



Statistics House

Working better together

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Purpose of this Presentation

- Overview of business drivers
- Outcome of approach
- Our learnings



A New Direction

- Statistics New Zealand transforming from ‘*collector of data*’ to ‘*purveyor of knowledge*’
- Unable to achieve transformation in old premises
 - Staff split over two sites and growing
 - Silo structure
 - Small floors/split teams
 - Cramped/ad hoc solutions
 - Poor quality working environment
 - Poor client facilities



Our Journey

- Started with Christchurch office (1999/2000)
 - Major leap forward
 - Piloted new ways of working
 - Valuable lessons learnt
- Planning for Wellington started in 2002
 - Baseline review/capability bid
 - New outputs/growth
 - Lease expiry approaching/poor quality environment
- Developed Working Environment Strategy
 - Vision for Statistics New Zealand
 - Vision for the working environment
 - Robust strategic briefing process – Dow/DEGW

Vision

- Opportunity to use *working environment* to support a new vision and culture
 - Symbolic as a statement of confidence in Statistics New Zealand
 - Facilitate wider cultural and organisational change
 - Reinforce commitment to security and integrity of information
 - Link to related initiatives (business process, IT, knowledge management, brand)
 - Provide smart ways for managing future growth or contraction
 - Promote new and better ways of working
 - Change in thinking from ‘offices’ to ‘working environments’

Changing the Culture

- The way we do things around here

Actual culture	Target culture
Reactive	Adaptive
Conservative	Innovative
Process focused	Outcome focused
Conscientious	Strive for excellence
Inward looking	Outward looking
Paternalistic	Empowering
Technical	General
Value doing things right	Value doing the right things and doing them well



Strategic Brief

Three key principles provided framework for decisions:

Collaboration

- Groups co-located
- Variety of work spaces
- Support greater interaction

Professionalism

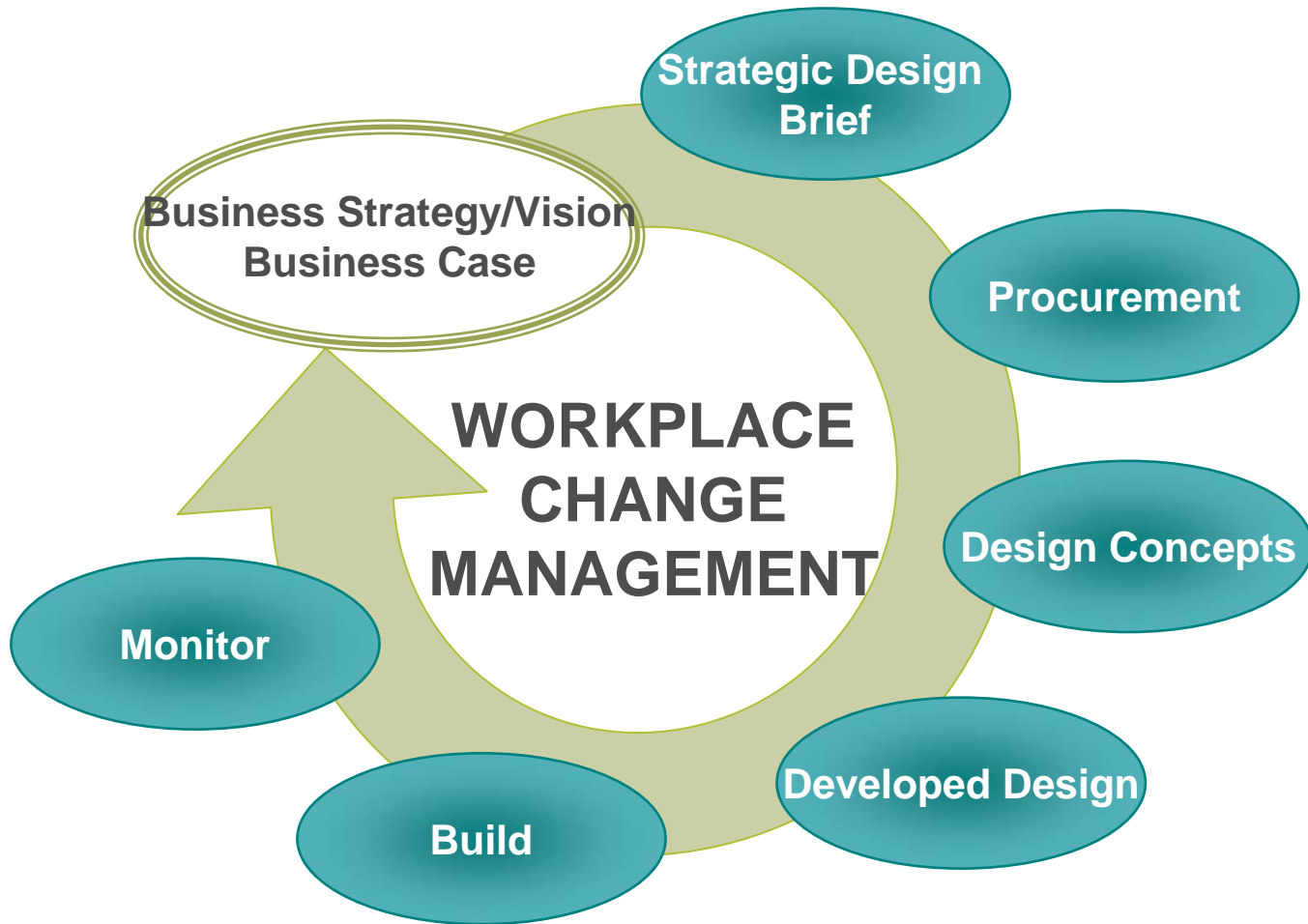
- Suite of meeting rooms
- Alternative spaces (food)
- Work area that supports quiet work
- Reduction in storage
- Secure

