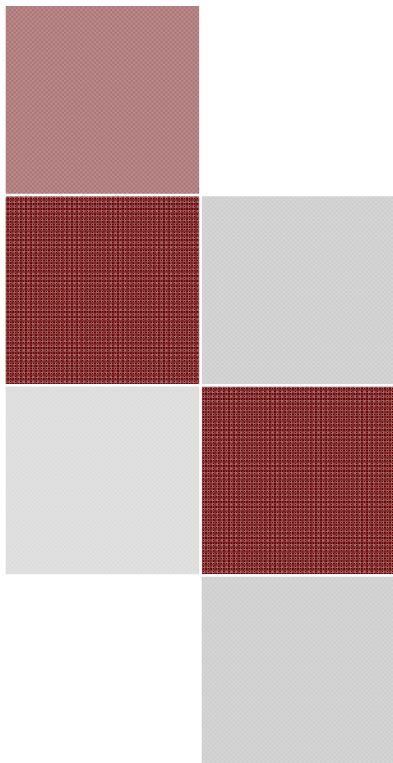




**ILRI**

INTERNATIONAL  
LIVESTOCK RESEARCH  
INSTITUTE



# ILRI Space Management Guidelines

May 2006

## TABLE OF CONTENTS

<b>OBJECTIVE AND SCOPE .....</b>	<b>1</b>
<b>OVERVIEW .....</b>	<b>1</b>
<b>SPACE STRATEGY .....</b>	<b>2</b>
<b>GENERAL PRINCIPLES ON ORGANIZING OFFICE SPACE .....</b>	<b>2</b>
<b>SPACE MANAGEMENT .....</b>	<b>2</b>
THE ROLE OF THE SPACE MANAGER .....	2
PLANNING SPACE NEEDS .....	3
LONG TERM AND TEMPORARY ASSIGNMENTS .....	3
DECISION-MAKING AUTHORITY .....	3
COST OF SPACE .....	4
<b>OFFICE SPACE ALLOCATION.....</b>	<b>4</b>
<b>GUIDELINES FOR OTHER TYPES OF SPACE .....</b>	<b>7</b>
MEETING ROOMS .....	8
PRODUCTION AREA.....	8
PAUSE AREAS .....	8
STORAGE .....	8
<b>WORKSPACE POLICIES .....</b>	<b>8</b>
ACCESS.....	9
CLEAN DESK GUIDELINE .....	9
REFRESHMENTS.....	9
RESEARCH ENVIRONMENT .....	9
PROTECTIVE EQUIPMENT.....	9
HAZARDS.....	9

A special note of appreciation and thanks to Eugene Trollip of Johnson Controls whose contribution and support was essential in the definition of these guidelines.

## Objective and Scope

These guidelines have been formulated to provide:

- ◇ An understanding of the requirement for a **space strategy** that aims to place groups with similar interests and/or functions together on campus to promote communication and interaction.
- ◇ The essential elements of a **space management policy** :
  - ⇒ The principles which regulate the workspaces allocated to groups or individuals in terms of offices, general workspaces or storage. This policy is a tool to allocate and manage office accommodation on an equitable and efficient basis. It further aims to promote interaction and communication between groups with similar interests and facilitate access to office services.
  - ⇒ An understanding of how space is managed at ILRI and by whom.

The same principles could be applied to ILRI field offices as needed.

The policy applies to all users of ILRI office space, whether employees, consultants or visiting scientists.

ILRI is not in a position to request hosted institutions to abide by these guidelines *except for the planning of space needs*. It is to be highly recommended to them however. This policy can also be used as a guiding measure to allocate space to them if needed.

## Overview

- ◇ Each campus should use as a guide an overall space strategy.
- ◇ The space allocation is to follow certain general guidelines to ensure an equitable allocation of space among users and ensure that the users have a comfortable work environment.
- ◇ The space manager within the Engineering Unit of each campus is the key contact for all space needs even though responsibility for more localized space can be delegated to the user unit themselves. S/he is responsible for the implementation of the guidelines in collaboration with all units at ILRI and carries out regular space audits.
- ◇ The cost of occupying space can be calculated and allocated to users in a fair and transparent manner and to the extent possible.

## Space strategy

It is useful for each campus to develop an overall space strategy to ensure that space is then allocated in the most effective, efficient and safe way to different user groups and to help longer term planning.

At the time of this writing, a strategy is available for each of the Nairobi and Addis-Ababa campuses and will be used as a basis for space allocation. They are available on the Ilrinet.

## General principles on organizing office space

- ◇ All office facilities are owned by ILRI and may be assigned and reassigned to serve ILRI's overall priorities and needs.
- ◇ Allocation of space does not imply permanent residence but rather a commitment based on continued justification and in consideration of overall needs and space availability.
- ◇ Office space will be allocated as explained in the relevant section.
- ◇ Office space should be clean and comfortable and receive natural light to the extent possible. All OHS guidelines should be strictly followed.
- ◇ Flexibility should be built into the allocation of space to different groups to allow for the constant stream of non-employees who need ILRI space (consultants, students, visiting scientists etc).
- ◇ Whenever possible, each group or area will be provided with a meeting room capable of seating at least 6-8 persons (or more if possible and depending on the needs of the group). Those meeting rooms will be used by the group in priority and others as necessary.
- ◇ Whenever possible, each group or area will be provided with a centralized productions area, preferably in a common space, containing equipment specific to the operational requirements of the group using the facility (copier, printer..).
- ◇ Whenever possible, each group or area will also have easy access to a pause area and storage equipment
- ◇ Whenever possible, shared quiet rooms are also a possibility in areas where open space offices tend to dominate.
- ◇ While those guidelines are the preferred approach at ILRI, some spaces may not be capable of reconfiguration without great expense. Adjustments will therefore be necessary and an allowance for "bad fit" may be taken into consideration.

