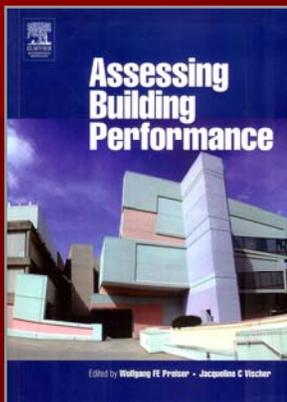




PLAN 548I  
Lecture 4:  
Building Performance Evaluation  
and Post-Occupancy Evaluation  
Lineage, Approaches,  
Uses and Benefits



- conceptual basis for building performance evaluation
- case studies from Japan, Hong Kong, Netherlands, Germany, UK, Canada, Brazil

## Aims of this Lecture

- Basic introduction to concepts of POE and BPE
- Explain how field has developed and current emphasis
- How POEs are used in evaluation of housing and other contexts
- Prepare students to use more detailed materials to design a POE study for this course and ... to do future evaluations without necessarily having to hire a POE consultant
- Promote class discussion about POE approaches for research projects associated with this course
- To prepare students be astute clients of POE consultants

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2. BPE: widening the discourse
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5. POE phases or steps
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## The Evolution of Post-Occupancy Evaluation 1

- **Late 1960s:** one-off case study evaluations of university dormitories
- **Mid-70's:** first publications with term "POE" in title: *AIA Journal*, 1975
- **1970s and 1980s:** progressed to system-wide and cross-sectional evaluations
- **1980s:** POE activity in UK, Canada, New Zealand, Australia, and US:
  - public works projects
  - government buildings
  - airports
- **Result:** sizeable and significant POE studies

## First POE Textbook

- Preiser, Rabinowitz & White (1988), *Post-Occupancy Evaluation*
- companion volume, *Building Evaluation*, published 1989 (Preiser, 1989):
  - case studies from around the world

## The Evolution of Post-Occupancy Evaluation 2

- Early POEs focussed on residential environments and housing for disenfranchised groups
- Led to systematic assessment of physical environments (how people were using them)
- since targeted:
  - hospitals
  - prisons
  - other public buildings
  - commercial buildings
  - offices

Preiser and Vischer, eds., 2005: 8

## Recent US Government Initiatives

- **2001:** National Academy of Sciences revisited topic of POE in symposium, dealing primarily with POE in US Government agencies
- **Book:** *Learning From Our Buildings: A State-of-the-Practice Summary of Post-Occupancy Evaluation* (National Academies Press, 2001).

## The early POE framework (Preiser, Rabinowitz and White, 1988)

- 3 levels of effort, degrees of sophistication and data-gathering techniques, cost, staffing:
  - Indicative
  - investigative
  - diagnostic POEs

## Building Performance Evaluation (BPE)

- Performance evaluation framework
- Systematically relates buildings and settings to users and their environmental needs
- Represents a conceptual, process-oriented approach
- Accommodates relational concepts
- Can be applied to any type of building or environment
- Framework can be transformed to permit phased handling of information concerning person-environment relationships

Preiser and Vischer, eds., 2005: 7

## Evolution of POE towards BPE

- Emphasises holistic, process-oriented approach
- Takes into account:
  - Facilities
  - Forces that shape them
    - Organisational
    - Political
    - Economic
    - Social

Preiser and Vischer, eds., 2005: 8-9

## Widening of framework: BPE

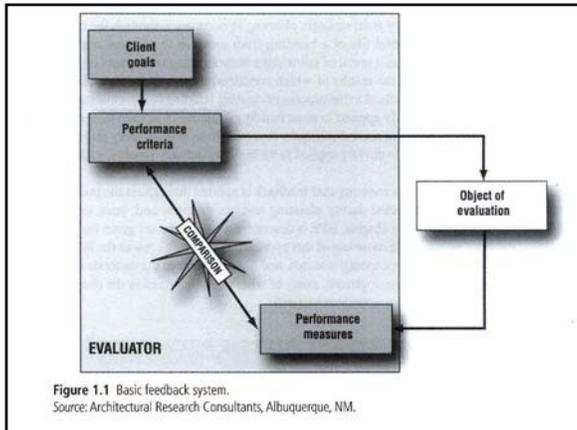
- Include wider range of stakeholders and decision-makers who influence buildings
  - POEs then relevant earlier in design process
- and
- Applied throughout building delivery and life cycle