Adaptability

- Project/expansion spaces
- Furniture choice – kit of parts
- People move not workpoints



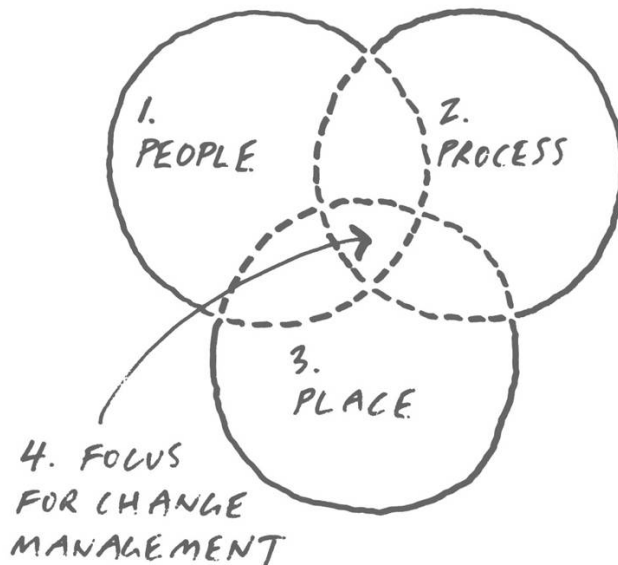
Overview of Process



Creating an Adaptable Organisation

ADAPTABLE PEOPLE

Objective: To change behaviour around interaction, communication, and use of the workplace – to act like **one office**



ADAPTABLE TECHNOLOGY

Objective: The capability to work anywhere – supporting workplace mobility and linking everyone as a virtual **one office**

ADAPTABLE PLACE

Objective: Agility to create, move and form new teams and structures ... **in one hour**

Building Design

Interactive process, tenant-led

- **Efficiency**

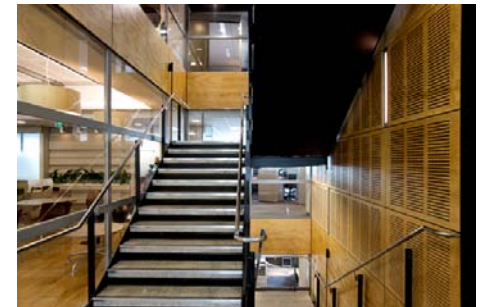
- Large floors – 1,800 m²
- Regular shape
- Maximising access to natural light
- Position and design of services core
- Internal stairs as ‘hub’ to improve connectivity

- **Building Performance**

- Clear performance criteria (HVAC/acoustics/lifts etc)
- Security and IT integration
- ESD/sustainability

- **Effectiveness**

- Image and pitch fit to Statistics New Zealand’s brand
- Link with business park concept and other users
- Functionality of ground floor and public space



Fitout Design

Linked to strategic design brief

- Principles

- Ground floor as public space + meet/greet
- Café key part of new culture and collaboration
- Staff only on work floors (using new security)
- Main stair as central hub
- Provide on-floor gather space around kitchenette
- Encourage staff to use café

- Hard Fitout

- Open plan
- Offices for GMs and Government Statistician only
- GS with 'club' environment shared with GMs
- Provide meeting and quiet rooms on floors for collaboration
- Provide centralised on floor storage and utility space



Fitout Design

Linked to strategic design brief

- **Soft Fitout**

- 1200 workstations
- low screens
- innovative storage at desk
- clear space under desk
- opportunity to add workstations
- easy churn process

