

# The Evolution of Capital Planning and Space Management

Land, Buildings and Real Estate

## Goals...To create a workplace that

- Facilitates interaction among the team
- Enhances open communication
- Promotes Learning and Knowledge Sharing for new members of the team
- Develops camaraderie

## Workplace objectives:

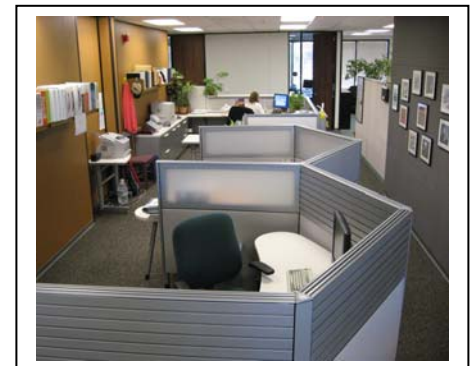
- Models a teaming space that changes based on needs
- Mixes open, closed, and collaborative environments
- Provides paper and storage organization
- Allows for Flexible and Ergonomic space
- Promotes sustainable practices

## Solutions (Iteration of spaces):

- Haworth/COG: 1<sup>st</sup> Phase  
Co-location in team in open cubicles
- HMI/Pivot: 2<sup>nd</sup> Phase  
Open collaborative environment
- Work at home day

## Challenges:

- New workplace etiquette
- Adjacent conference rooms
- Paperless environment



# Walking the Talk:

## The Workplace Evolution of Capital Planning & Space Management

In October 2004, the Capital Planning team, then comprised of a Senior Director and three support staff (two Capital Planners and an Administrative Assistant), visited a Cisco “proof of concept” open office space and were inspired to work differently. The Cisco space was bright, open and airy, with no assigned offices and ample meeting and teaming spaces. People at Cisco loved the space and found that it supported their work in new, and sometimes surprising, ways.

The team decided to experiment with their existing work environment at 655 Serra. Their space at the time reflected the combination of enclosed office and cubicle settings that are typically found at Stanford. The Senior Director’s office was located down the hall from the three support staff cubicles. Interaction between the Senior Director and the team meant that everyone needed to walk up and down the hall to find one another. The three support staff found that they were talking over the cubicle walls that separated them in order to interact – the walls were more of a hindrance than an advantage.

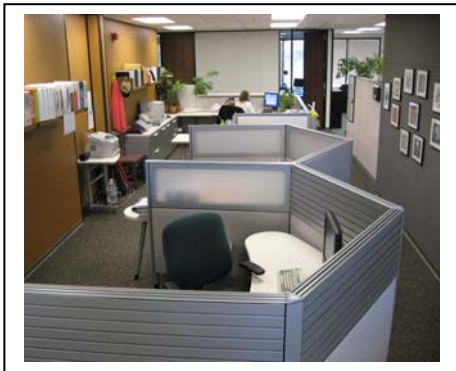


**1<sup>st</sup> Phase**

The group decided that they would like to create a living model for how to create teaming space at Stanford. They partnered with Haworth/COG (who generously offered furniture at a very minimal cost) and planned a mixed open and closed cubicle area next to the Land Use and Environmental Planning Team, adjacent to the Vice President and Associate Vice President of Finance and Administration for Land, Buildings and Real Estate. The area consisted of two low paneled cubicles and one open area to house two people. The two

Capital Planners were located in the two person area, while the Senior Director and Administrative Assistant occupied the two cubicles.

Having the four person team co-located was an immediate and noticeable advantage – interaction increased and it was much easier to quickly consult on a daily basis about shared tasks, particularly related to the Capital Plan. The team still found, however, that they often spoke thru the partitions. The Senior Director, located at the end of the space, wished to be closer to the rest of the team. There was inadequate space within the teaming environment to hold impromptu meetings of the whole group. An adjacent conference table in an open area, designed for this use, was not feasible for meetings as such interaction disturbed the people in cubicles nearby. All in all, there were great advantages to the new space but still some fine-tuning to be done.