## Widening of framework: BPE

### DO NOT WAIT FOR BUILDING TO BE OCCUPIED:

- early intervention helps avoid common mistakes caused by:
  - insufficient information
  - inadequate communication among building professionals at different stages

Preiser and Vischer, eds., 2005: 8



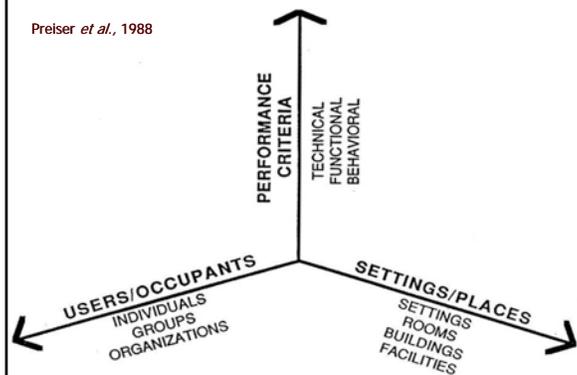
## POE as a useful tool

- Applied in a variety of situations
- **Sometimes** results widely disseminated
- **Other times:** uniquely available to client
- Many problems found after occupancy: **systemic**

Preiser and Vischer, eds., 2005: 8

## Elements of building performance

Preiser *et al.*, 1988



## Cases

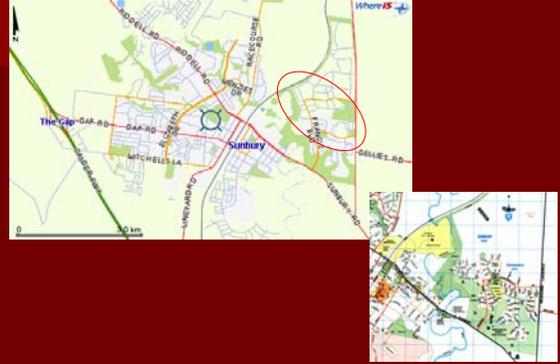


### Illustrations of observed behavior patterns



Preiser *et al.*, 1988

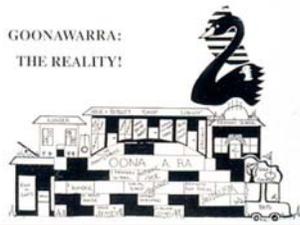
## Goonawarra



Broken dreams; one resident's perception  
GOONAWARRA:  
THE DREAM?

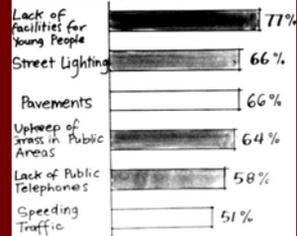


GOONAWARRA:  
THE REALITY!



## The Politics of Neglect

### PROBLEMS IN GOONAWARRA



### Life In Goonawarra

#### Satisfaction



#### Suitable Marriage Partner for Children



#### CONTRIBUTORS

- |   |  |
|---|--|
| <b>GOOD THINGS</b>  | <b>WARNINGS</b>  |
| <ul style="list-style-type: none"> <li>⊙ Quiet country living</li> <li>⊙ Friendly neighbours</li> <li>⊙ Trees</li> <li>⊙ Open areas</li> <li>⊙ Close to shops &amp; Malls</li> <li>⊙ Golf course</li> <li>⊙ Space</li> <li>⊙ Reasonable land values</li> <li>⊙ Clean Air</li> </ul> | <ul style="list-style-type: none"> <li>⊙ Wind</li> <li>⊙ Water Quality</li> <li>⊙ Need-A-Car</li> <li>⊙ Poor Public Transport</li> <li>⊙ Poor Maintenance of Driveways &amp; Footpaths</li> <li>⊙ No Recreation Facilities</li> <li>⊙ Nothing for Teenagers</li> <li>⊙ Lower Land Value than 'real'</li> <li>⊙ Smokers from 'old country'</li> </ul> |

## Minto POE 1983

Housing Issues

### LIVING IN PUBLIC HOUSING



A report on a Tenants' Evaluation of Medium Density Public Housing in Suburban Sydney