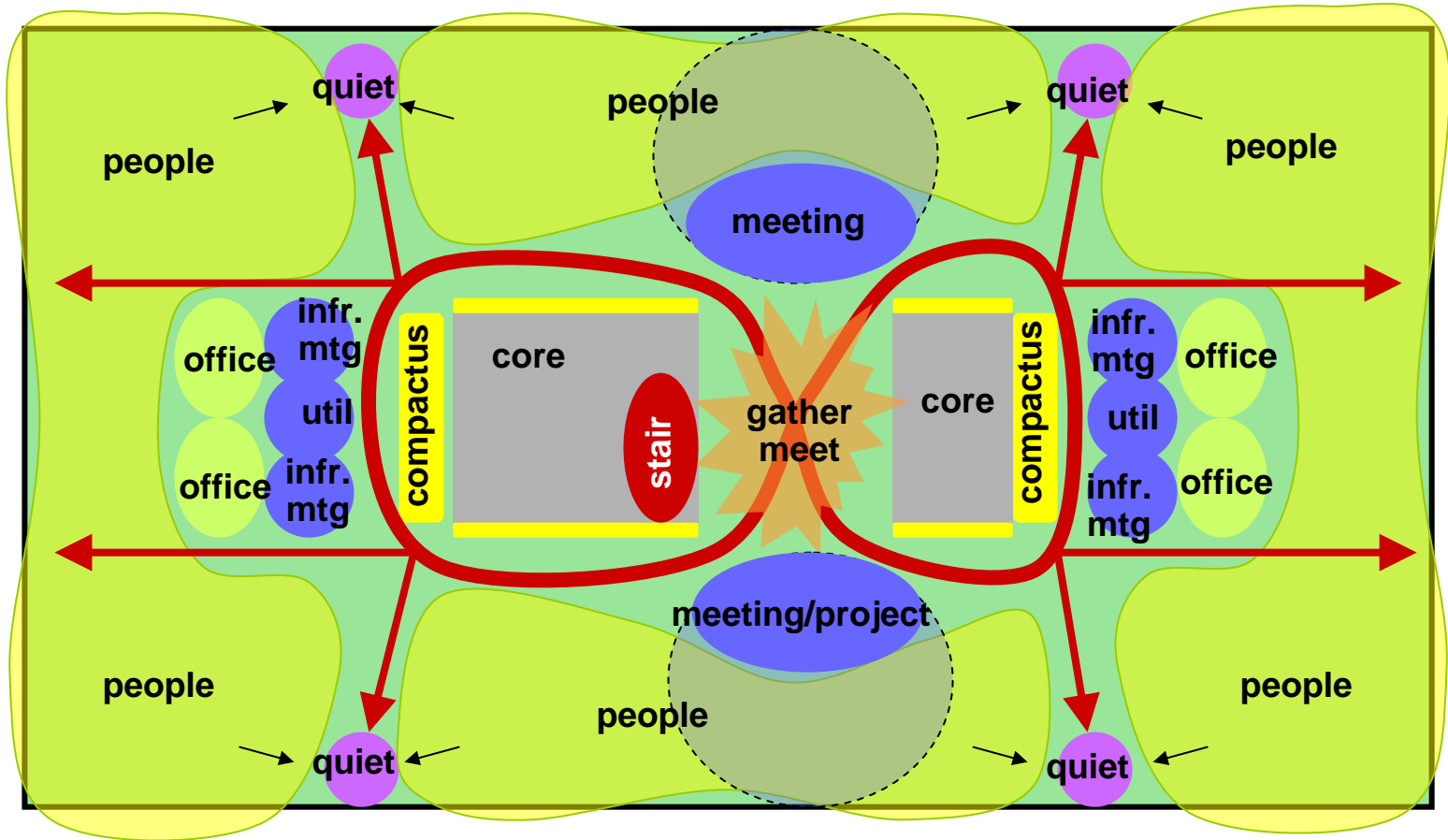


- **Technology**

- VOIP
- Flat screens
- Video conferencing in nine meeting rooms
- Smart white boards
- Security (public/privileged/private)



Typical Floor



Implementation

- **Leadership team**
 - Meeting overarching vision and objectives
 - Delivering project within budget and on time
 - Managing risks
 - Providing leadership, direction and momentum
 - Liaising with key stakeholders
 - Workplace change programme
- **Base Building team**
 - Delivery of base building on programme
 - Adherence to performance specification
 - Integration of base building and fitout works for cost and time efficiencies
- **Fitout team**
 - Detailed/functional design
 - Managing delivery within budget

Ongoing Journey

- Organisational change is ongoing
- Opportunity exists for further fine tuning
- Change management continues
- Metrics / post-occupancy evaluation recently completed





