

Action
Plan

Food
Manufacturing



Presented to:

FOOD MANUFACTURING COMPANY

Presented by:

DORIS, LLC

Date:

FEBRUARY 2018

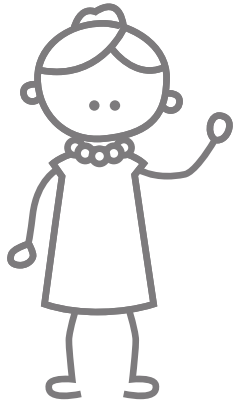
DORIS

dorisresearch.com

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Introduction



Who is DORIS?

DORIS is a team of design researchers who use a unique design thinking process that enables people to solve their workplace challenges by empowering organizations to make meaningful decisions and enact innovative solutions.

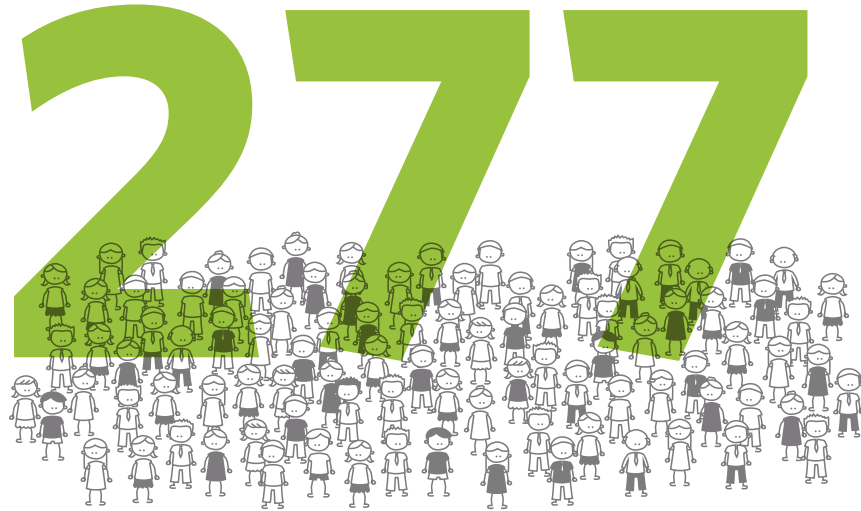
We actively involve every employee while following our eight-step research process that begins with listening and leads to a plan with continuous engagement.

Who is Food Manufacturing Company?

Food Manufacturing Company produces organic foods and drinks. Food Manufacturing Company is committed to sustainability in all aspects of their organization. In relation to the workplace, Food Manufacturing Company strives to create a unique and meaningful workplace that is dedicated to all of its employees. Food Manufacturing Company includes an office, Factory, and employee welfare areas. They currently employ 400 people in the Factory, and 30 in the office.

DORIS + Food Manufacturing Company

DORIS worked with Food Manufacturing Company to research and determine the best direction for the future space and how it should be designed to meet the needs of all Food Manufacturing Company employees. DORIS worked with all 430 employees to gather detailed qualitative and quantitative data and ideas. This data was synthesized into actionable solutions that, when implemented, will foster a sustainable culture and community through the process of changing the physical workplace. DORIS is now preparing to conduct a Communication Campaign throughout the implementation of renovations to the workplace. The goal of the research project was to gather data about how the Food Manufacturing Company space is currently used and plan for the future. DORIS gathered data that answered a wide range of questions, including how the office and Factory can embody Food Manufacturing Company's culture and values.



people were engaged during the DORIS Design Research Project!

Input and feedback was gathered directly from employees.



Weeks of project work and continuous engagement from the Fuzzy Situation Meeting to the Action Planning Meeting



Fuzzy Situation Meeting with leadership to review expectations and goals



Kickoff Meetings with employees to explain the project and process, and begin data collection



Posters to engage employees, collect data and provide updates



Thirty-minute **Individual Interviews** to collect data



Hours spent conducting a **Usability Study** and gathering observations



Challenge Defining Meeting with leadership to review findings, insights, and challenges



Ideation Sessions with 131 participants to generate ideas for the future workplace



Selecting Session with a focus group of 16 people to determine which ideas to prototype



Prototype Parties with 123 participants to test ideas directly from ideation



Action Planning Document was created and presented to leadership (that's what you're looking at now)

Remember these questions from all the way back in the Fuzzy Situation Meeting? Well, now we have answers! There are more details in the Solutions section of this document, but this page is a great place to start.

Q | WHAT MATTERS MOST TO EMPLOYEES ABOUT THE SPACE?

Employees value being able to **connect with one another** in the space. Factory employees value **spaces to relax and take breaks**, while Office employees value **meeting and focus spaces**.

Q | DO EMPLOYEES WANT A TRAINING SPACE?

yes

Employees would especially value a training space near the Factory floor. Check out pages 15 and 16 for details.

Q | WOULD EMPLOYEES UTILIZE A GYM?

95%

of **employees said they would use a gym** if they had access to one (123 out of 130 responses). Check out page 18 for more information.

Q | HOW DO WE IMPROVE MEETING SPACES?

In addition to adding **more meeting spaces** in the main building, make sure meeting spaces are **multifunctional**, have **updated technology**, and **comfortable furniture**.

Q | HOW MUCH DO OUR EMPLOYEES VALUE NATURAL LIGHT?

Natural light is **highly valued**, particularly in common areas such as break and meeting spaces.

Q | HOW DO WE INTEGRATE NATURE INTO THE DESIGN?

- » Wood elements
- » Plants and greenery
- » Ample windows and natural light

Q | WHAT IS IMPORTANT TO EMPLOYEES ABOUT SOCIAL/ WELFARE AREAS?

- » Easily accessible from the Factory floor
- » Variety of spaces (i.e. social spaces vs. quiet spaces)
- » Convenient charging for cell phones
- » Feels like the space is “away” from work

Q | DO EMPLOYEES FEEL SAFE?

Generally, **employees feel safe**. However, they are concerned with the **safety of their vehicles and belongings**.

Q | WHAT FACTORS OUTSIDE THE BUILDING WILL MOST AFFECT DESIGN?

- » Secured parking lot
- » Brand recognition outside of the building
- » Outdoor areas, such as a walking trail

Q | HOW DO WE GET PEOPLE TO TAKE CARE OF THE SPACE?

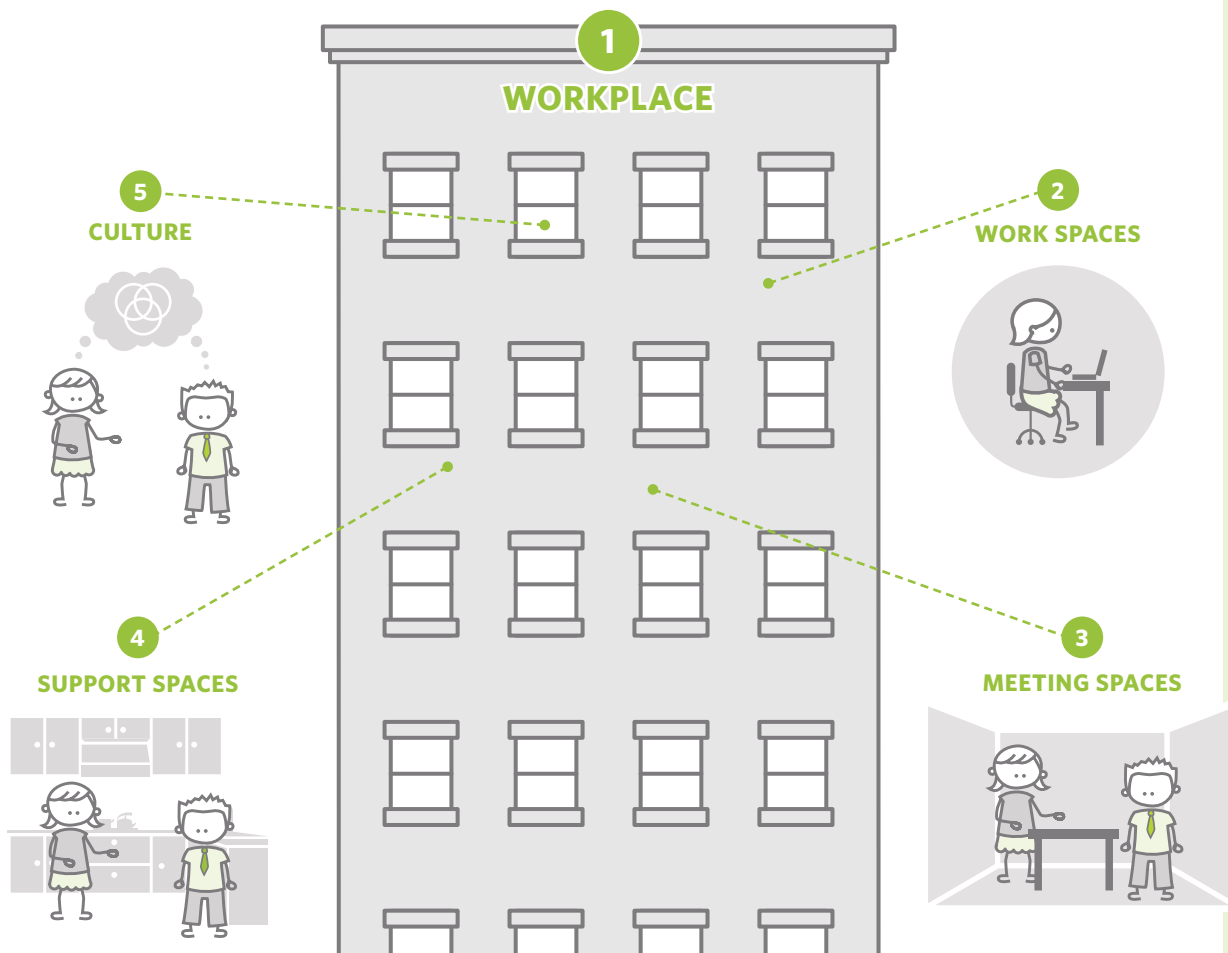
Create buy-in by having **employees create etiquette guidelines** together and then implement those guidelines via **trainings and language-inclusive signage**.

