



The Nature of Environmental Quality in the Workplace

A Monograph of the
Johnson Controls Institute for Environmental Quality in Architecture

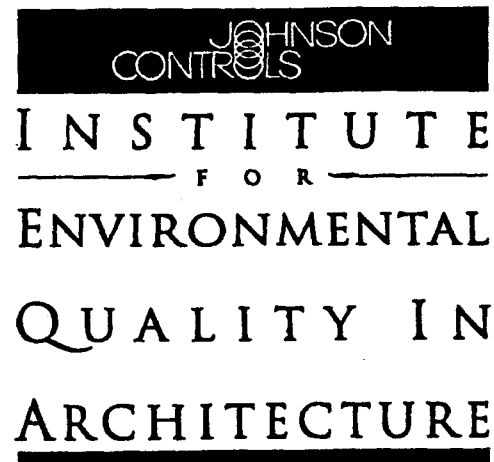


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A JOHNSON CONTROLS INSTITUTE POSITION PAPER

Larry Witzling, Herb Childress, Jeffery A. Lackney

ABSTRACT

This monograph argues for a positive model of what the workplace should be, a set of goals and criteria that can guide the innumerable decisions which go into the creation or remodeling of workplaces. Both the creation and the experience of workplaces are examined through the overarching criteria of *environmental quality*, in an attempt to discover ways to improve the creation of workplaces and, ultimately, to enhance the productivity and satisfaction of everyone who experiences them. The current research literature on workplaces, whether from an organizational, architectural, social or public health and safety standpoint, is in general agreement that the state of the American workplace is changing rapidly, and that those changes will have fundamental impacts on the competitiveness of businesses, on the health and satisfaction of their workers, and on the communities in which they operate. However, this information grows exponentially, and in fact often serves to hinder the larger goal of integrating our efforts into the creation of good workplaces. Pp. vi + 70; illustrated.

RELATED PUBLICATIONS

(Johnson Controls Institute for Environmental Quality in Architecture Monograph Series)

Educational Facilities: The Impact and Role of the Physical Environment of the School on Teaching, Learning and Educational Outcomes, by Jeffery A. Lackney, 1994.

The Costs of Facility Development: A Comparative Analysis of Public and Private Sector Facility Development Processes and Costs, by Jeffery A. Lackney, Peter Park, Larry Witzling, 1994.

PUBLICATIONS IN ARCHITECTURE AND URBAN PLANNING

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Milwaukee, WI 53201-0413

Johnson Controls Institute for Environmental Quality in Architecture Monograph Series
Report R94-8

ISBN 0-938744-89-5

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 Many questions and a few answers..... 5

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I. WHO USES workplaces and WHY? (p.9)	Individual goals	Organizational goals	Societal goals
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II. WHAT IS a workplace — and how does it work? (p.13)	Desired products and achievements	Organization	People (skill, talent, knowledge)	Resources	Environment (place, tools, equipment)
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III. What makes a workplace GOOD? (p.21)	Helpful	Dependable	Satisfying (aesthetic-ally emotion-ally)	Fair
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IV. Who MAKES workplaces and why? (p.25)	Occupants	Building management and service industry	Building development and design industry	Regulators
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V. How does the process FAIL, how must it be CHANGED? (p.33)	Improve knowledge about desired quality	Improve design to achieve goals	Improve implementation of a good design	Improve operation of the implemented design
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VI. How can this information be used to EVALUATE workplaces? (p.41)	Definition	Evaluation	Application
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