knowledgeable about the company's programming topics. Thus, it is often helpful to give the client a list of potential interviewing questions or topics a few weeks prior to the scheduled interviews to aid in their determination of the interviewees. The following list of topics should be discussed in these meetings:

- *Current and future staff projections*

- *Current and future departmental responsibilities, work processes, and functional requirements*

- *Critical department adjacency requirements*

- *Individual personnel functional and adjacency requirements*

- *Specific and unique space needs requirements*

- *Support space requirements (workrooms, computer rooms, meeting spaces, etc.)*

- *Office and workstation space standards*

- *Technology issues specific to department functions*

- *Base building requirements (structural, HVAC, plumbing, ceiling height, etc.)*

From this information and the information gained through the client insight investigation discussed earlier, a program can be created to define the basic physical requirements of the workplace. Now, the amenities and infrastructure of that workplace must be determined.

WORKPLACE ANALYSIS

Once the program is complete, the interior project team assesses the further workplace requirements for the project. Beyond the basic square-footage calculations and numbers of workstations, chairs, files, and other office equipment, workplace analysis topics must be incorporated to create a complete project understanding. These topics, listed below, may have been conceptu-

ally introduced during the initial client insight process as vague concepts and now become the evaluation criteria for the workplace analysis.

Flexibility.

- Determine how often a company shifts departments and/or changes teams, and how simple this process needs to be. This can lead to discussions regarding movable or fixed partitions and the cost impacts of flexibility.

Uniform office/workstation size.

- The amount of open versus closed office space and the sizes of offices and workstations that are required to support various office functions must be determined. A standard office/workstation size or a limited number of sizes to delineate hierarchy in an office is an important factor in any project. These workstations can be composed of various components, which can become a "kit of parts" to aid in their flexibility, while keeping costs down and providing a module for spatial layouts. At AmSouth Bancorporation, six modular workstation configurations were created to be utilized by all company employees. Since the completion of this project, the flexibility of these workstations has allowed for an incredible cost savings to AmSouth as they periodically reconfigure their departments.

Technology.

- One of the most expensive investments for a corporation and one of the largest components of the construction budget is technology. It is essential that the amount of flexibility, redundancy requirements, needs for multisite operations, reliability of the system, employee accessibility (home or office), and the type of distribution (wireless or broadband) be taken into consideration in evaluating the business strategy for integrating technology into the facility.

Security.

- Visibility of security, how it is best integrated into the building management systems and architecture, is part of the corporation philosophy regarding security. The increased risk of violence in the workplace from employees or the outside has changed how security is viewed.

Acoustics.

- There are fundamental conflicts between productivity and open office designs which provide flexibility. Studies now define high-intensity and low-intensity noise. These help affect decisions about building systems and products that can make open office space more productive.