Q | HOW DO THE FACTORY EMPLOYEES WANT TO RELAX ON THEIR BREAKS?

- » Sit down and get off feet
- » Have something to eat or drink
- » Use cell phones to chat with loved ones
- » Spend time alone in a quiet space
- » Go outside to get some fresh air
- » Socialize with other Employees about non-work related things

- 1** Implement **one large eating area** that meets the needs of all employees and **promotes socialization** among employees. Details on page 9 and 10.
- 2** Provide **different relaxation spaces** for employees that are separate from the eating area. Details on page 11 and 12.
- 3** Create a better locker room experience for employees by **consolidating and updating the locker rooms** and providing enough **lockers for every employee**. Details on page 13 and 14.
- 4** Provide **more meeting spaces** that are **multifunctional** and can accommodate different groups of employees. Details on page 15 and 16.
- 5** Provide an **on-site fitness center** accessible to all Indy employees. Details on page 17 and 18.
- 6** Create a **safer, welcoming, and more accessible experience for all** staff and visitors, both within and outside of the building. Details on page 19 and 20.
- 7** Make sure all employees have **access to comparable amenities** and enhance the space through **people-centered resources**. Details on page 22.
- 8** **Emphasize the brand** and **what makes the Indianapolis location unique** through design elements, both inside and outside the building. Details on page 23 and 24.
- 9** Implement **consistent communication** that reaches and is **understood by all employees**. Details on page 25 and 26.
- 10** Provide **programming** for Employees **based off of company values**. Details on page 27 and 28.

The DORIS team will use these terms throughout the research project, and in future documents for this project. The five terms include Workplace, Work Spaces, Meeting Spaces, Support Spaces, and Culture.



1. Workplace is the entire building space and the location that is being occupied. This could include multiple buildings and multiple locations.

2. Work Spaces include individual workstations from an open desk to a private office to anything in between, such as a semi-private workstation. Work spaces can be assigned or unassigned; individual or shared.

3. Meeting Spaces can range from an enclosed conference room to an open, informal collaborative area. Meeting spaces are designed by the size and type of meeting they hold. The smallest size fits two people while the largest meeting spaces seat 20 people or more.

4. Support Spaces are any other space in the office that does not fit the definition of a work space or meeting space, but instead as its name implies, supports the work spaces and meeting spaces. These types of spaces include break rooms, storage areas, lobby, focus booths or quiet rooms, phone booths, libraries, or any other type of support space you may have for your employees.

5. Culture is defined by the values, behaviors, and beliefs that are expressed by the organization as a whole.

Solutions

1 Implement **one large eating area** that meets the needs of all employees and **promotes socialization** among employees.

Solution Details

- Ample and updated appliances, serviced regularly
- Accessible location from the floor
- Multiple kitchenette areas to prevent congestion
- Variety of seating options and comfortable furniture
- Pockets of seclusion for those who like to eat alone or in quiet
- Round tables for better engagement and a family dining atmosphere
- Healthy food options
- Updated vending machines that take card payment

Challenges Addressed

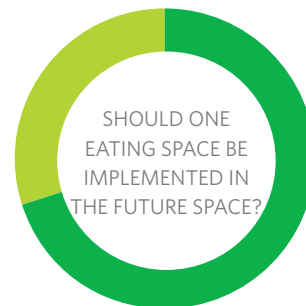
The breakroom does not accommodate the needs of employees.

Office and Factory employees are separated by space, language, and access to information, which results in poor communication and sometimes a feeling of “us” versus “them.”

Many employees value Food Manufacturing Company culture, but do not feel as though they are empowered to embody it.

Prototyping Feedback

One of the ideas tested during Prototype Parties was an eating space. **Out of the 33 people** who prototyped an eating space, every single person said that the idea should be implemented, either as it was presented or with improvements. Not a single person said that Food Manufacturing Company should not implement an updated eating space.



70% YES
30% YES, with improvements
0% NO

33 responses



Eating Space Look and Feel

- Access to natural light and views of outside
- Large, open, and airy with a modern feel
- Simple, industrial appliances (i.e. minimal buttons, easy to operate)
- Tables with USB outlets and access to WiFi
- Abundance of food storage space, including refrigeration
- Variety of comfortable seating
- Multiple screens displaying news, sports, and company updates
- Social activities, such as tabletop games
- Filtered water, tea, coffee, and healthy snacks
- Community bulletin board
- Several kitchenettes within space to avoid bottlenecking
- Spaces to eat alone or with other people
- Better and varied vending options that take card payment

ABOVE: This image was selected the most by **Factory** employees during ideation sessions. It received 60 out of 94 votes.

RIGHT: This image was selected the most by **Office** employees during ideation sessions. It received 10 out of 18 votes.

During ideation sessions, each participant was asked to vote on their top two spaces, choosing from a quiet space, eating space, locker room, phone booth, meeting space, and entryway. For **Factory staff**, the eating space was ranked as **most important**. For Office staff, the eating space was ranked third in importance.



2 Provide **different relaxation spaces** to employees that are separate from the eating area.

Solution Details

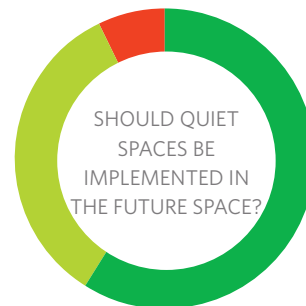
- Ensure that all spaces are flexible to serve office, day shift, and night shift
- Promotes quiet, like a library
- Spaces with options to enable employees to feel like they are “away” from work
- Options to socialize quietly

Challenge Addressed

There are not enough support spaces for Factory employees and what is currently provided does not meet their needs.

Prototyping Feedback

During Prototype Parties, one of the ideas employees tested was geared toward developing a quiet relaxation space. **Out of 29 responses**, there were only two “No” responses and both of those people said that they would like a quiet space, but only if it didn’t take away space that could be used for a gym instead.



59% YES
34% YES, with improvements
7% NO

29 responses



ABOVE: This image was selected the most by **Factory and Office** employees as the best quiet space option.

During ideation sessions, each participant was asked to vote on their top two spaces, choosing from a quiet space, eating space, locker room, phone booth, meeting space, and entryway. For **Office staff**, the quiet space proved to be **most important**, while for Factory staff, the quiet space was ranked third in importance.

RIGHT: This list of requirements comes directly from what DORIS gathered during Prototype Parties.