Statistics NZ

Post Occupancy Survey Report

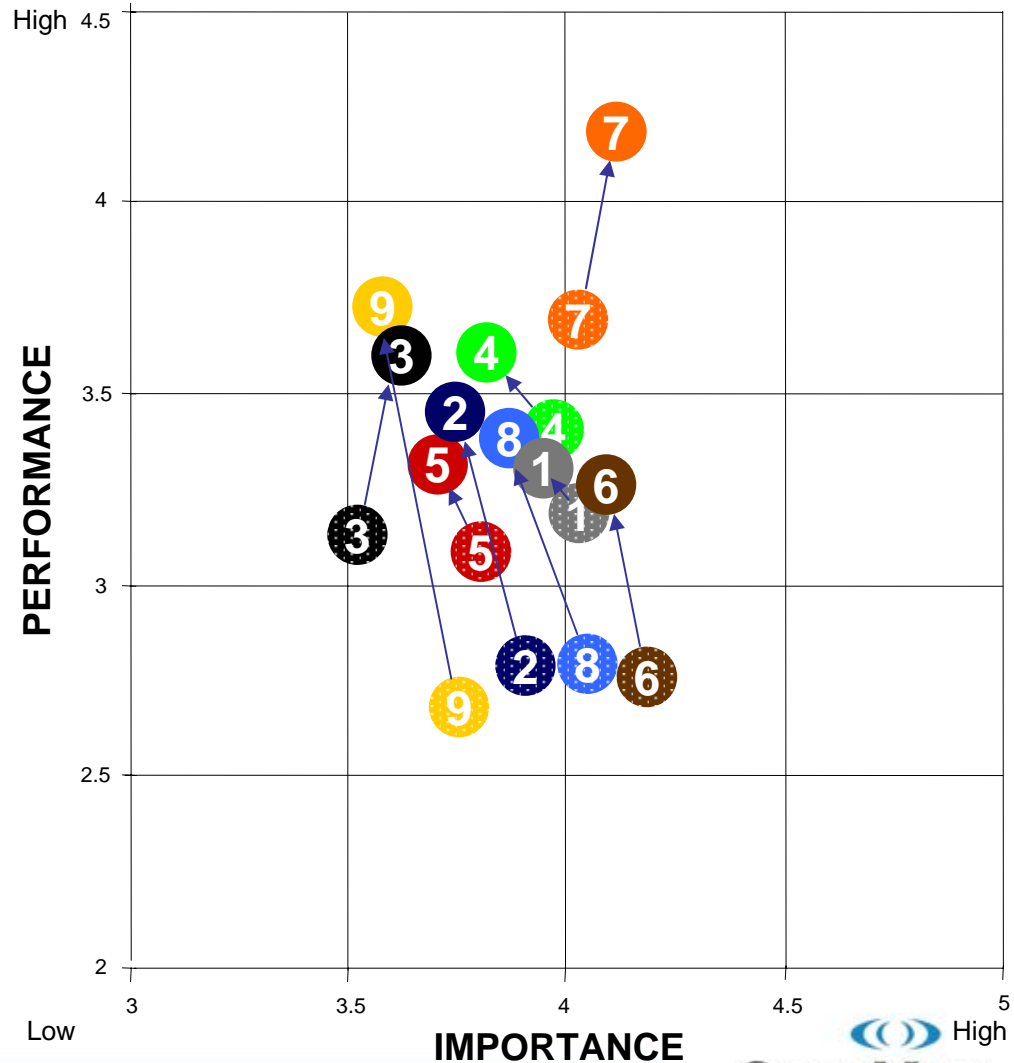
June 2006

Authors: Hayden Perkin & Anita Ralevski of DEGW

Overall Survey Results

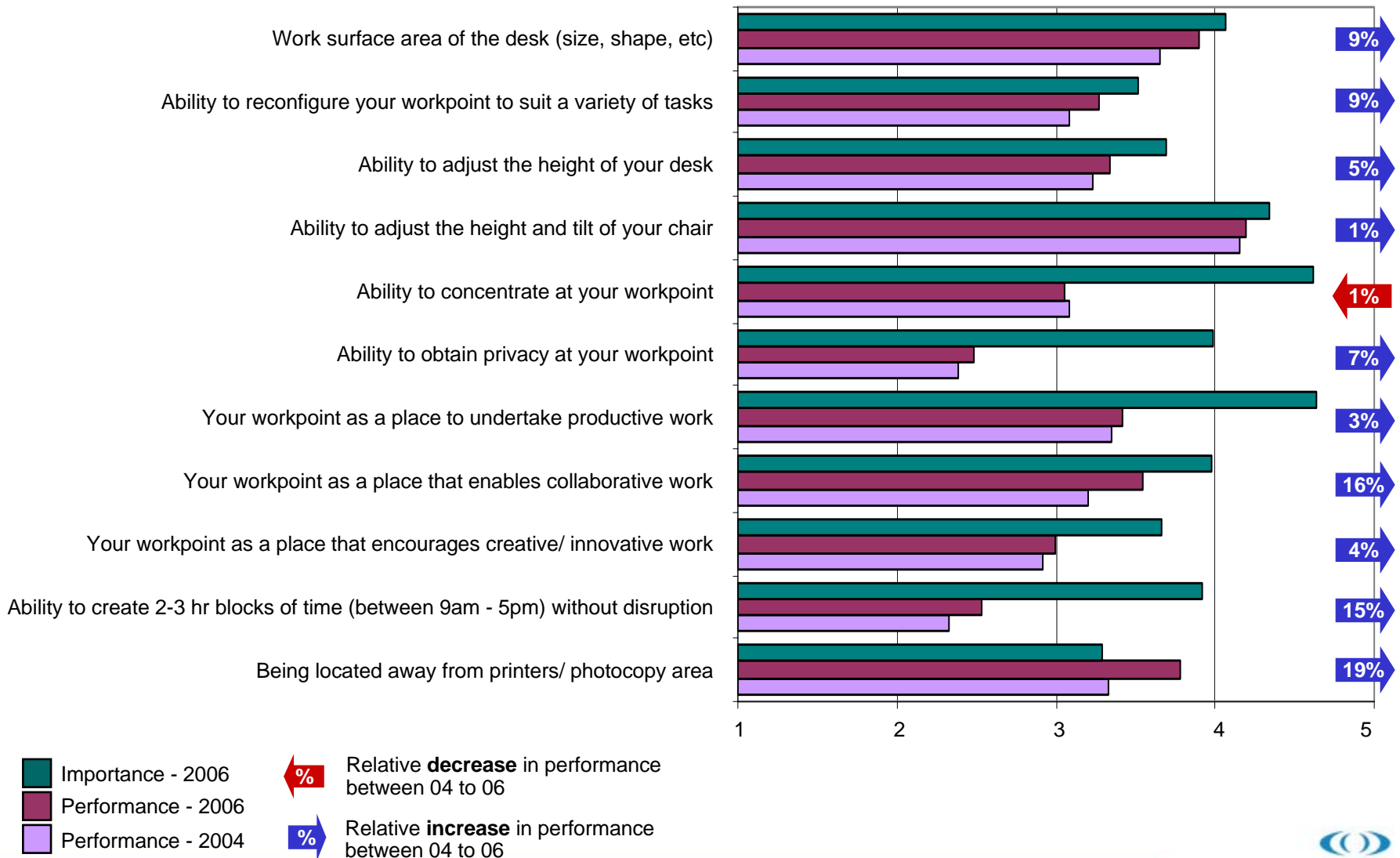
The comparison between 2004 and 2006 show **improvements in performance across all areas**, with **image and layout showing the largest improvement**.

Feb 2004	May 2006		Relative change in performance:
1	1	Individual workpoint	+ 8%
2	2	Team/ shared workspace	+ 35%
3	3	Technology	+ 20%
4	4	Knowledge & information	+ 8%
5	5	Facility management/ protocols	+ 13%
6	6	Environmental conditions	+ 29%
7	7	Security	+ 19%
8	8	Amenities	+ 33%
9	9	Image and layout	+ 62%

