighbourhood	Team	APS	Quote no.	Quote	FWS	Traditional	Neither	Why	One improvement	Whats important
Grid	Information Management	1	98	A great step forward in the right direction.	1			For use of laptop and collaboration.	Soft phones. Better mapping. Serraview keyboard and nice in groups. Single bins in kitchen.	That the right people need to be on floor to see a benefit.
Grid	PAL	1	99			1		The environment is not conducive to high concentration work and also not great being around other teams that do different work.	Only have like work on the same floor	The technology is great.
Grid	PAL	4	100				1	It depends if the whole building was like FWS yes. If it's a single floor, then no.	Have the whole floor populated by people doing a similar focus level of work. For example, PAL and TCN work well together, but work less well with eg IT, Call Centre staff	Noise
Grid	PAL LAPD	1	101	I had a mixed experience due to the actions of staff occupying high focus workpoints and holding loud conversations the use of technology is welcome.		1		It is more conducive to my work style and allows me to focus on the tasks at hand more effectively.	Better enforcement of high focus workpoints and the need for a quieter environment. Greater storage and the ability to 'hold' a workpoint for up to a week to allow less disruption for staff that perform similar role throughout the week.	That there is segregation of workforce dedicated to conversation/discussion and high focus areas
Grid	Law and Policy Design	2	102	Generally I have enjoyed being in the space. I have especially liked having a laptop.		1		I am a late starter. I would like to keep the laptop but I really had a great space on Level 16 and I am a late starter and found it frustrating changing desks every day.	Noise reduction / sound proofing.	I have a number of staff that work for and who I need to be able to workshop things with. I spend much of my day in meetings or working in a focussed way.
Grid	Policy Analysis and Legislation	6	103	Improved flexibility but more distractions.		1		Aspects of my work requires being able to work in a focussed environment which isn't always easy to find in the Future Workspace.	Grouping teams similar work type/nature to sit in the same area.	The ability to use laptops in meetings and the use of collaborative rooms to work on projects together
Grid	LAPD	3	104	Great environment for opting into and out of social interactions making easier to focus	1			The FWS provides optics that traditional workspaces do not.	Put the cable trays underneath the tables further back so that tall people can fit and still be comfortable.	I am an cycle between work stations depending on the tasks I need to do.
Grid	PAL	4	105	It is interesting to see how you can adapt when traditional notions of how to do work are challenged.		1		I have moved back to a traditional setting due to higher duties the only thing I really miss is the laptop and lack of paper.	Needs to be more quiet areas like quiet rooms on other floor.	My work requires high level of independent concentration.
Grid	Policy Analysis and Legislation	6	106	Ability to be portable is great but noise issues can be significant at times.	1			Laptops and ability to move around.	Align work types, i.e. high focus work, rules about noise. More storage space - transparency on who gets large lockers.	Quiet spaces, need to concentrate.
Grid	PAL LAPD	5	107	The technology is amazing and allows me to complete my work more effectively	1			While there are some issues with the FWS (mostly people related), the technology is with it.	Have teams who undertake similar work be co-located	Having the flexibility and technology which allows me to move around as required.
Grid	PAL LAPD	3	108	Varied depending on those around me	1			With a few tweaks I think it has the potential to be a huge benefit to certain teams, particularly those requiring collaboration.	More efficient allocation of different teams, eg Type of work/work styles	The flexibility the FWS provides.
Grid	PAL	3	109	There is room for some minor tweaks and improvement, but overall the future workspace suits my work styles	1			Despite noise issues the technology and aesthetic aspects of the workspace are far superior	More high focus workstations and area for people to take/make phone calls. Larger lockers.	The technology available is for a superior and more user friendly than at other sites.
Grid	PAL	3	110	A more collaborative working space for better and worse.		1		I like having a standing desk but noise can make it hard to concentrate.	More high concentration areas.	External factors such as those sitting around me
Grid	PAL	2	111	A worthwhile experience in trying new theories in workplace design.	1			The ability to move around outweighs the constraints.	More workstations compatible to our work type.	I'll often need room to read printed material and legislation.

Team Feedback										
Quotable quotes					On Balance					
Neighbourhood	Team	APS	Quote no.	Quote	FWS	Traditional	Neither	Why	One improvement	Whats important
Grid	PAL	1	112	Love the laptop, hat the music in the serenity room.		1		Save time setting up and packing up and finding a sport. Like some (not a lot of personal effects in wo kspace	More small meeting rooms with phone and computer connections, higher partitionians.	Need for hands free conference calls need to be able to focus on complex within docs.
Grid	PAL	1	113		1			Flexibility it offers.	Free earplugs (or office sponsored earplugs	
Grid	Tax Crime Strategy Managemer	4	114	It s a plce to be	1			Find it more flexible, effective workspace. It allows me to walk around and give my back a bit of a stretch.	More microwaves, dustbins being cleaned more regularly.	That I enjoy the future workspace as it helps me work more effectively
Grid	Tax Crime Strategy Managemer	6	115	Future focussed	1			The TCSM role is based on development strategy with requires open discussion with aryng priorities and gaining various opinions	More natural light	That all staff have share understanding of acceptable behaviour
Grid	Tax Crime Strategy Managemer	1	116	As a team we are noticeably more productive and innovative because we're freed from allocated desks and wrok areas	1			I absolutely love the open spaces and the freedom to adjust where I work throughout the day.	Abili y to move around he whole floor instead of just our 'neighbourhood' Toilets and fridges are very dirty	Very flexible workspace and working arrangements of my team. The variety of tasks we perform each week.
Grid	Tax Crime Strategy Managemer	6	117	Liberating	1			Change, laptop, ease of mobility	Slide up/down partitions	That you need to be concious of secure verbal information as others are in close proximity.
Grid	Site Leadership	4	118	A beautiful environment which makes work easier and breaks more enjoyable	1			I prefer to spend most of the day not on a desk. I can get work done even when I have back-to-back meetings The sanctuary really helps relieve stress.	Functional soft phones.	My role requires me o m ve around a lot some days and be on a desk other days. When moving it is more difficult to answer the phone but the laptop is ideal to enable me to do work.
Grid	Campaigns and Advertising Digi	1	119	Its where I'd like to be now and into the future	1			Because I have the flexibility and support through technology and layout to not remain solitary all day. I e joy being able to move my desk each day.	I find the headset desk unit sometimes annoying as the don't al ays 'sync' when ou irst doc the unit Noise from kitchen and other areas would be improved as it ravels acro s he floor in o working spaces.	The future workspace allows me to be flexible in the way that I work, and assists me to be mo e conne t d o our team mates in other locations (Canberra via telepresence. Allows me to more easily work co labora ively and I move more at work.
TOTAL					82	33	5			
TOTAL					68%	28%	4%			
LANDSCAPE					29	22	2			
LANDSCAPE					55%	42%	4%			
GRID					53	10	3			
GRID					80%	15%	5%			

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**Thank you.**