Quiet Space Look and Feel

- Plenty of views of outside and natural light
- Plants and greenery
- Variety of comfortable seating options, such as couches and reclining chairs
- Access to filtered water, tea, and coffee
- Healthy snack options
- Easy access to cell phones for use in the space
- Access to WiFi
- USB ports for charging cell phones
- Options to socialize quietly
- Common space and partitions as well as areas for solitude
- Ability to dim lighting
- Possible access to an outdoor space

3 Create a better locker room experience for employees by **consolidating and updating the locker rooms** and providing enough **lockers for every employee**.

Solution Details

- Locker rooms on the same level of the building and near the entrance to the Factory floor
- A locker for each employee
- Lockers with enough space for employees' belongings
- Lockers of equal size, except for jobs that require more equipment storage, like Maintenance
- Consider badge-access locks for ease of use and to save time

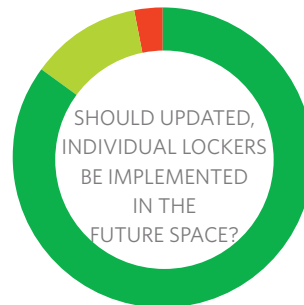
Challenge Addressed

There are not enough support spaces for Factory employees and what is currently provided does not meet their needs.

Prototyping Feedback

During Prototype Parties, some employees were asked to create their ideal locker.

Out of 33 responses, 85% said the idea developed should be implemented, 12% said it should be implemented with improvements, and only 3% of people said that bigger and more abundant lockers should not be implemented.



85% YES
12% YES, with improvements
3% NO

33 responses



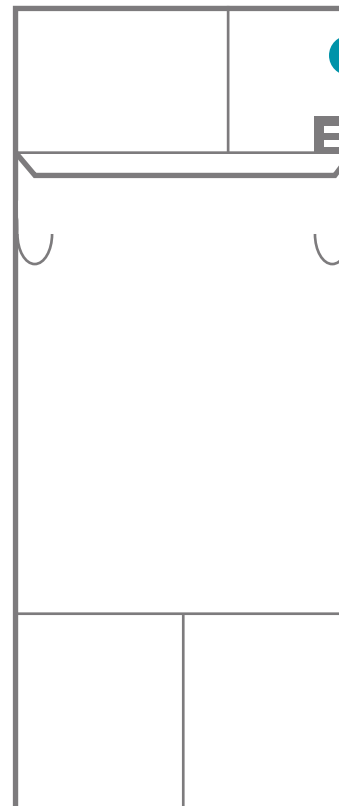
ABOVE: This image was selected the most by **Factory** employees during ideation sessions as the best locker room option. It received 19 out of 29 votes.

Among **Factory staff**, the locker room was **second most important**.

RIGHT: This line drawing was created to represent a combined average of what was prototyped for lockers by Employees. The list of requirements comes directly from what DORIS gathered in prototyping sessions.

Locker Room Look and Feel

- Large, with ample walkway space
- Plenty of bench seating
- Layout should prevent congestion
- Fragrance or a way to prevent harsh odors
- Functioning clock that is up-to-date
- Cleaned daily



Individual Locker

- Badge swipe access for locker
- USB charging port
- Two cubbies on top of shelf, one to store hardhat
- Hooks and a bar for hangers
- Separate shoe storage at bottom, possibly different compartments for different shoe types (i.e. non-work shoes, work boots, and sanitation boots)
- Special considerations for those with different equipment requirements (i.e. wet sanitation boots)

4 Provide **more meeting spaces** that are **multifunctional** and can accommodate different groups of employees.

Solution Details

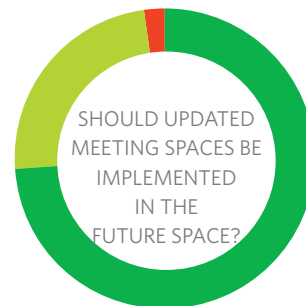
- Various meeting spaces within the main building to eliminate trips to the Learning Center and to save time, especially for Factory employees
- Meeting spaces located throughout the building, including on the Factory floor
- All meeting spaces are multifunctional to meet the needs of office, day shift, and night shift
- Meeting spaces on the Factory floor have resources for training

Challenge addressed

There aren't enough meeting or training spaces.

Prototyping Feedback

During Prototype Parties, some employees developed meeting spaces. **Out of 33 responses**, 74% said the idea developed should be implemented, 24% said it should be implemented with improvements, and only 2% of people said that more meeting spaces should not be implemented.



74% YES
24% YES, with improvements
2% NO

33 responses



ABOVE: This image was selected the most by **Office** employees during ideation sessions centered around the most effective meeting space.

During ideation sessions, each participant was asked to vote on their top two spaces, choosing from a quiet space, eating space, locker room, phone booth, meeting space, and entryway. Among **Office staff**, meeting spaces were the **second most important**. For Factory staff, meeting space was ranked least important. Meeting spaces received only two votes from Factory employees, one vote for the above image and one vote for the image to the right.

RIGHT: This image was selected by a Factory employee and demonstrates the need for a large, multifunctional space that can serve as a training area near the production floor.

Meeting Space Look and Feel

- At least two screens or monitors with computer hookups
- Multifunctional and easily movable furniture
- A variety of meeting spaces and versatile spaces (i.e. a large room used for trainings could be partitioned into three smaller meeting spaces at other times)
- Ample amount of functioning outlets
- USB outlets integrated into tables
- Magnetic whiteboards and/or whiteboard walls
- Updated technology and a speaker system
- Comfortable chairs
- Modern decor and details, such as photos and plants
- Storage for supplies
- Computers for training, especially near or on the Factory floor



5

 Provide an **on-site fitness center** accessible to all Indy employees.

Solution Details

- Available to all employees before and after shifts, and on days off
- Variety of gym equipment
- Fitness-related programming

Challenges Addressed

There are not enough support spaces for Factory employees and what is currently provided does not meet their needs.

The Indianapolis location doesn't have the same look, feel, or amenities as other locations and this bothers some employees.

Many employees value Food Manufacturing Company culture, but do not feel as though they are empowered to embody it.



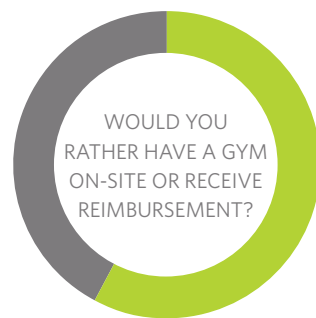
Poster Survey Feedback

During prototyping, the DORIS team developed a series of data gathering posters in order to collect opinions and thoughts related to a gym or fitness area at Food Manufacturing Company. All employees who participated in prototyping were asked to answer these five questions. The answers reflected an overwhelming “Yes” in response to asking if Employees would use a gym if they had access to one. Employees would like a gym that they could access at flexible times, including their days off. 42% of people said that they would like access to classes + trainers in order to learn more about maintaining an active, healthy lifestyle.



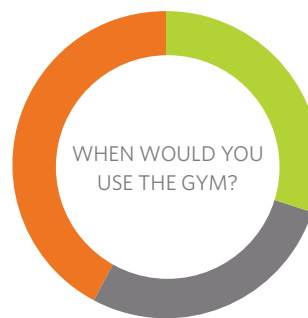
95% YES
5% NO

130 responses



58% ON-SITE
42% REIMBURSEMENT

122 responses



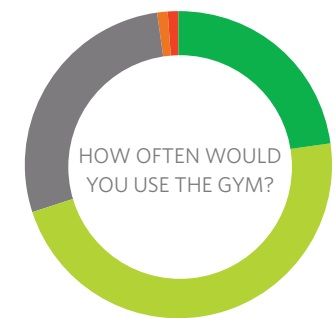
30% BEFORE MY SHIFT
28% AFTER MY SHIFT
42% ON MY DAYS OFF

132 responses



58% INDEPENDENTLY
42% CLASSES + TRAINERS

122 responses



23% EVERYDAY
47% EVERYTIME I WORK
28% ONCE A WEEK
1% ONCE A MONTH
1% NEVER

122 responses

6

Create a **safer, welcoming, and more accessible experience for all** staff and visitors, both within and outside of the building.