## Space management

### The role of the space manager

Starting in 2006 in Nairobi and over time in Addis-Ababa, the Engineering Unit will include a space manager whose role will include:

- ◇ Lead the planning of space needs for the campus (office space as well as other types of spaces). Keep and update a detailed plan for space needs.
- ◇ Keep an updated detailed layout of all facilities and a record of the assets assigned to those areas
- ◇ Receive requests for additional or changing space, working with the concerned unit and creatively help reorganize the work space in line with the space management guidelines and with the availability of space and as agreed by all concerned. Helping

coordinate necessary approvals to effect the changes. Try and minimize the cost of those changes.

- ◇ Coordinate with other units, especially with the Information and Communications Department, Security and Engineering, all necessary steps to facilitate the move or installation of staff
- ◇ Assist units in ensuring a smooth booking and information to customers for the common spaces they are in charge of
- ◇ Make suggestions for changes to the space management guidelines based on experience
- ◇ Carrying out regular space audits to ensure that ILRI is indeed using its space effectively
- ◇ Carry out regular studies to ensure that costs of space occupation are optimized
- ◇ Ensure signage is correct, updated and well maintained
- ◇ Ensure that charges made for space usage whenever applicable are correct and made in a timely manner.
- ◇ Coordinate with the OHSE Officer to ensure all relevant standards are met
- ◇ Keep all campus users informed of policies, news and changes related to space management

## **Planning space needs**

*This section applies to hosted institutions:*

- ⇒ The Space planner will work with each unit to ensure that a medium term and a short term space needs plan are available and up to date.
- ⇒ Until a space planner is operational on both campuses, a minimum of three months 'notice should be given to the Operations Manager in Nairobi/Head of Operations in Addis-Ababa to identify new space for units. This process does not guarantee that the request can necessarily be accommodated.

## **Long term and temporary assignments**

- ◇ Office spaces with 1, 2 or 3 individuals are assigned on a long-term basis to those individuals and this assignment is consigned by the space manager.
- ◇ Hot desks, meeting rooms and quiet rooms are booked on a needs-basis and the custodian is usually the unit in whose areas those spaces fall.
- ◇ General meeting rooms are booked with an assigned unit, usually the Housing and Catering Unit.
- ◇ Space should be used optimally. If an office or a desk will be vacated for whatever reason, for a period exceeding 2 months, the space could be allocated to another user until the permanent user returns. The management of this space will be the internal responsibility of a particular unit.

## **Decision-making authority**

The space manager will present new options to the requesting unit. S/he will help that unit discuss options with the other units that may need to be involved. Space is a very sensitive and important issue.

- ◇ If the decision is simple and affects a very limited number of staff who agree with it (e.g. moving someone from a desk to another desk in the same unit) , the unit

managers will approve in coordination with the Operations Manager or Head of Administration .

- ◇ If the decision is more complex (e.g. change in office layout for a unit), the relevant Director will need to approve in coordination with the Operations Manager or Head of Administration in Addis will be the decision-makers.
- ◇ If the impact of the decision is even greater (e.g. moving a group to another location), the decision-making authority on space allocation will rest with the Management Committee who meets monthly.

## Cost of space

ILRI projects will not be charged for space use until further notice. ILRI core funding will finance such costs.

If a donor allows space usage charges however, such charges will be made with the Budget Holder's approval to defray the costs incurred by ILRI core funding.

The cost of space charged to hosted institutions or individuals will be calculated, invoiced and revised as per the Recharge Policy (expected to be available by September 2006).

## Office space allocation

Workspace is to be allocated using a set of criteria that are detailed below. The criteria are applied to the user's position. They include:

- ◇ Need to meet
- ◇ Size of the groups to be meeting with
- ◇ Need for high level of concentration
- ◇ Handling of confidential information

Six types of spaces have been defined that correspond to ILRI's needs at the time of this writing. Typical layouts are shown in Appendix 1.

Workspac e type	Typical Position	Criteria	Nominal size m <sup>2</sup>	No of persons per space	Netto m <sup>2</sup> per person, excluding circulation and storage	Recommended Furniture and Equipment
A	<ul style="list-style-type: none"> <li>• Director;</li> <li>• Theme Director</li> </ul>	Directors (confidentiality, meeting with large groups, representational role, quiet space...)	15 - 25	1	18	<ul style="list-style-type: none"> <li>○ L-Shaped manager's desk measuring 2100 x 2100mm including roller door credenza and pedestal;</li> <li>○ Manager's chair on castors;</li> <li>○ 1200 x 300 x 1800mm bookshelf with 6 shelves, including top and bottom;</li> <li>○ 900mm diameter meeting table and 4 visitor's chairs;</li> <li>○ Power connection;</li> <li>○ Telephone;</li> </ul>

