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## **Comments on Functional Performance and Developing Standardized Tools for Assessing Employees Ratings of Facility Performance by Daniel Stokols and Frederick Scharf**

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**REFERENCE:** Barry, Richard E., "Comments on 'Functional Performance and Developing Standardized Tools for Assessing Employees Ratings of Facility Performance' by Daniel Stokols and Frederick Scharf", *ASTM STP 1029, Performance of Buildings and Serviceability of Facilities*, Gerald Davis and Francis T. Ventre, eds., American Society for Testing and Materials, Philadelphia, 1990.

**KEY WORDS:** strategic planning, workplace, REF - the Rating of Environmental Features, CWRE - the Checklist of Work Related Experiences

Having held previous positions in developing strategic planning models and long-range strategies for facilities planning, I have a strong interest in the human factors of the workplace. I have lead early studies using worker participation in the design of office systems (1979-80) and one of the earliest studies (1982-3) on the impact of office technology on standards.

From my perspective, two important issues in facilities management are: the integration of human, information, and facilities resources into the strategic planning process; and changing the approach of looking at the place where we work from the 'office' to the 'workplace'; providing for changing work habits not only in the office but home, hotel and airplane.

Priorities for the development of standards should be firstly, workstation standards; linking furnishings to technology to office landscaping. Secondly, standards for meeting rooms are required, and thirdly, lighting standards should be developed to solve the competing demands of employees for natural lighting and reduced glare on VDT's.

I strongly endorse the concepts and premises underlying the paper - that facilities should be treated as a corporate asset, and planned to support/achieve business objectives; that performance should be measured regularly against corporate objectives; and that standardized performance measures should be developed. The problem is in linking the proposed tools to the above.

In my opinion, the REF does not take account of important factors such as access to banking facilities, child care, and food services. CWRE may not give definitive correlations to facilities performance, since the criteria used in many cases relate to other factors; for example, supervisor/employee relationships.

I would conclude with a comment and a question. Do not use surveys if you aren't prepared to follow through, and if you aren't prepared for answers that you may not like. I question whether most corporations today, can commit to this type of research, in light of all the other budgetary and political pressures.

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