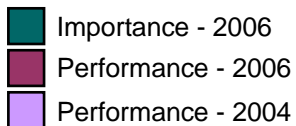
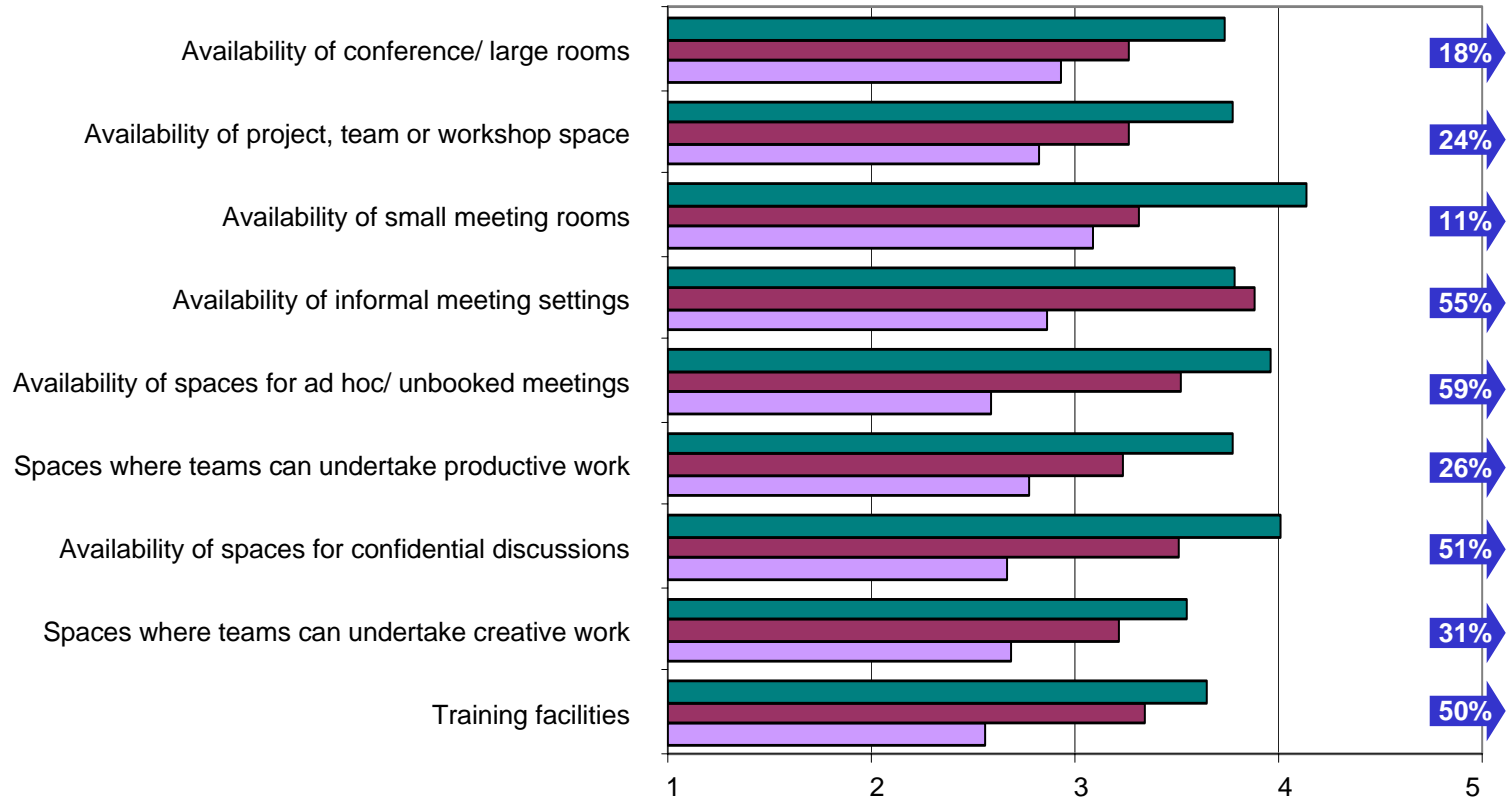


Note: In the matrix on the right the scales of the x-axis and y-axis have been truncated to better display differences