Workspac e type	Typical Position	Criteria	Nominal size m <sup>2</sup>	No of persons per space	Netto m <sup>2</sup> per person, excluding circulation and storage	Recommended Furniture and Equipment
						<ul style="list-style-type: none"> <li>○ Data connection;</li> <li>○ Planter (optional)</li> </ul>
B	<ul style="list-style-type: none"> <li>○ Head of Department</li> <li>○ Operational Project Leader</li> <li>○ Intellectual property officer</li> <li>○ Operations manager</li> </ul>	Senior staff managing people, deals with confidential issues or require quiet space and small meeting space inside office	10 - 15	1	12,5	<ul style="list-style-type: none"> <li>○ L-Shaped manager's desk measuring 2100 x 1600 including roller door credenza and pedestal;</li> <li>○ Manager's chair on castors;</li> <li>○ 1200 x 300 x 1800mm bookshelf with 6 shelves, including top and bottom;</li> <li>○ 900mm diameter meeting table and 4 visitor's chairs;</li> <li>○ Power connection;</li> <li>○ Telephone;</li> <li>○ Data connection</li> <li>○ Planter (optional)</li> </ul>
C	<ul style="list-style-type: none"> <li>○ Social scientist, desk based;</li> <li>○ Supervisors</li> <li>○ Unit manager</li> <li>○ Internal audit</li> </ul>	Staff requiring quiet space, high level of concentration , with no meeting requirements inside the office	8-10	1	9	<ul style="list-style-type: none"> <li>○ 1 off L-Shaped manager's desk measuring 2100 x 1600 including roller door credenza and pedestal;</li> <li>○ 1 off Manager's chair on castors;</li> <li>○ 1200mm high desk screens shall be provided between desks including electrical outlets and connectivity above desk level;</li> <li>○ 1 off 1200 x 300 x 1800mm bookshelf with 6 shelves, including top and bottom;</li> <li>○ Power connection per desk;</li> <li>○ Telephone per desk;</li> <li>○ Data connection per desk</li> <li>○ Planter (optional)</li> </ul>
D	<ul style="list-style-type: none"> <li>• Scientist – field based;</li> <li>• Scientist – laboratory based</li> <li>• Post doctoral - desk based;</li> <li>• Post doctoral -</li> </ul>	Staff requiring quiet space, high level of concentration , but could share with another user from the same	12 - 15	2	6	<ul style="list-style-type: none"> <li>○ 2 off L-Shaped manager's desk measuring 2100 x 1600 including roller door credenza and pedestal;</li> <li>○ 2 off Manager's chair on castors;</li> <li>○ 1200mm high desk screens shall be provided between</li> </ul>

Workspac e type	Typical Position	Criteria	Nominal size m <sup>2</sup>	No of persons per space	Netto m <sup>2</sup> per person, excluding circulation and storage	Recommended Furniture and Equipment
	laboratory based; <ul style="list-style-type: none"> <li>• Visiting scientist;</li> <li>• Consultants ;</li> <li>• Research officer</li> <li>• Program Assistants</li> <li>• Payroll</li> </ul>	discipline				desks including electrical outlets and connectivity above desk level; <ul style="list-style-type: none"> <li>○ 1 off 1200 x 300 x 1800mm bookshelf with 6 shelves, including top and bottom;</li> <li>○ Power connection per desk;</li> <li>○ Telephone per desk;</li> <li>○ Data connection per desk</li> <li>○ Planter (optional)</li> </ul>
E	<ul style="list-style-type: none"> <li>• Research technicians, desk based;</li> <li>• Data analysts;</li> <li>• Theme Accountant;</li> </ul>	Staff requiring enclosed environment, but could share spaces with other users, not necessarily from the same discipline	20	3 - 4	5 – 6,7	<ul style="list-style-type: none"> <li>○ 3 or 4 off L-Shaped manager's desk measuring 2100 x 1,6 including credenza, and pedestal;</li> <li>○ 3 to 4 off Manager's chair on castors;</li> <li>○ 2 tiers 300mm wide bookshelves above worktops on either side of office;</li> <li>○ 1200mm high desk screens shall be provided between desks including electrical outlets and connectivity above desk level;</li> <li>○ Power connection per desk;</li> <li>○ Telephone per desk;</li> <li>○ Data connection per desk</li> <li>○ Planter (optional)</li> </ul>
F	<ul style="list-style-type: none"> <li>○ Research technicians - laboratory based;</li> <li>○ Research technicians – field based;</li> <li>○ Students - resident;</li> <li>○ PhD students;</li> <li>○ Data entry clerks;</li> <li>○ Research technicians</li> </ul>	Staff requiring enclosed environment, but could share spaces with other users, not necessarily from the same discipline	32 - 38	6	6	<ul style="list-style-type: none"> <li>○ 6 off L-Shaped manager's desk measuring 2100 x 1600 including credenza and pedestal;</li> <li>○ 6 off Manager's chair on castors;</li> <li>○ 2 off 1 200 x 300 x 1 800mm bookshelves with 6 shelves, including top and bottom;</li> <li>○ 1200mm high desk screens shall be provided between desks including</li> </ul>



Workspac e type	Typical Position	Criteria	Nominal size m <sup>2</sup>	No of persons per space	Netto m <sup>2</sup> per person, excluding circulation and storage	Recommended Furniture and Equipment
	<ul style="list-style-type: none"> <li>- junior; ○ Laboratory superintend ent</li> </ul>					electrical outlets and connectivity above desk level; <ul style="list-style-type: none"> <li>○ Power connection per desk;</li> <li>○ Telephone per desk;</li> <li>○ Data connection per desk</li> <li>○ Planter (optional)</li> </ul>
Open plan	<ul style="list-style-type: none"> <li>• Administrat ive Assistant;</li> <li>• Secretary</li> <li>• Visiting Student;</li> <li>• Junior staff</li> <li>• General office staff</li> <li>• Treasury</li> <li>• Finance</li> <li>• Project managers</li> </ul>	General office staff	18	4 per cluster	4,5	<ul style="list-style-type: none"> <li>○ 4 off L-shaped desk measuring 2,1 x 1,6m including an under worktop credenza and pedestal;</li> <li>○ 4 off Chair on castors;</li> <li>○ Each cluster of 4 desks shall be provided with a 900mm diameter meeting table;</li> <li>○ 1200mm high desk screens shall be provided between desks including electrical outlets and connectivity above desk level;</li> <li>○ Power connection per desk;</li> <li>○ Telephone per desk;</li> <li>○ Data connection per desk</li> <li>○ Planter (optional)</li> </ul>
Hot desks or touch down areas	<ul style="list-style-type: none"> <li>○ Students;</li> <li>○ Visitors</li> <li>○ Messenger;</li> <li>• Driver</li> </ul>	Allocated on an ad hoc basis <u>or</u> Permanent desk for persons requiring small space	15	1 per desk	2,5	<ul style="list-style-type: none"> <li>○ Desks measuring 1200 x 800;</li> <li>○ Chair on castors;</li> <li>○ 1200mm high desk screens shall be provided between desks including electrical outlets and connectivity above desk level;</li> <li>○ Power connection per desk;</li> <li>○ Telephone per desk;</li> <li>○ Data connection per desk</li> </ul>