Wendy Sattison and Terry Doherty



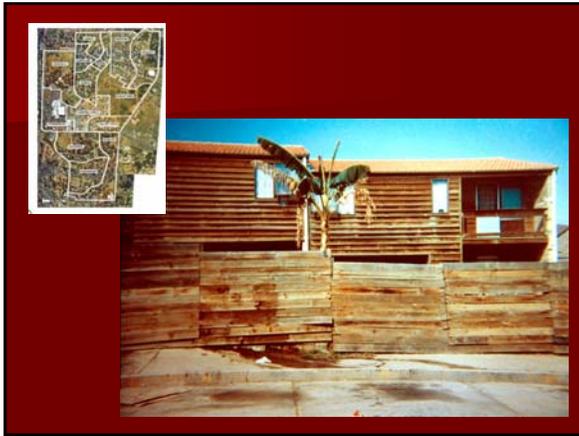
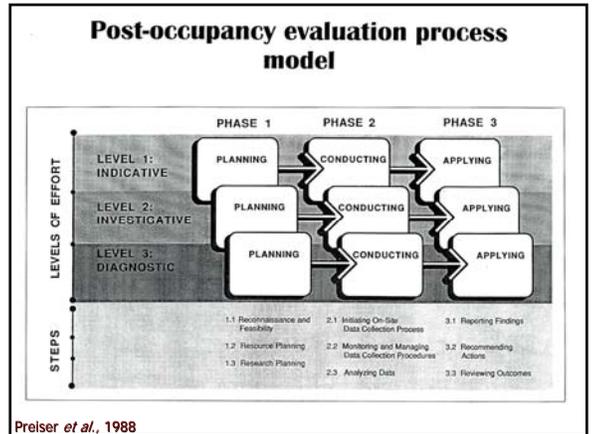


Table 11.1: COMPARISON OF HOUSING COMMISSION STAFF OPINIONS AND TENANT RESPONSES, 1982

Category	PERCENTAGE OF TENANTS IN EACH CATEGORY (%)									
	1	2	3	4	5	6	7	8	9	10
1. GENERAL SERVICE	100	0	0	0	0	0	0	0	0	0
2. USE OF COLLECTOR	100	0	0	0	0	0	0	0	0	0
3. USE OF COMMON OPEN SPACE	100	0	0	0	0	0	0	0	0	0
4. BACK PRESSURE PROCEDURES	100	0	0	0	0	0	0	0	0	0



## Types of post-occupancy evaluations

### Selecting the Appropriate Level of Effort

**Indicative POE**

- quick
- responsive
- few issues
- good results

**Investigative POE**

- examined scope
- more depth
- substantive approach

**Diagnostic POE**

- basic research
- scientific standards
- weigh cost/effort

Determining the POE scope involves choosing one of the three POE levels of effort.

# 1. Indicative

- indication of major successes & failures
- lasts only a short time
- methods:
  - archives & documents
  - basic performance issues
  - walk-through
  - selected interviews

## 2. Investigative

- more time-consuming
- often a follow-up in a more detailed & reliable manner
- assessment of literature required
- more sophisticated data collection & analysis techniques
- 160-240 staff hours - plus administrative support



## 3. Diagnostic

- most rigorous
- multi-method strategy
- several months or years (\$!)
- recommendations long-term, not building-specific
- methodology:
  - involves many variables
  - examine correlation among physical, environmental & behavioural performance
  - can lead to improvements in guidelines and design criteria (such as programs or briefs)

Preiser et al., 1988



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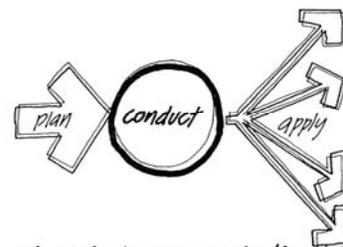
## POE Phases or Steps

- 1.Planning:** reconnaissance and feasibility, resource planning, research planning
- 2.Conducting:** initiating on-site data collection process, monitoring and managing data collection procedures, analyzing data
- 3.Applying:** reporting findings, recommending actions, reviewing outcomes.