Solution Details

- Better flow through the building
 - » Eliminate excess stair usage, especially for Factory employees
 - » Prevent bottlenecking (such as at the time clocks)
- Welcoming entrance that still maintains a level of safety and security
- Reception area for visitors at entrance
- Secured parking lot to mitigate outside threats to vehicles
- Enough restrooms for visitors and employees, especially on the Factory floor
- Separate entrances for cars and semi trailers
- Outdoor space(s) for everyone with easy access for Factory employees

Challenges Addressed

The space is viewed as outdated, ugly, and plain.

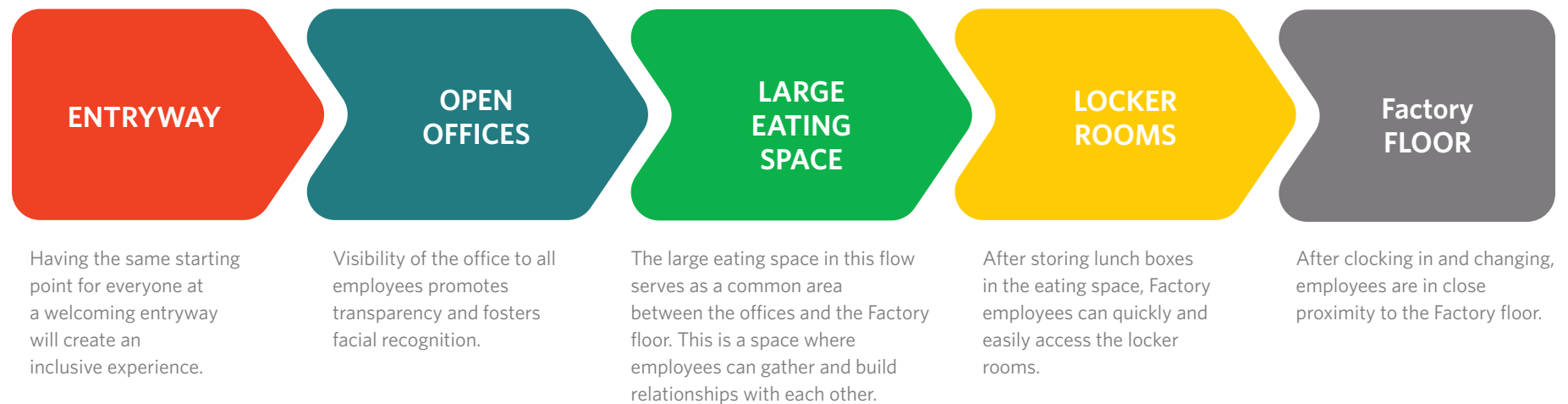
Employees feel like the entryway is unwelcoming and that the turnstile is an eyesore, but some appreciate the safety it provides.

There are not enough support spaces for Factory employees and what is currently provided does not meet their needs.

The Indianapolis location doesn't have the same look, feel, or amenities as other locations and this bothers some employees.

Ideal Flow

Based off of employee feedback and DORIS knowledge, this flow diagram was created to show the ideal path for employees in the future space. This diagram excludes floor levels and additional spaces in order to show a high level overview of the ideal flow without getting stuck on the limitations of physical space.



Spaces Near or on the Factory floor:

- Large restrooms
- Access to filtered water
- Time clocks
- Meeting spaces that can also be used for training
- Relaxation spaces

Other Spaces:

- Reception area
- Fitness center
- More meeting spaces
- Phone booths



LEFT: This image was selected by **Factory and Office** employees during ideation sessions as the best entryway out of four options.

For **both Factory and Office staff**, entryway was ranked **fourth most important** out of six spaces.

Entryway Look and Feel

- Abundant access to natural light and views of outside
- Artwork unique to the Indianapolis location
- Comfortable furniture and a waiting area for guests
- Reception desk to greet visitors

Outdoor Spaces

During ideation discussions, DORIS asked, “How might we represent your ideas or home for you?” **20% of all responses were related to nature** and being outdoors. Below are those responses.

- Flowers and plants
- More trees and landscaping
- Wildlife
- A deck
- A walking/running trail
- An outdoor space



7

Make sure all employees have **access to comparable amenities** and enhance the space through **people-centered resources**.

Solution Details

- All employees have access to the same amenities or comparable amenities
- Employee-centered resources to improve workplace:
 - » Filtered water, tea, and coffee for all employees
 - » Quick and easy access to filtered water on the Factory floor
 - » Computer access, especially for those who may not have one at home
 - » Access from a computer to employee-related information, such as number of available vacation days
 - » Comfortable furniture in all spaces
 - » Digital screens for the news in break areas
 - » Digital screens to track Factory goals for the day/week/month/year

Challenges Addressed

Office and Factory employees are separated by space, language, and access to information, which results in poor communication and sometimes a feeling of “us” versus “them.”

The Indianapolis location doesn’t have the same look, feel, or amenities as other locations and this bothers some employees.

8 Emphasize the Food Manufacturing Company brand and what makes the Indianapolis location unique through design elements both inside and outside the building.

Solution Details

- Company branding inside and outside
- Windows and access to natural light in all parts of the building
- Plants (real or fake) inside the building
- Landscaping outside the building
- Display flags of all countries represented by Indy employees
- Design elements throughout the space that highlight Indianapolis and the unique cultures of Indy employees (i.e. artwork, mural, photos of employees, etc.)

Challenges Addressed

The space is viewed as outdated, ugly, and plain.

Employees feel like the entryway is unwelcoming and that the turnstile is an eyesore, but some appreciate the safety it provides.

The Indianapolis location doesn't have the same look, feel, or amenities as other locations and this bothers some employees.



Cultural Elements

During ideation sessions, DORIS asked, "How might we represent things that remind you of home in the future space?" **20% of all responses were related to heritage and culture.** Below are those responses.

- Display flags of all countries represented by Indy Employees (this idea was mentioned in over half of the sessions)
- Photos of different cultural events, landmarks of home countries, favorite sports teams, and nature
- Celebrations of different cultural holidays while making it educational for others
- Artwork specific to home countries
- Cultural wall or slideshow
- Mural celebrating the company and the different cultures of Indy Employees
- Interactive world map where Employees can place pins to show where they are from

9 Implement **consistent communication** that reaches and is **understood by all Food Manufacturing Company employees**.

Solution Details

- Signage translated into all languages
- All communication policies clearly understood by all level of employees
- Create a safe, anonymous way for Employees to provide feedback without fear of retribution

Challenges Addressed

Office and Factory employees are separated by space, language, and access to information, which results in poor communication and sometimes a feeling of “us” versus “them.”

Factory employees are not always on the same page as management. The language barrier is one factor, but there are other contributors to poor communication, including inconsistent communication channels and unclear policies.

On this page are some possible communication strategies that the company could implement in order to increase transparency and help guarantee that all employees are on the same page. These ideas come from a combination of what DORIS learned in interviews as well as DORIS wisdom. They can help jump start the conversation about how to make sure communication is as effective as possible.

TRANSPARENCY

- Be clear about when and why company policies are enforced
- Make sure that all employees understand policies and have access to them
- Access to the office and especially HR will help make communication more effective
- Create specific, clear guidelines around how and when HR is available

TURNAROUND

- Implement policies to optimize turnaround related to addressing questions and concerns from employees
- Ensure that employees are updated regularly if it takes some time to get an answer or change something
- Create clear policies for how questions and concerns are addressed, including timelines and what employees handle what types of topics

ELECT AMBASSADORS

- Employees elect a small, invested body of non-English speaking ambassadors
- Ambassadors represent employees at key leadership meetings
- Ambassadors voice concerns and ask questions on behalf of employees
- Ambassadors are responsible for bringing the information they learn back to everyone else

BILINGUAL CHAMPIONS

- Champions speak both English and another language well
- They are elected or chosen by leadership
- Champions lead regular, short meetings outside of morning meetings
- These meetings are divided up by native language and conducted in native language
- Employees can tell champions concerns or ask questions; champions can pass on information from HR or leadership

INFORMATION + FEEDBACK BOARDS

- Mount large boards with a way to write and post questions
- Stress that questions can be written in any language, and make sure they cannot be erased by others
- Answer questions in a large group meeting or small team meeting depending on what is appropriate
- Big, overarching questions could give a chance to clear the air
- The Information Board would be anonymous, and although a suggestion box is a possibility, too, a board could show employees that others have the same question as they do

10

Provide **programming** for employees **based off of company values**.