## Guidelines for other types of space

## **Meeting rooms**

Whenever possible, each group or area should be provided with a meeting room capable of seating at least 6-8 persons.

Meeting rooms are not allocated to a specific group as other groups should also be able to utilise the facility. This facility should be bookable through a meeting room booking system.

Large meeting rooms (more than 8 persons) are provided in the conference area and training building as well as other locations on the campus. These venues will be bookable rooms with an assigned unit designated on each campus (Training in Nairobi and Housing & Catering in Addis-Ababa in May 2006).

## **Production area**

Whenever possible, all groups should be provided with a centralised productions area, preferably in a common space, containing equipment specific to the operational requirements of the group using the facility. As a minimum, it should contain the following equipment:

- Photocopy machine;
- LAN printers;
- Other production equipment such as binding machines, laminating equipment, etc. if used by the group or groups.

A 900mm high worktop to be provided in this area where possible.

## **Pause areas**

Pause area by definition is an area to relax and break away from the desk environment. The minimum requirement is:

- Single bowl stainless steel sink;
- Sufficient laminated worktop, 600mm wide with post formed edges;
- Under counter fridge;
- Cupboard space, both under counter and wall mounted;

Option facilities could include:

- Filtered water fountain;
- Tables and chairs;
- Coffee / tea maker;
- Vending machines

Sitting areas can be located outside as well if weather conditions permit.

## **Storage**

Storage requirements are to be assessed on an individual basis and are not included in the typical layout.

## **WORKSPACE POLICIES**

## **Access**

All offices and laboratories are regarded as restricted areas and access to these areas should be controlled. Visitors are to be escorted. Much more detailed guidelines and principles are to be provided in an upcoming security policy.

## **Clean Desk Guideline**

ILRI would like to operate on a clean desk policy. All documents to be cleared from the desk at the end of each workday. Supervisors are encouraged to work with their teams to make this possible.

## **Refreshments**

It is better if no or little refreshments are to be consumed at the desk, especially as they can damage IT equipment considerably. Pause areas are provided for that purpose.

## **Research environment**

Reference should be made to the OHSE guidelines.

## **Protective equipment**

Personal protective equipment, suitable to the specific environment, to be worn at all times when entering a laboratory or controlled environment. The wearing of open shoes or sandals will not be allowed in a laboratory. Please refer to the OHSE guidelines for more information.

## **Hazards**

Each person entering a laboratory environment should familiarize themselves with the potential hazard, if any, within that particular environment. Hands should be washed upon leaving the laboratory or controlled environment. Reference should be made to the OHSE guidelines .

## **Filing**

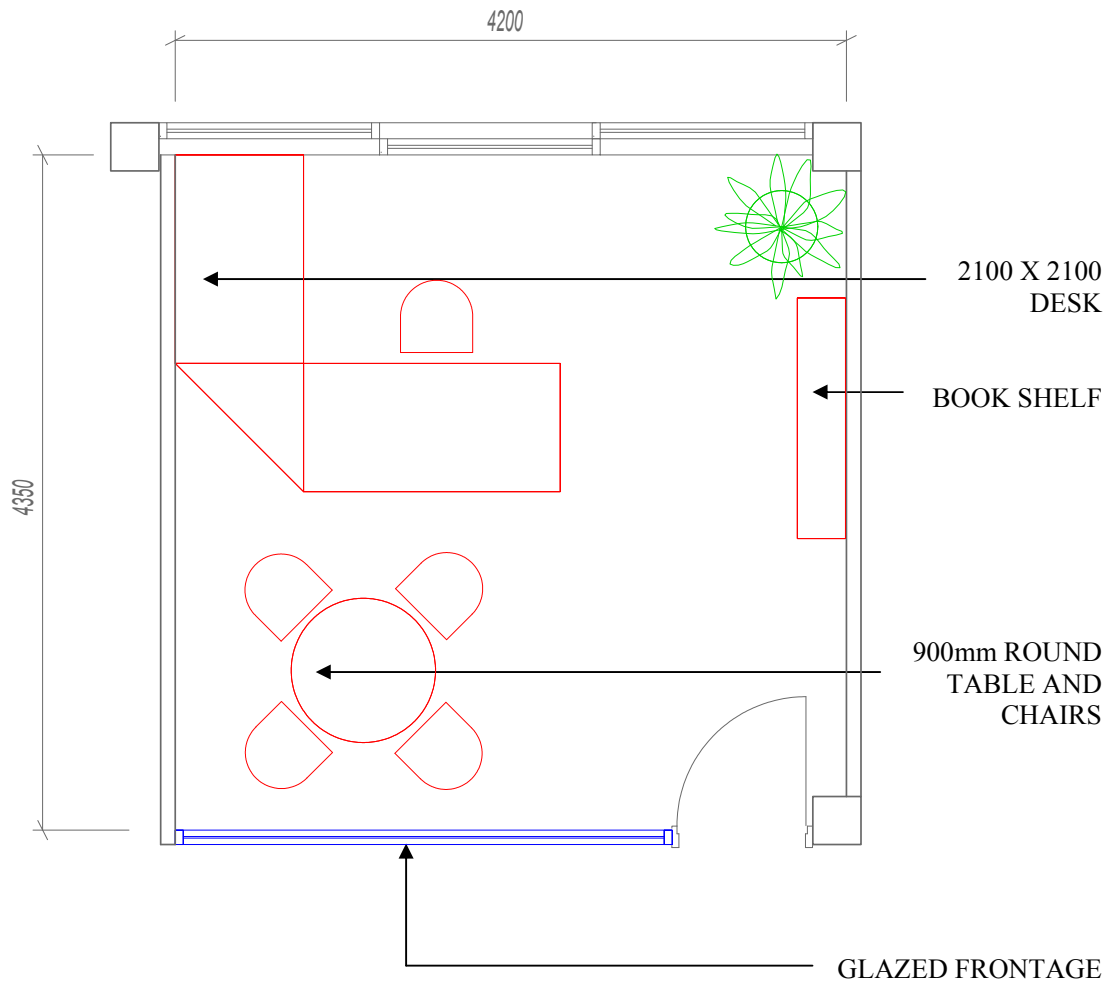
The following filing policy should ideally apply to all workspaces:

To manage filing in an orderly manner, the following guidelines will be applicable to all workspaces:

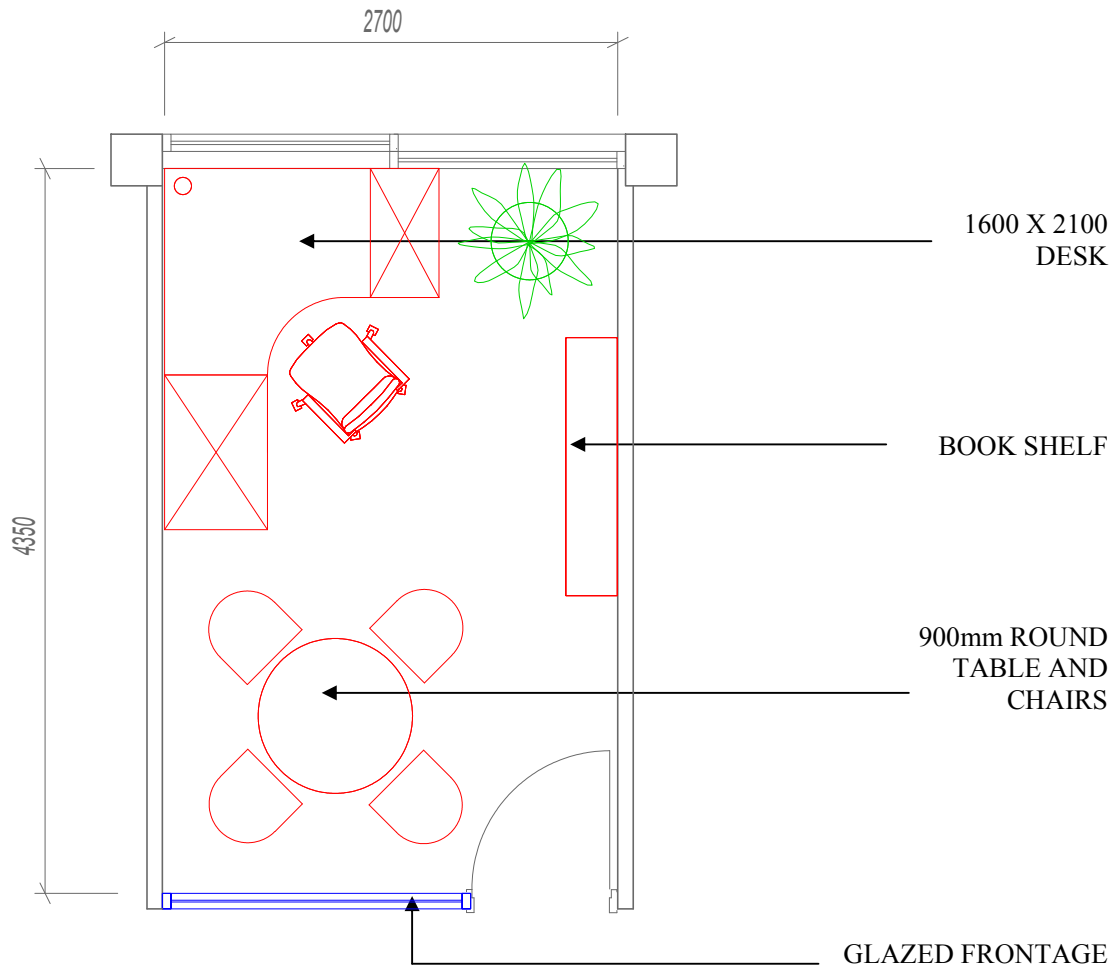
- *First tier filing* – These are files and documents that have a referral frequency of *daily to once week*. These files should be kept in the credenza below desk level.
- *Second tier filing* – These are files and documents that have a referral frequency of *once in two weeks to once in three months*. These files are best accommodated in bulk filers provided in close proximity to the workplace.
- *Third tier filing* - These are files and documents that have a referral frequency of *less than once in three months*. These files should not be kept in the office environment and should be accommodated in the central archiving space. All files to be registered to facilitate effective retrieval of archived files.

- *Archiving* - These are files and documents that have a referral frequency of *once a year or less*. Depending on the statutory requirements that apply to each department, archived files should be destroyed on a regular basis.