1 Individual Workpoint



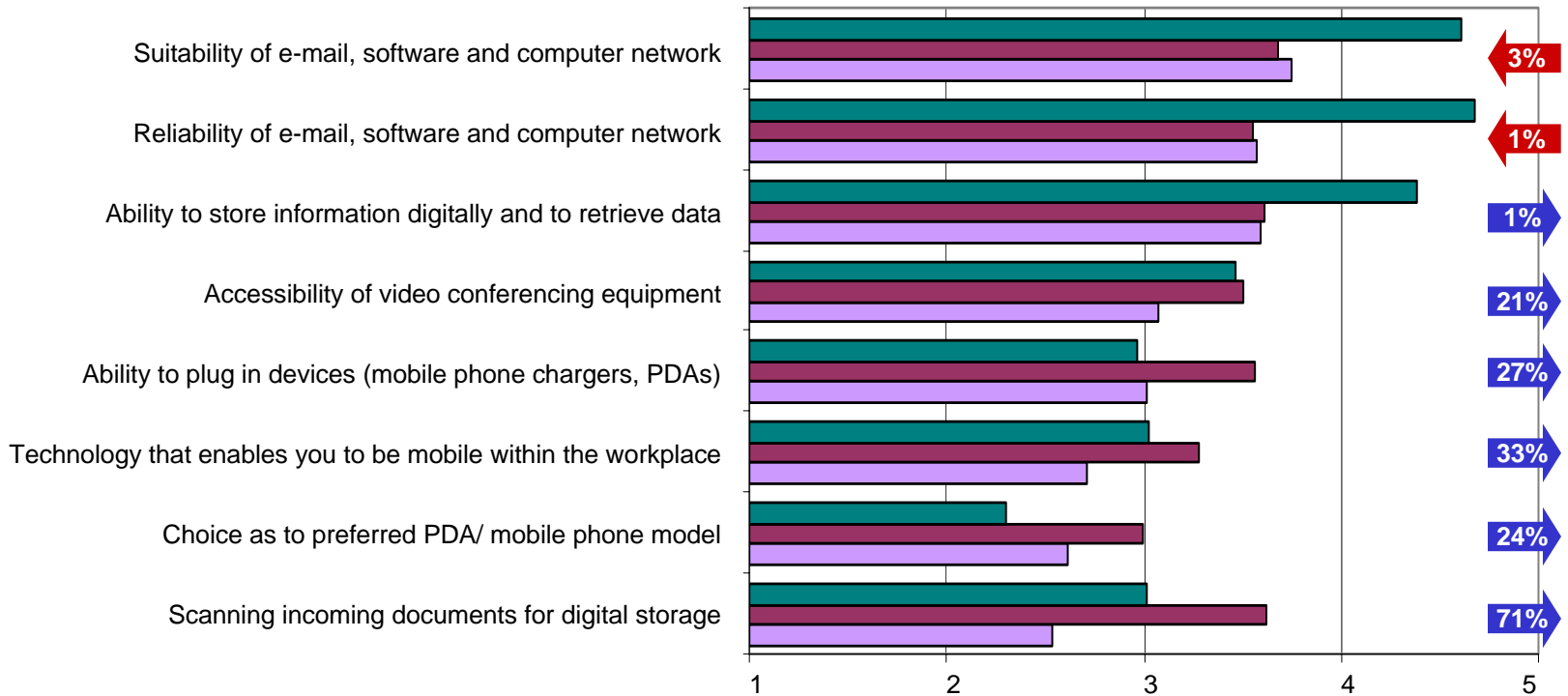
2 Team / Shared Workspace



← % Relative **decrease** in performance between 04 to 06

→ % Relative **increase** in performance between 04 to 06

3 Technology



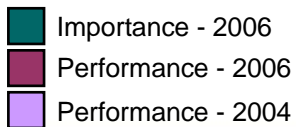
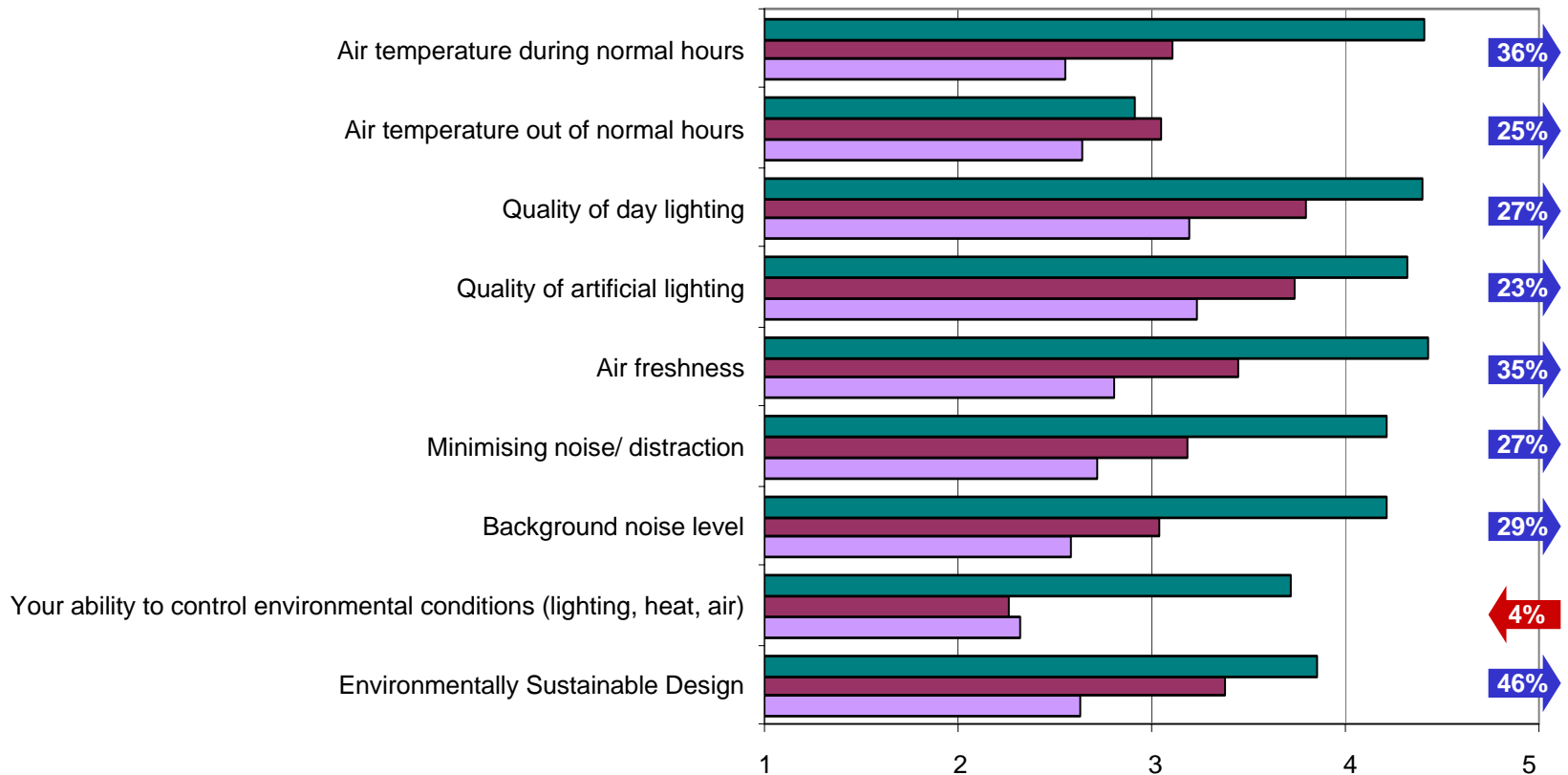
Importance - 2006
 Performance - 2006
 Performance - 2004