Solution Details

- Social and cultural programming that promotes collaboration and tolerance
- Family programming that allows employees to spend time together with their families, something the employees and Food Manufacturing Company values
- Programming should incorporate different foods from different cultures as often as possible
- Consider a regular culture-centered event, such as a monthly pitch-in that highlights a different employee's cultural background

Challenges Addressed

Office and Factory employees are separated by space, language, and access to information, which results in poor communication and sometimes a feeling of "us" versus "them."

Many employees value Food Manufacturing Company culture, but do not feel as though they are empowered to embody it.

On this page is a list of possible ideas for programming that connects company values to promoting collaboration and tolerance in the multicultural environment of the Indianapolis location. These ideas come from what employees brought up in interviews, ideation, and prototyping, and are meant to act as inspiration or a jumping off point, not a strict formula.

SHARING STORIES

Create a forum for sharing short, personal stories centered around a topic such as their family, what they value about Indianapolis, or what they like to do on the weekend.

- Recruit participants from different cultural backgrounds and positions
- Ask for participants to rehearse their story with the help of an interpreter, if needed
- Set a time limit for the stories, 3-5 minutes
- Concentrate on keeping the programming around thirty to forty-five minutes, with a possibility for mediated questions or discussion

SERVICE MEETS CULTURE

Provide opportunities for Employees to help choose which community organizations the company supports and offer service events that feature organizations Employees already value or are involved in.

- Do a little fact finding - What community organizations are important to people? Are there cultural centers that they care about? A foundation that researches a disease they have been impacted by?
- Invite employees to write or speak about why that organization is important to them
- Tailor a community service event to include an organization that both fits Food Manufacturing Company values and is important to people at Food Manufacturing Company

ROOTING FOR THE SAME TEAM

Offer viewing parties for a variety of sports events, including football games, World Cup games, even Olympics events.

- Do a little research on what sports people follow and what teams they root for
- Encourage people to wear gear to support their favorite team at the party
- Recruit volunteers to teach cheers in their native language
- Provide a takeaway or handout for those new to the sport or team, with basic information about the sport and testimonials from employees about why they love the sport and/or team

COMMUNITY CALENDAR

Create a combined cultural calendar that represents all cultures.

- What holidays do people celebrate? Are there important cultural days related to heritage or history?
- Combine with company-related events, such as the company "birthday" or milestones that should be celebrated
- Display the calendar day-by-day digitally on screens, and/or print by month to hang up

Insights + Culture

Why People Work Here

Employees highly value the people around them. When asked for one reason why they work for the company, other people was by far the most common answer, a common reframing was that the company is "like family." Employees also value the benefits they receive, with many positively comparing their benefits with Food Manufacturing Company to what they were offered in the past. Employees see benefits as a sign that they are valued. People value Food Manufacturing Company as a company, and are proud to represent it.

"The communication is better, we are kept in the loop. Before when it was Harlan/ConAgra, there were more people information went through." - Factory Employee

"I like the company. I'm able to be myself, I'm no longer a number. I gave up 25 years of seniority at another company to work here."

- Office Employee

"It is more of a team effort now." - Factory Employee

Top 10 Reasons

I like the people I work with/like family (28)



Great benefits (28)



Good company overall (20)



It's better since the take over (18)



Good/improved atmosphere/culture (16)



The work I do (16)



People are treated like people, not just bodies/takes care of employees (15)



Community service/environmental efforts (12)



Company values (11)



Communication (6)



Indianapolis Culture

Indianapolis employees view the culture as an important part of the company. When describing what company culture means to them, the top response was that it means the company is people-oriented, which translates into a great place to work. Many employees talked about how they feel like Food Manufacturing Company cares about them, and how they are given opportunities to grow. Employees also value Food Manufacturing Company’s focus on community service and giving back to the community.

“I like the culture. Almost all places talk about culture, but they don’t back it up. Here, they back it up.” - Factory Employee

“[Our culture is] family oriented. I was having a rough day the other day, and everyone made it a point to come and encourage me and say, ‘Hey, it’s okay.’” - Factory Employee

“Our culture is real and people-oriented. They put employees first because of stuff like this [DORIS project], where they get input from their employees.” - Factory Employee

How Employees Describe the Culture

People oriented/like a family/takes care of employees (36)



Good place to work/generally positive (23)



Community service/helping/goodwill (16)



Changing and growing for the better (12)



Teamwork (11)



I like the culture (8)



Diverse (7)



Family-oriented (6)



Welcoming/friendly/open (6)



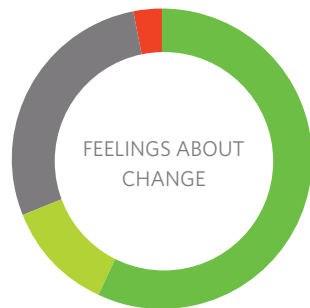
Different than other locations (6)



Feelings About Change

Because of time and language constraints, only 61 Employees talked about their feelings toward change in the interviews. However, this sample had encouraging results. 64% of employees feel positively about change to their physical space. 97% of employees feel either positively or neutrally about change to their physical space. The employees are ready to see the Indianapolis location undergo change, and concentrate on the positive outcomes of that change.

The value in including the negatives that people brought up is because they are largely preventable, very specific, and mostly related to construction, not the end result.



57% POSITIVE
12% POSITIVE, as long as we consider what people want
28% NEUTRAL
3% NEGATIVE

61 responses

“People will be happy and proud to work here. We will be recognizable, we’ll say ‘Hey, this is the company!’ and be proud that we are.” - Factory Employee

Positives of Changing the Space

- 1 The space will look better
- 2 We will have the things we need
- 3 There has been good communication through change
- 4 People will be more productive if they’re happier
- 5 They wants to hear what we think
- 6 Chance to close the gap between production and management
- 7 Increase in morale and pride in the space
- 8 People will take better care of the facility
- 9 Updated look will help with recruiting
- 10 The changes will make people feel valued

Negatives of Changing the Space

- 1 Might be displaced during construction
- 2 People might take advantage of things
- 3 Parking could be an issue during construction
- 4 I might lose my quiet office



Tom
The Tough

LANGUAGE

English Speaking

DEPARTMENT

like Warehouse (on Factory floor)

DAY IN THE LIFE

- Enjoys the team effort every day
- Tom stopped taking his 15 minute breaks because of the walk to and from the breakroom
- Stopped bringing lunches in after a few got stolen, and now relies on the vending machines
- Eats food in his car because it is the only place that is relaxing, and private
- Tom does not know many office staff

VALUES

- Shares and admires the volunteerism
- Doing a job well done, the right way
- Having a stable job

“Much of what we do is about being in line, it would be nice if we could eliminate some of that while we are on break and reduce the wait time to get things like water, our food, the restroom...”



Jervis
The Nervous

Non-English Speaking

like Production (on Factory floor)

- Appreciates his job
- Brings a lunch from home to ensure he has enough food for the day
- A co-worker was recently fired, and Jervis thought the guy did a good job — he has no idea what may get him fired and has started skipping breaks
- Wishes there were more people on his team
- Is at a loss when supervisors try to explain changes to company policy

- Transparency
- Culture - his own and others
- Fresh food and good coffee
- Family

“People don’t know what they’re supposed to be doing or people don’t want to help. If people worked more as a team, it would be easier.”



Caroline
The Front Line

Bilingual Supervisor

like Production (on Factory floor)

- Believes employees are one big team, making bars together
- Got stuck in the turnstile once, now comes in the side door when possible
- Frustrated by communication issues
- Feels like office employees are only on the floor when something is wrong
- Walking from the Factory floor to the breakroom takes a while and it’s annoying to go up and down stairs all the time
- Teamwork
- Getting away from the floor on break
- That it is different from other manufacturing jobs she has worked

“I want to do the right thing for the company, and also my hourly employees.”



Midge
The Bridge

LANGUAGE

Bilingual

DEPARTMENT

like Food and Safety

DAY IN THE LIFE

- On the Production floor a few times a week — the walk is a pain point because of how long it takes
- Appreciates free coffee in the office, but notices Factory employees do not have access to the same amenities
- Has a relationship with Factory employees, but it can be strained when there are many problems at once
- Does not eat in the breakroom because of the noise — she eats at her desk

VALUES

- Benefits and good salary
- Food Manufacturing Company culture
- Working in the office
- 8-hour work day

“I’d like a nicer breakroom for everybody — with the way it is now only floor people use the breakroom, everyone else just sits at their desk and eats.”