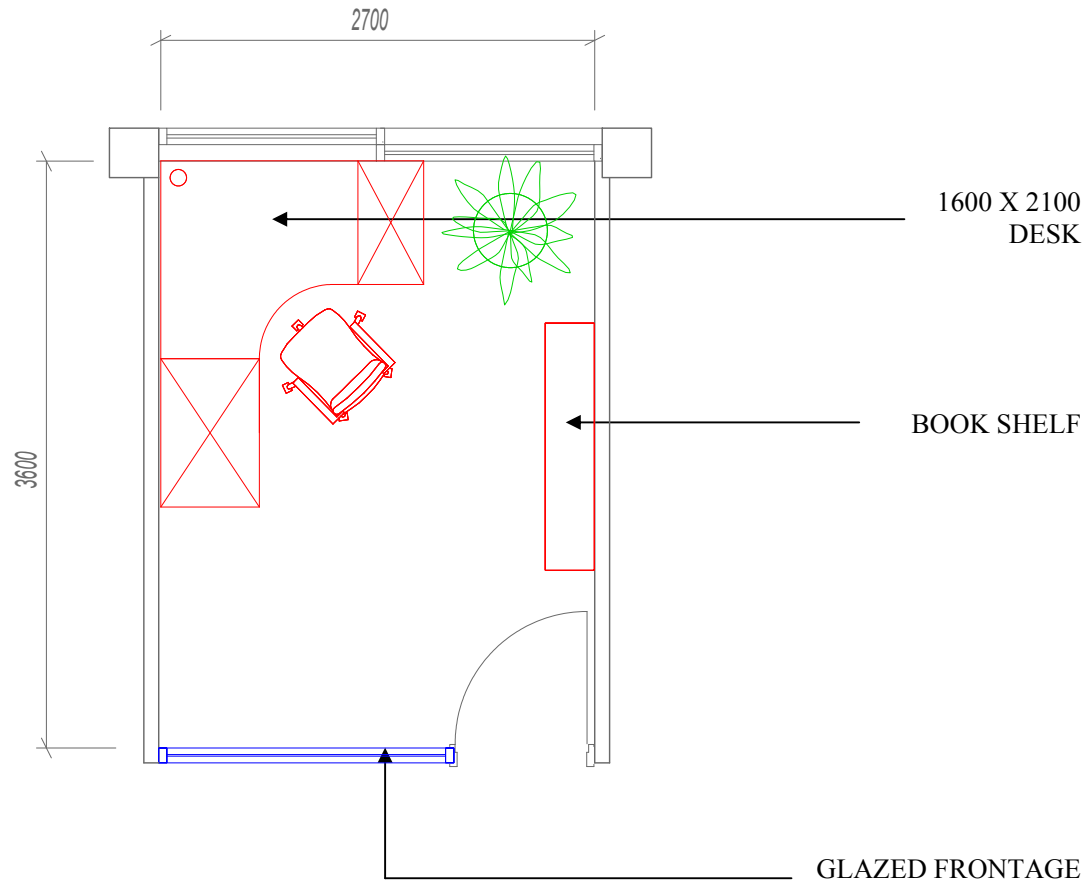
**TYPICAL OFFICE TYPE A**  
15 – 25 m<sup>2</sup>



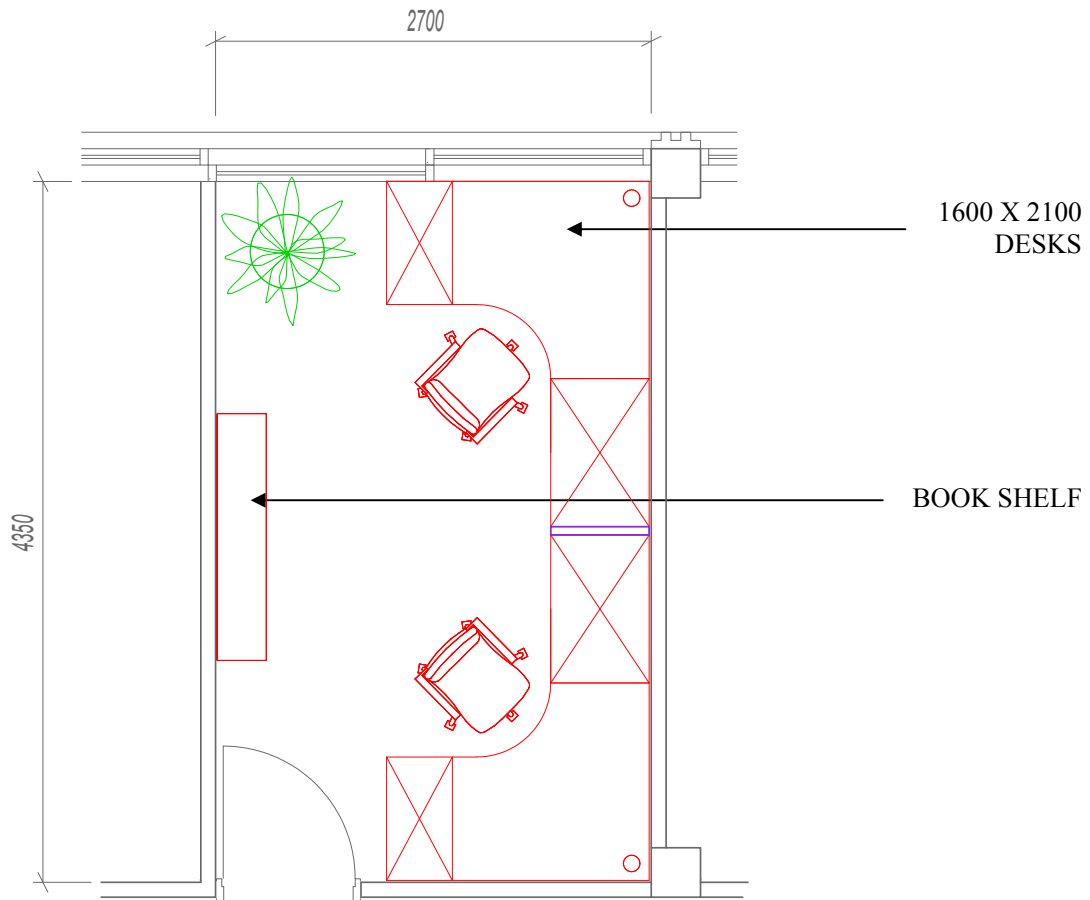
**TYPICAL OFFICE TYPE B**  
10 -15 m<sup>2</sup>