## 1. Planning Phase

- **Reconnaissance/feasibility**
  - establish realistic parameters
  - determine scope & cost of study
  - obtain contractual agreement
- **Resource planning**
  - organise resources
  - develop support & cooperation
- **Research planning**
  - develop research plan =>credible & appropriate results
  - establish performance criteria
  - define methods/instruments
  - allocate responsibilities
  - develop quality control procedures

## Phase 2: Conducting the POE



*The main tasks in conducting the POE are the collection and analysis of data.*

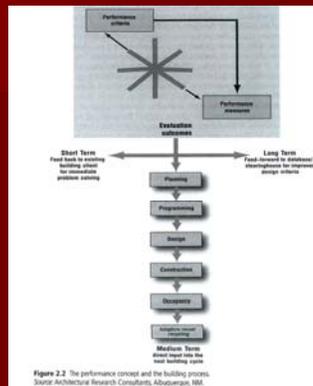
## 2. Conducting Phase

- **Initiate on-site data collection**
  - prepare evaluation team
  - coordinate timing & location
- **Monitor & manage data collection**
  - analyse data
  - monitor to ensure reliable results
  - develop useful and insightful results

## 3. Applying Phase

- **Report findings**
  - report results: suitable to client's needs
  - provide clear accurate data
- **Recommend actions**
  - implement feedback/feedforward mechanisms
  - stimulate action
- **Review**
  - monitor life-cycle implications of recommendations

Preiser et al., 1988.



Preiser and Vischer, eds., 2005: 20

## Short-term Benefits

- Identification of and solutions to problems
- Proactive facility management responsive to building user values
- Improved space utilisation and feedback on building performance
- Improved attitude of building occupants through active involvement in evaluation process
- Understanding performance implications of changes dictated by budget cuts
- Informed decision making and better understanding of consequences of design

## Medium-term Benefits

- Built-in capability for facility adaptation to organizational change and growth over time, including recycling of facilities into new uses
- Significant cost savings in building process and throughout building life cycle
- Accountability for building performance by design professionals and owners

Preiser et al., 1988

## Long-term benefits

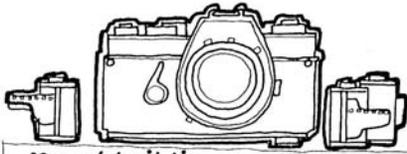
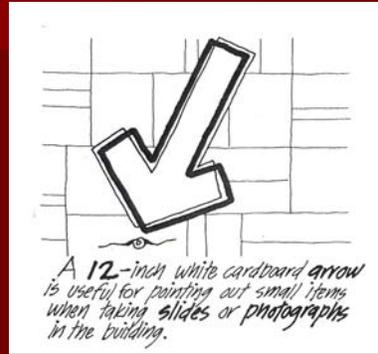
- Long-term improvements in building performance
- Improvement of design databases, standards, criteria, and guidance literature
- Improved measurement of building performance through quantification

Preiser et al., 1988

## Another Case



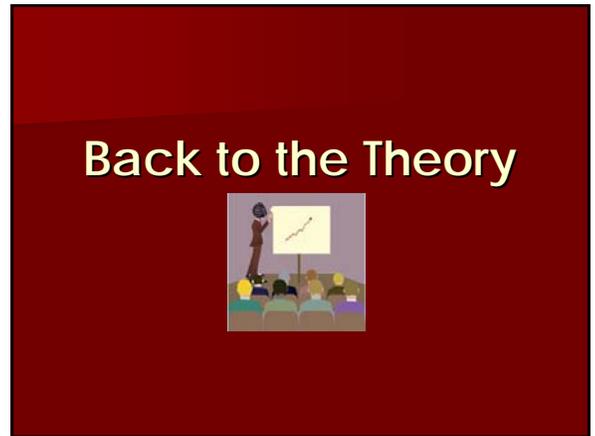
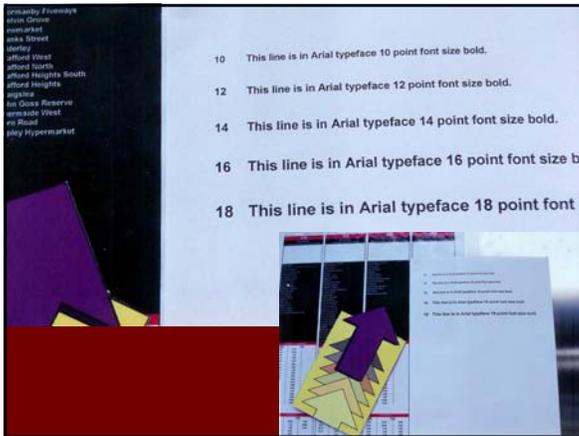
## South Brisbane Bus Interchange



- record building conditions and occupant activities
- reexamine building conditions later
- collect behavioral and functional data

Photography is an inexpensive data collection tool that provides a number of benefits.