## 2<sup>nd</sup> Phase



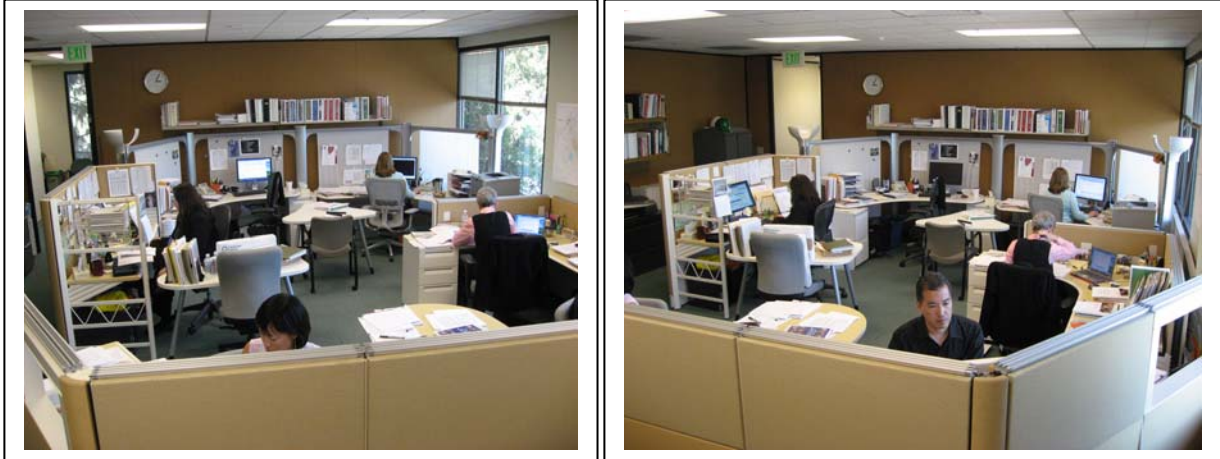
When the Capital Planning group incorporated two new positions, a Space Charge Planner and a Workplace/Furniture Planner, and replaced the half-time Administrative Assistant to a full-time basis, there was an opportunity to rearrange an adjacent space and create another new workplace idea. The priorities for this space were to have a fully open workspace, with no cubicle walls to work around and space for open communication. This completely open environment would enable the team to confer easily, listen to pertinent information throughout the day, to collaborate and hold impromptu meetings. This kind of environment was particularly important for the learning and knowledge sharing that was needed so that new members of the team could come up to speed with Stanford.

The department's new space is a completely open environment with low perimeter partitions and an open central area where team members are able to exchange pertinent information, collaborate and hold impromptu meetings throughout the day. The group has found that this new space has helped to reinforce and further develop the strong sense of camaraderie that exists among the members of the team. The space facilitates the fact that the team is a social group as well as a work group. The team often shares meals together, consults, advises, brainstorms, or reflects on critical issues throughout the day. The team also engages together in volunteer activities in the community and on campus. There is very little privacy in the space, and members have had to adjust to each other's unique work styles.

New etiquette for working in the office quickly developed. For instance, the team realized that private phone calls are best conducted outside of the teaming area, by using a headset or cell phone. Some of the team members have found that, in order to do concentrated work, they need to move to an adjacent conference room or another location. Others have found that adding one work-at-home day fulfills the need for quiet work time. Additionally, the group has adjusted to new ways of working with less storage, less space,

and smaller work surfaces. The team has worked to become more paperless, to use their central files more efficiently and to organize projects more collaboratively.

.....**3<sup>rd</sup> Phase**.....



Working differently has had its challenges. The team has felt a bit cramped at times and has had to develop a library storage area immediately adjacent to their space for needed materials that do not fit in the teaming space. The group has discovered the need for some additional square footage, which would allow them to have a permanent conference table in the middle of the space. This kind of meeting table would enable all six members of the team to turn from their desks to meet in a central place. This would work well both for impromptu and planned meetings. In an ideal scenario, the team would be co-located next to the Planning and Project Management groups, as they interact primarily with these two sets of colleagues. Lastly, the team would love to have a small conference room immediately next to their space for the inevitable private meetings and small group sessions that are required in their work.

The team considers these challenges to be minor, given the gains in teamwork and collaboration that they have experienced. In addition, as the team compares the square footage of what Capital Planning and Space Management would have traditionally used (1 private office, 5 cubicle spaces, approximately 620 sq. ft) to what they are using today, (330 sq. ft), this is nearly a 50% reduction in space.

All in all, CP&SM is proud to “Walk the Talk.”