Brice
The Isolated

English Speaking

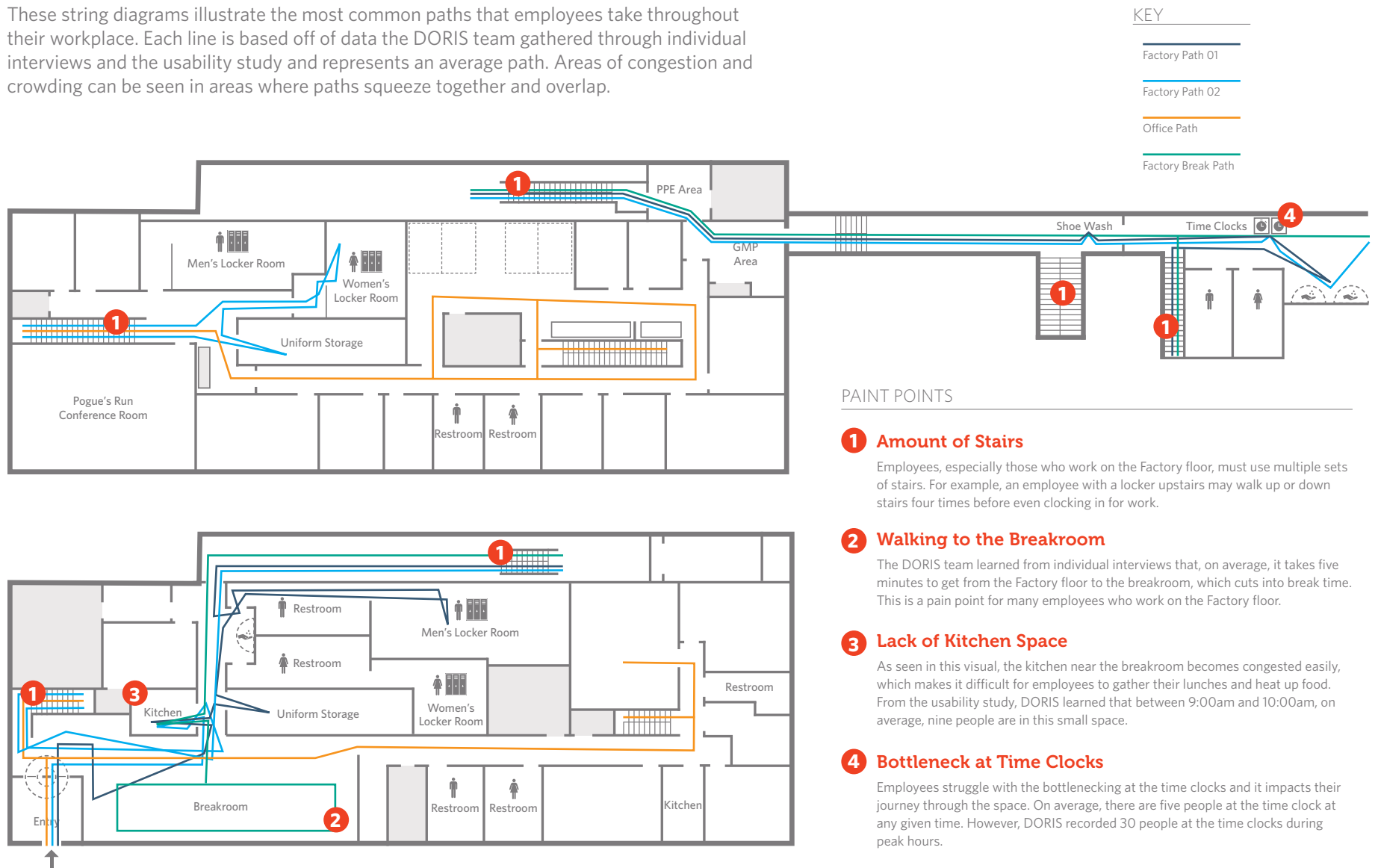
like Administration

- Spends most of his day at his desk and may only leave for meetings
- Has a hard time finding a meeting space and will meet in a hallway or someone’s office
- May not interact with someone from the Factory floor for weeks at a time
- Nervous about Factory employees having access to the office
- Loves the mini fridge in his office, especially since he saw mold in the Factory fridge once

- Benefits and good salary
- The work Factory employees do, but is not always sure what to think about their values
- Personal space in the office for belongings

“There are reasons we have to have this area locked up. Things like to walk away sometimes...”

These string diagrams illustrate the most common paths that employees take throughout their workplace. Each line is based off of data the DORIS team gathered through individual interviews and the usability study and represents an average path. Areas of congestion and crowding can be seen in areas where paths squeeze together and overlap.

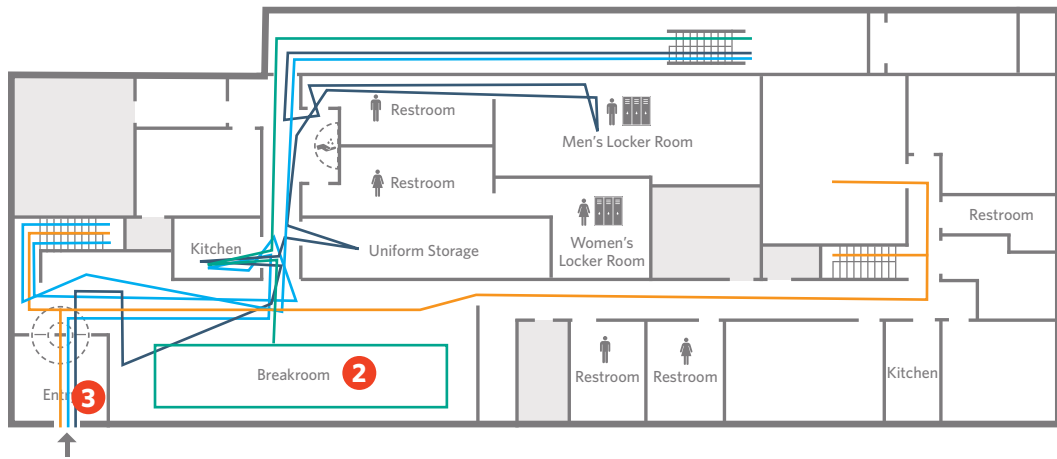
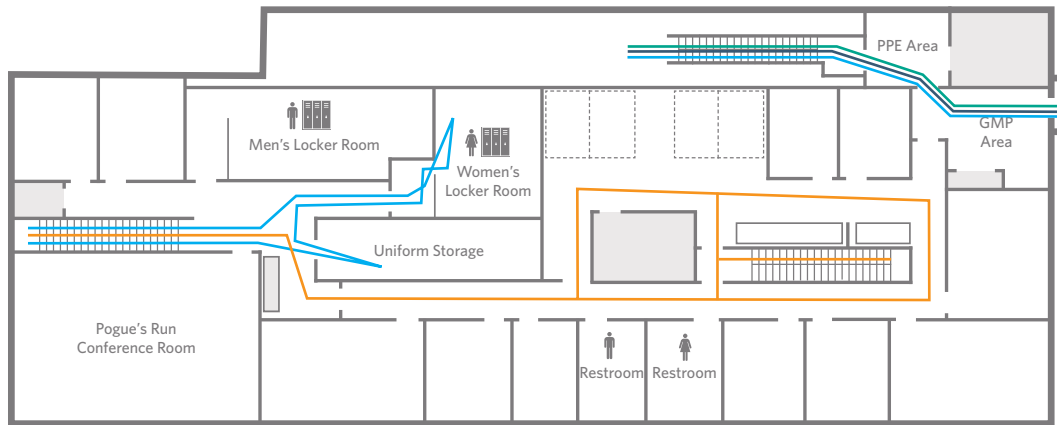


- KEY
- Factory Path 01
 - Factory Path 02
 - Office Path
 - Factory Break Path

PAINT POINTS

- 1 Amount of Stairs**
Employees, especially those who work on the Factory floor, must use multiple sets of stairs. For example, an employee with a locker upstairs may walk up or down stairs four times before even clocking in for work.
- 2 Walking to the Breakroom**
The DORIS team learned from individual interviews that, on average, it takes five minutes to get from the Factory floor to the breakroom, which cuts into break time. This is a pain point for many employees who work on the Factory floor.
- 3 Lack of Kitchen Space**
As seen in this visual, the kitchen near the breakroom becomes congested easily, which makes it difficult for employees to gather their lunches and heat up food. From the usability study, DORIS learned that between 9:00am and 10:00am, on average, nine people are in this small space.
- 4 Bottleneck at Time Clocks**
Employees struggle with the bottlenecking at the time clocks and it impacts their journey through the space. On average, there are five people at the time clock at any given time. However, DORIS recorded 30 people at the time clocks during peak hours.