**TYPICAL OFFICE TYPE C**  
8 - 10m<sup>2</sup>

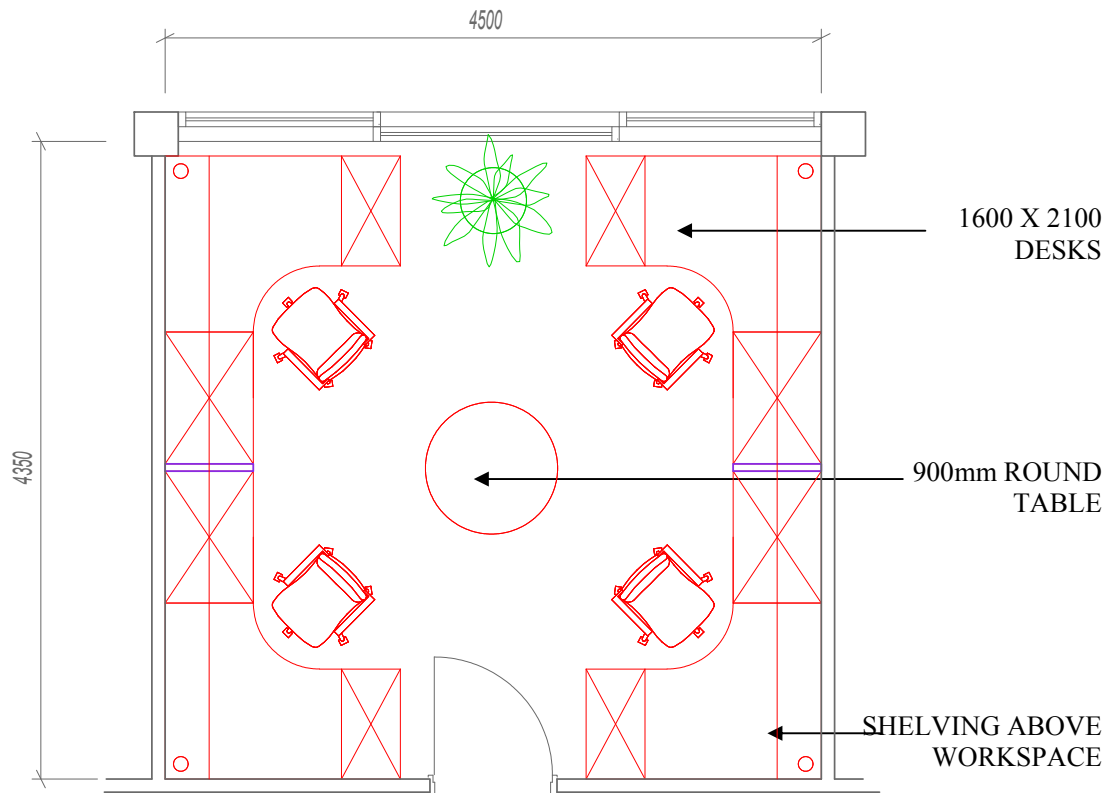


**TYPICAL OFFICE TYPE D**  
12 -15 m<sup>2</sup>

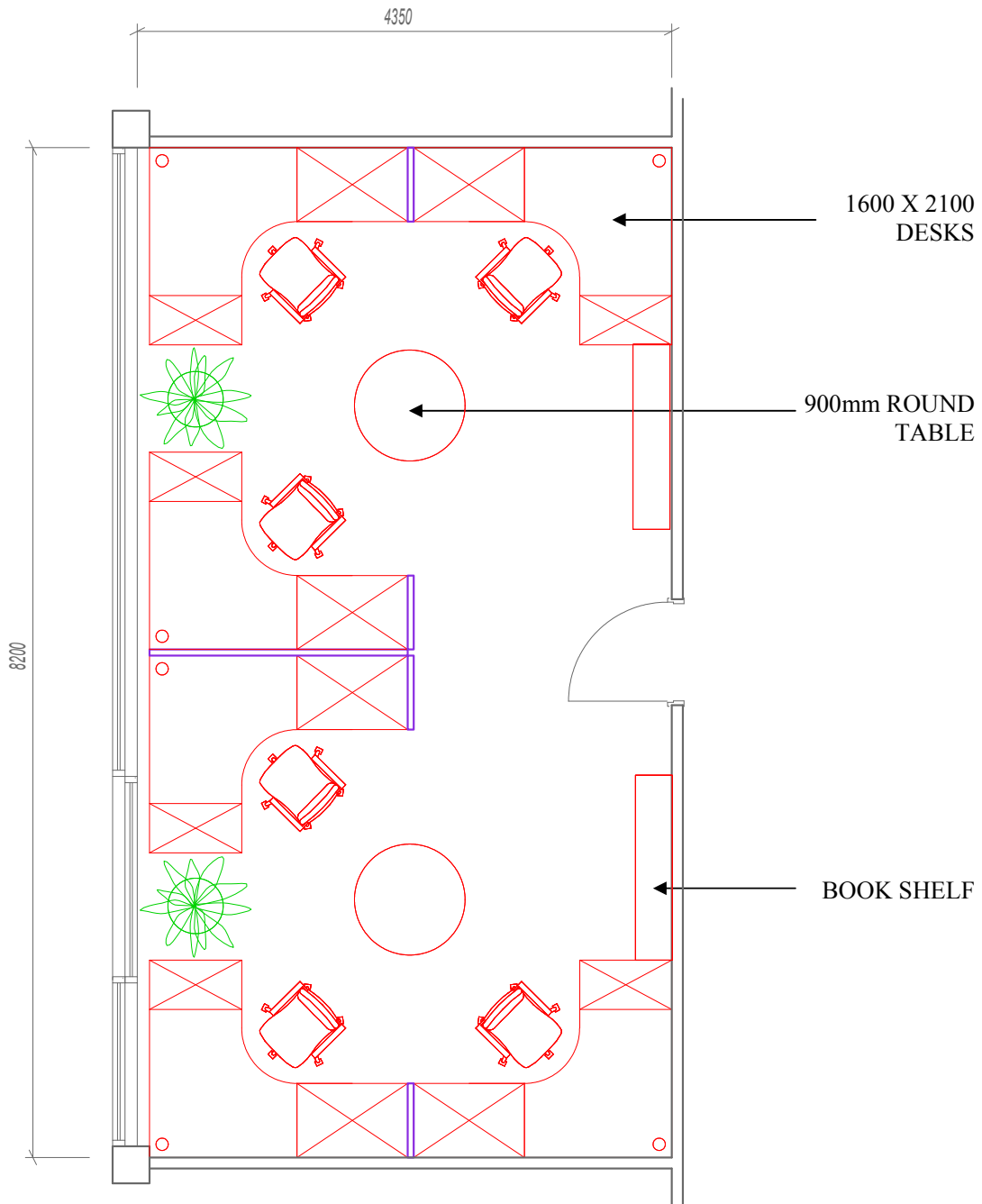




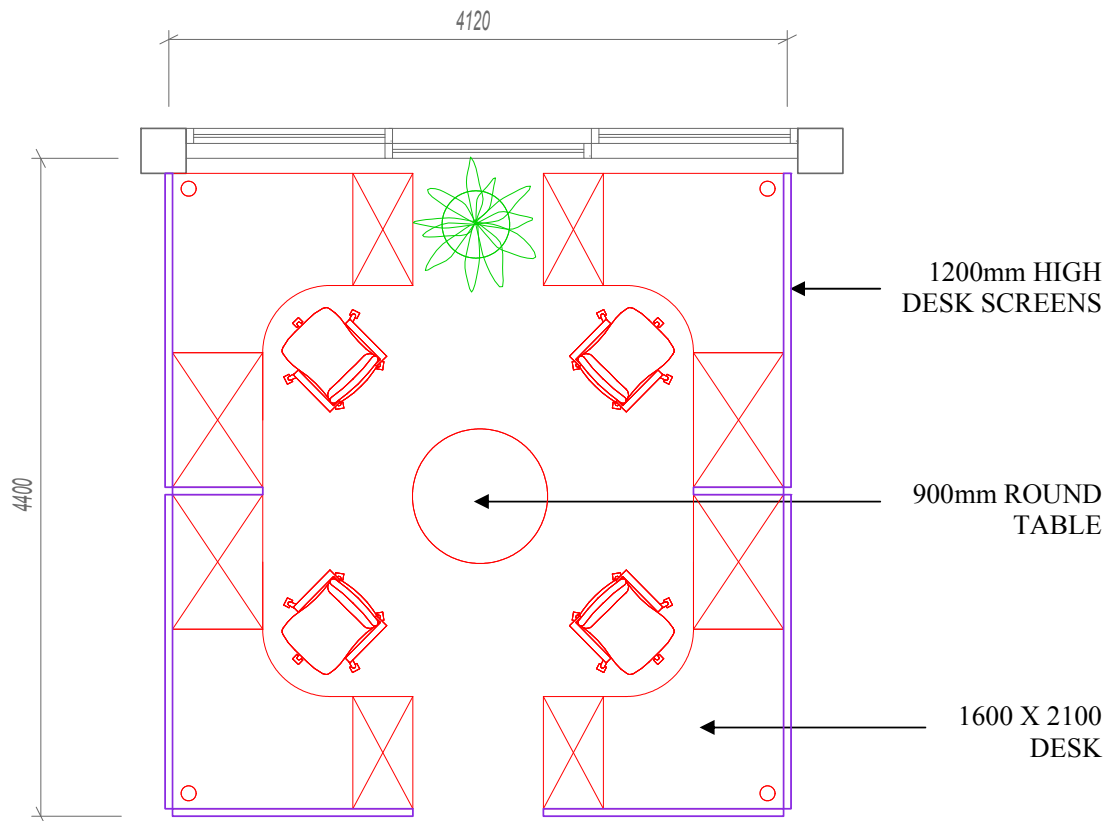
**TYPICAL OFFICE TYPE E**  
20 m<sup>2</sup>



**TYPICAL OFFICE TYPE F**  
32 - 38 m<sup>2</sup>



**TYPICAL OPEN PLAN OFFICE**  
18 m<sup>2</sup>



TYPICAL TOUCH DOWN DESKING LAYOUT  
15 m<sup>2</sup>