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## What makes a good POE?

- appropriate objectives (targeted)
- appropriate scale/scope
- supported/understood by client body/users
- generates directly relevant information: value readily apparent
- 'value for the money'
- findings presented in useful format
- builds on research & contributes to it
- is adopted and acted on (in our dreams...)
- becomes part of the corporate culture

## 2. What makes a bad POE?

- **Opposite of the above:**
  - *Expensive*
  - *Irrelevant*
  - *Time-consuming*
  - *No impact...*
  - *Not seen as 'best practice'*

## 3. POE vs. market survey?

- **POE:**
  - assesses environment in use
  - studies the fit or congruence between users' needs and environment
- **market survey:**
  - could include POE component
  - but does not focus on environmental factors exclusively
  - non-users/potential uses also included
- **both approaches are valuable:**
  - POE used more in architecture for redesign & new buildings for same client (e.g. a chain of restaurants)
  - each study generates different information re: demand, patterns of use
  - market survey: value of explaining nonuse



## Organisation of a POE 1

### 1. TIME (%)

	(%)
■ study design	15
■ develop methodology	60
■ conduct study	1
■ analyse data	5
■ write up	15
■ try to get someone to listen	4-15

*inexplicable delays* 100 \*\*\*\*\*

## Organisation of a POE 2

2. mix of methodologies/sampling
3. context
4. respect for respondents
5. instrument testing
6. interviewers
7. preliminary feedback
8. clear findings --> **ACTION**

## Products/Outcomes of POEs in Public Housing

- **Guidelines**
- **Checklists**
  - Planning
  - Design
  - Management
  - Briefing/programming
  - Staff development materials
  - Site evaluation forms
  - Tenant participation strategies
  - Data for lobbying Government
  - Public relations
  - Tenants' handbooks
  - Staff morale
  - Allocations procedures
  - Assessment of staff effectiveness & efficiency

## When to Use the User-needs Approach 1

### 1. ***MOST RELIABLE*** IN HOUSING

- everyday use
- tangible requirements

### 2. ***SOMEWHAT RELIABLE*** IN PUBLIC OPEN SPACE

- ... but ... observations tell only part of the story

## When to Use the User-needs Approach 2

### 3. ***LEAST RELIABLE*** IN LARGE (NON-LOCAL) PARK DESIGN

- infrequent use
- conflicting demands

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## Summary of POE Lessons 1

1. attempt only if sincere
2. ensure corporate-level support at highest level
3. locate trustworthy senior-level 'helper'
4. take time to gain trust at all levels
5. select most appropriate method(s)
6. train interviewers thoroughly

## Summary of POE Lessons 2

7. involve management staff and residents
8. (or respondents)
9. contact local police and other authorities to reduce local events which could introduce bias
10. undertake survey in the least possible time
11. write questionnaire in plain language
12. pilot-test all materials

## Summary of POE Lessons 3

13. translate in relevant languages, as necessary
14. provide 'practical' help to interviewers
15. debrief interviewers thoroughly
16. report back to participants/respondents
17. be prepared for difficulties
18. allocate enough time

## 3-day POE Training Workshop Format

- Empowers participants to do evaluations of their own facilities without POE consultant
- **Day 1:** POE instruction on methodology and case study examples
- **Day 2:**
  - field data gathering using quick surveys (for larger facilities: administer surveys and analyse before site visit)
  - interviews
  - observation
  - plan annotation
  - photography
- **Day 3:**
  - Draft executive summary report
  - present to senior management

## Thorny questions about what's next

- Advocate more investment in knowledge and data base building?
- Is litigation an unwanted but likely consequence of critical scrutiny of building performance?
- Move closer to facilities management?
- Is design-build the answer?
- Who is in control of the building delivery process?
- Should architects take the lead?

(Preiser, 2005)