While the string diagrams on the page before concentrated on the pain points that employees experience in the building, this version of the string diagrams includes the amount of time it takes for an employee to get from one area in the building to another. It is significant to note that the times indicated do not include factors such as crowding or the actual time it takes to clock in and out.



KEY

- Factory Path 01
- Factory Path 02
- Office Path
- Factory Break Path

TRAVEL TIMES

- 1 To the Time Clocks from Factory Floor**
 On average, it takes someone on the Factory floor **over 1 min 30 sec** to get to the time clocks. Below are times from specific areas on the Factory floor.

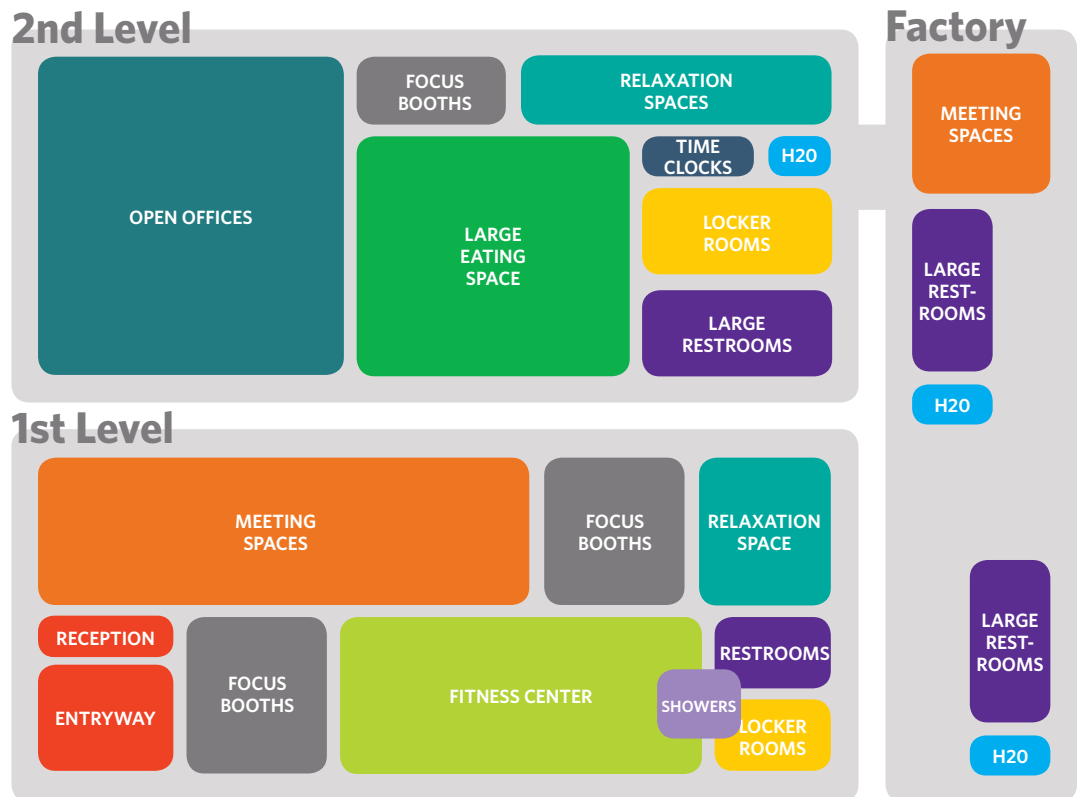
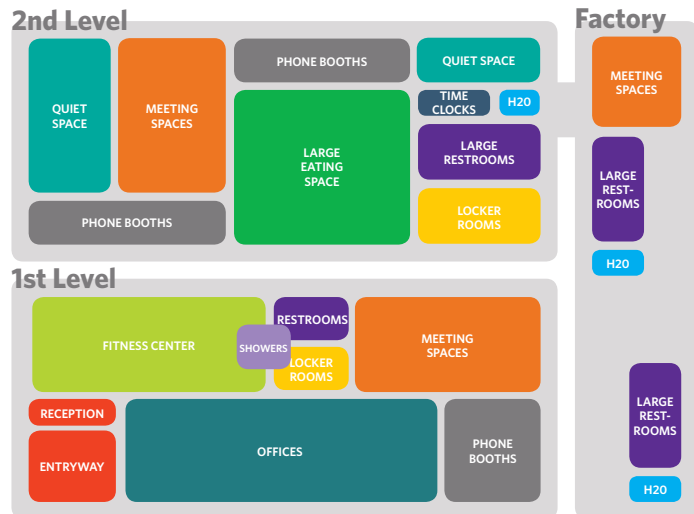
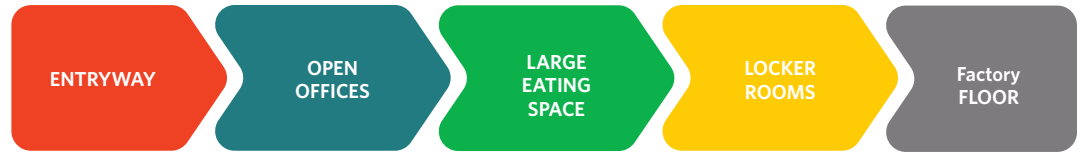
2 min 5 sec - from Line 3 Wrappers	1 min 52 sec - from Dough Room
1 min 37 sec - from Casepack	1 min 44 sec - from Warehouse (office)
1 min 30 sec - from Schubert	1 min 15 sec - from Pre-Mix Line 3

- 2 Time Clocks to Breakroom**
 On average, it might take someone **2 min 6 sec** to walk from the time clocks to the breakroom. Keep in mind that this time does not include factors such as: crowding, injury or disability, the time it takes to actually clock in/out, or the process of preparing a meal.

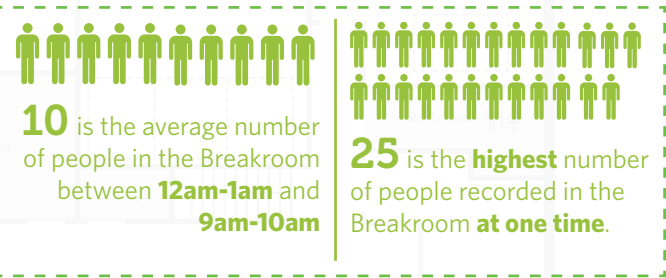
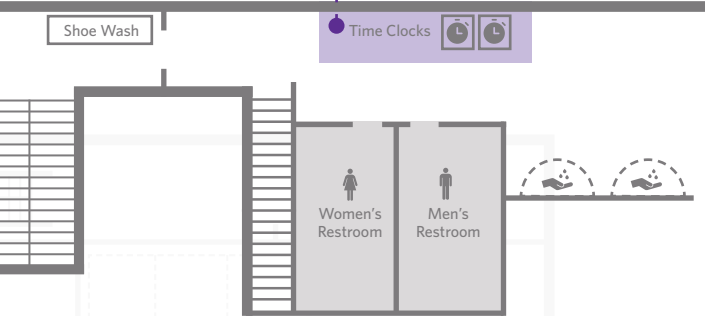
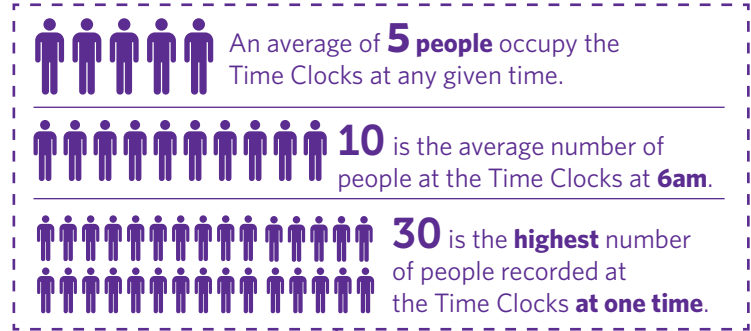
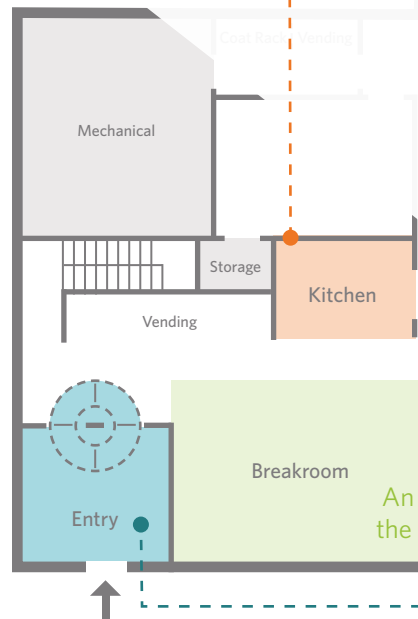
- 3 Entry to Time Clocks**
 On average, it might take someone **4 min 32 sec** to walk from the Entry to the time clocks. Keep in mind that this time does not include factors such as: crowding, injury or disability, and the time it takes to actually clock in/out.