% Relative **decrease** in performance between 04 to 06
 % Relative **increase** in performance between 04 to 06

4 Knowledge and Information Management



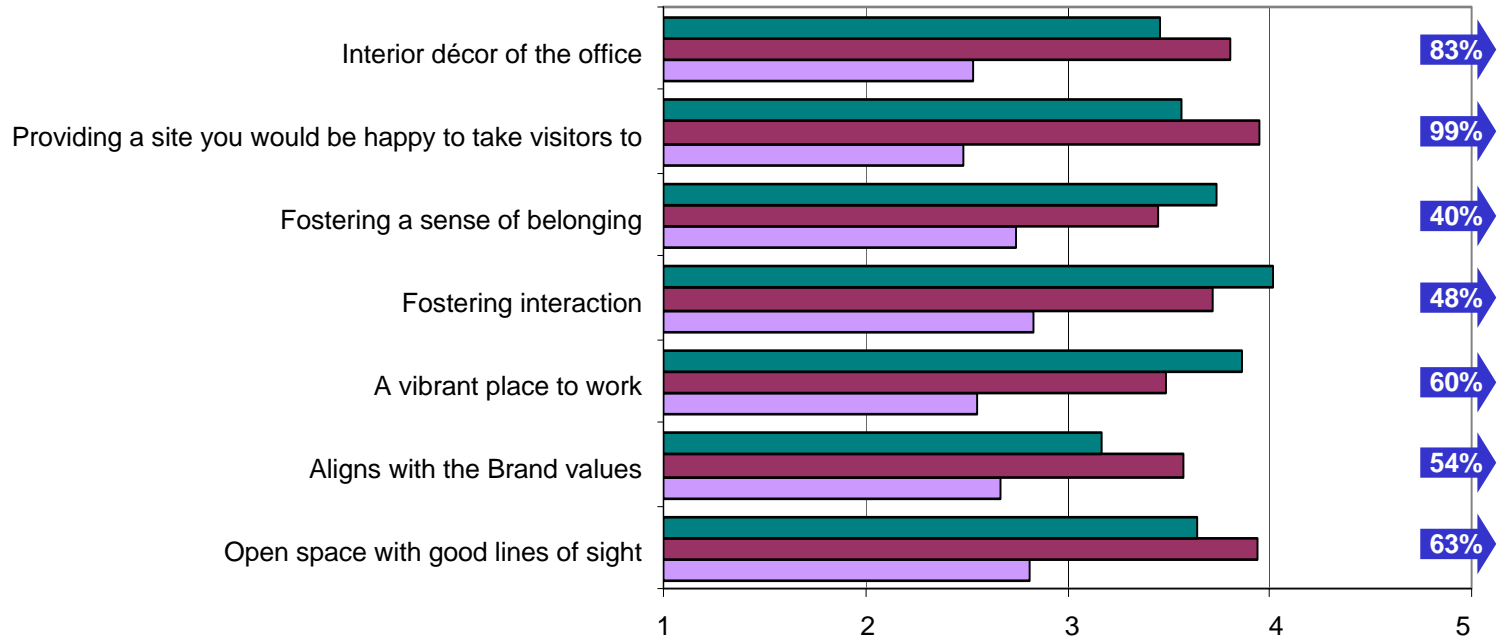
6 Environmental Controls



% Relative **decrease** in performance between 04 to 06

% Relative **increase** in performance between 04 to 06

9 Image and Layout



■ Importance - 2006
■ Performance - 2006
■ Performance - 2004

↘ % Relative **decrease** in performance between 04 to 06

↗ % Relative **increase** in performance between 04 to 06

Key Learnings

- CE and senior management support is vital
- Start planning early (vision, business case, procurement)
- Get right team (internal and external)
- Adopt best practice procurement process (understand market, fully investigate options, develop robust brief, keep options alive)
- See project as a business project not a real estate exercise
- Integrate other business processes (technology, security, knowledge management, storage etc)
- Prepare ‘building for people’ and ‘people for building’ – workplace change programme

Benefits to Date

- Improved staff retention and opportunity to attract talent
- Increased collaboration
- Improved staff communication
 - Face-to-face versus email
 - Meeting people for the first time
- Perception of improved professionalism
- Increased pride in workplace and Statistics New Zealand
- Increased flexibility and adaptability