The string diagrams show the current flow through the building. The diagram on the right shows a future ideal flow. With this flow, the journey through the space will improve for employees and untangle the knots in the current string diagram.

The two bubble diagrams show two different floor plans. The larger one was created after prototyping, and depicts the ideal future. The smaller was created before prototyping and feedback from employees. The choice of language for “relaxation space” over “quiet space” and “focus booth” over “phone booth” was made because DORIS discovered through prototyping that the spaces would serve employees better if they were flexible and could accommodate more than one function or activity.



Crowding fluctuates over time. We identified specific times and spaces where crowding is an issue. Much of the crowding relates to the movement of Factory employees as they clock in and out of their shift and take breaks. Cutting down on this crowding will not only help flow in the building, but may also help Factory employees spend more of their break time on break, or cut down on the amount of time it takes them to officially start their shift.

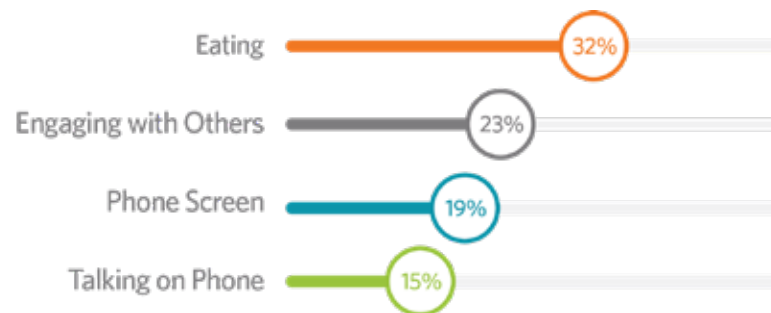


Activity in the Breakroom

During the usability study, the current activities in the breakroom were recorded. Unsurprisingly, eating was the activity taking place the highest percentage of the time. However, one interesting item to note is the amount of time people spend either engaging with their phone screen or talking on the phone. **Together, those two activities add up to 34%, making phone usage a more common activity than eating.**

During interviews, many Employees mentioned the need for **WiFi** so that they could check in with family and friends, as well as the need for **a quiet place to make a phone call**. The usability data supports this need. This high phone usage is important to consider when thinking about Food Manufacturing Company's future space..

ACTIVITY BREAKDOWN FOR BREAKROOM



“[I would like] an outdoor area to eat; I would use it when the weather is nice. Right now when the weather is nice I just sit in my car with the windows rolled down.” - Factory Employee

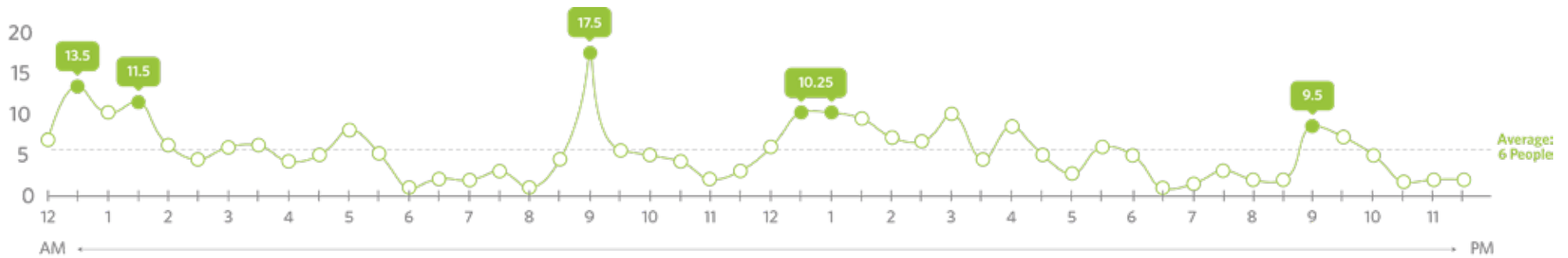
What Employees Value About Their Break Time

Employees were asked, “What do you value most about your break time during your shift?” The top three most common answers reflect the need to get away from their job and get off their feet. However, the fourth most common answer was that employees don't have time for breaks, so they don't have the ability to value anything about them.

- 37 Ability to sit, rest, and relax
- 33 Time for eating
- 25 Getting away from and not having to think about work
- 22 Do not have time for breaks // No time to value anything
- 18 Quiet time
- 16 Calling my family
- 16 Time alone // Time to myself
- 13 Fresh air // Going outside

Breakroom Occupancy Levels

Breakroom occupancy fluctuates throughout the day. The visual below illustrates the average number of people in the breakroom from 12am to 11pm. On average throughout the day, there are 6 people in the breakroom at any given time. This graph represents averages, but the highest number of people recorded in the breakroom at one time was 25 people at 9am.



82%

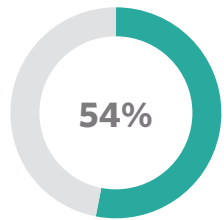
of the time, the breakroom is in use. It is the most used space in all of Food Manufacturing Company.

6

is the average number of people in the breakroom at any given time.

25

is the highest number of people recorded in the breakroom at one time.



_____ of office staff interviewed said that they **need more meeting spaces**.

“Training is really far away, and people have to change and it takes a long time. If you’re training, you have to add an hour, for two trips and the changing.”

- Office Employee

Improvised Meeting Spaces

Observed employees using support spaces as meeting areas
13 times in one work day.

Supervisors were observed going into the Storage Room to meet **3 times in one shift.**

Observed office staff gathering around a desk to meet **5 times in one work day.**

Pogue’s _____ is in use **56%** of the time.

Run _____ was voted the second **most important** and the second **most used** space, after the breakroom.

Conference Room

Being in use 56% of the time is fairly high for a meeting space based on what DORIS has seen in other usability studies. The conference room is highly valued and highly used since it is currently the only dedicated meeting room in the building.

Tools

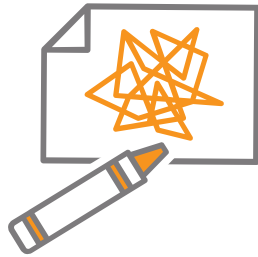
The Tools Section

This section is designed to help you reflect on the recommended solutions and information that is being presented in this document. Feel free to rip these pages out and write down your thoughts while we review the document or wait until later to fill in the reflections once you are alone. There is no wrong way to use this reflection tool!

Some things you should absolutely do with this section:



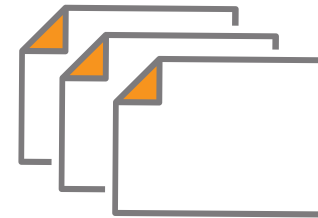
WRITE ON IT



DRAW ON IT

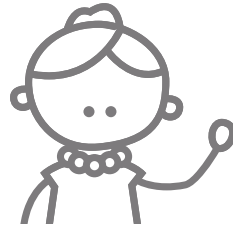


CUT OR TEAR OUT
PAGES



COPY PAGES

Contact



We've enjoyed working with you! Feel free to contact us with any questions at any time!



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