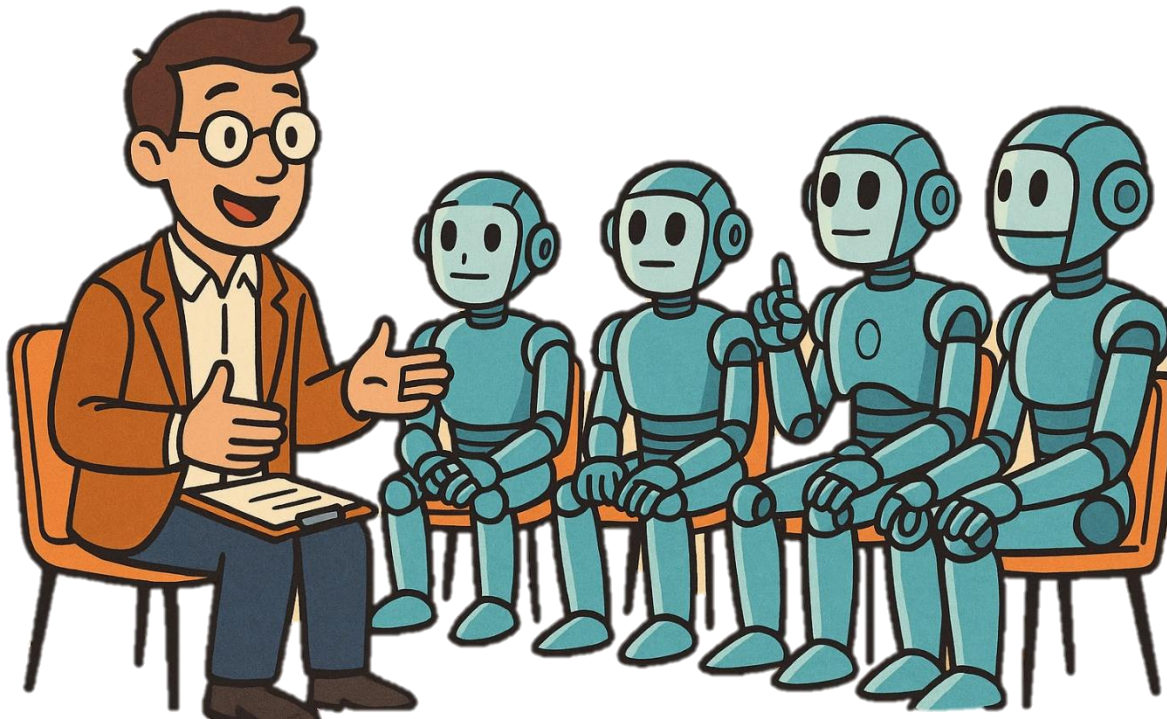


# GroupMind.ai: Using AI focus groups to test implementation of workspace changes at the Ministry of Justice and Security

-----GRADUATION PROJECT-----



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# Abstract

This graduation project explores the disconnect between perceived and actual workspace occupation at the Dutch Ministry of Justice and Security. Data of workspace occupancy shows sufficient availability, but employees experience that there isn't sufficient workspace. Using literature on hybrid working and hotdesking, ethnographic observations, interviews, and ministry data, the research reveals the key factors that create this disconnect. These are department specific occupancy peaks and one-size-fits-all solutions that are directly in line against good hybrid working policy.

A big challenge in this research was the employees' research fatigue. This makes direct interviews impossible. To overcome this challenge, AI-generated stakeholders were used, informed by input from client managers. This method evolved into GroupMind.ai, a simulated AI focus group methodology that allows the ministry's service centre to test workspace policy changes and receive diverse department-specific feedback.

The project demonstrates how strategic design and AI can help the ministry better assess user needs, bridge empathy gaps, and validate policies more effectively in complex and constantly changing hybrid work environments.

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# 1. Introduction

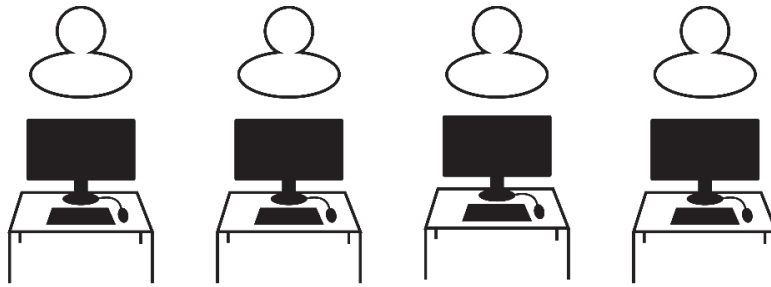
**This report will dive into the process of my graduation project for the master programme ‘Strategic Product Design’ (SPD) at the Delft University of Technology (Project brief in appendix 1). The project was carried out for the Dutch Ministry of Justice and Security (Ministerie van Justitie en Veiligheid) over the course of approximately 20 weeks, starting at the end of February 2025 and ending in July 2025. It took place in the form of a graduation internship. This report details out the research and design phase that eventually led to GroupMind.ai.**

## 1.1: The ministry’s initial problem statement: Perception of occupancy

At the end of COVID-19 in 2022, the Government of the Netherlands saw that its buildings were empty. A new era of hybrid working, which is working remotely on some days and working from the office on other days, has emerged. The Dutch government feels a strong need to justify their spending and how they use their buildings. Empty buildings are not justifiable, so to try and fill the buildings they created a new policy for all ministries and government buildings to decrease their workplace factor.

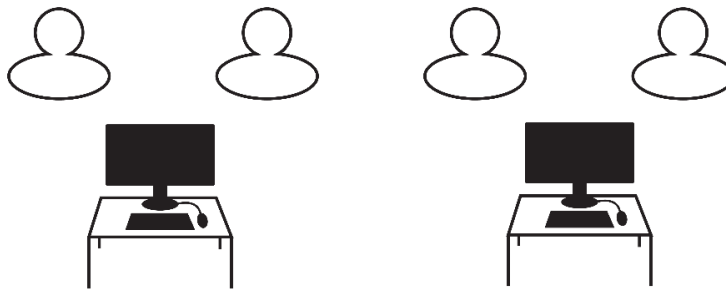
A workplace factor is the ratio of seats you have per employee. A traditional office with a workplace factor of 1 and 4 employees would have 4 chairs with desks. If the workplace factor is 0.5, that would mean they’d have 2 chairs and 2 desks (figure 1). Many companies (including the ministry of justice and security) already had a workplace factor of 0.9 before COVID-19. This has to do with the fact that there are always some people that are ill, on vacation or have another reason to be absent. The new norm set by the Government for the ministry was to reduce the workplace factor to 0.7 by 2024 and then to 0.5 by 2027.

Workplace factor: 1



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Workplace factor: 0,5



*Figure 1: Workplace factor*

The department responsible for implementing this change is the service centre (dienstencentrum). The service centre is part of the Administrative Department of the ministry and is responsible for the business operations for this part of the ministry. They work with various government suppliers such as FMH and SSC-ICT. More importantly, they manage the accommodation in the Turfmarkt office building, the North Tower. It's at the service centre where I fulfilled my role as a graduation intern.

Reducing the workplace factor can be done in two ways: You either keep the same amount of employees, but you remove desks, or you increase the amount of people working in the building, but keep the same amount of desks (figure 2). The ministry has opted for the latter. The Turfmarkt building has included more departments from other buildings and new ministries after the last coalition was formed. This was done to “fill up the building”.

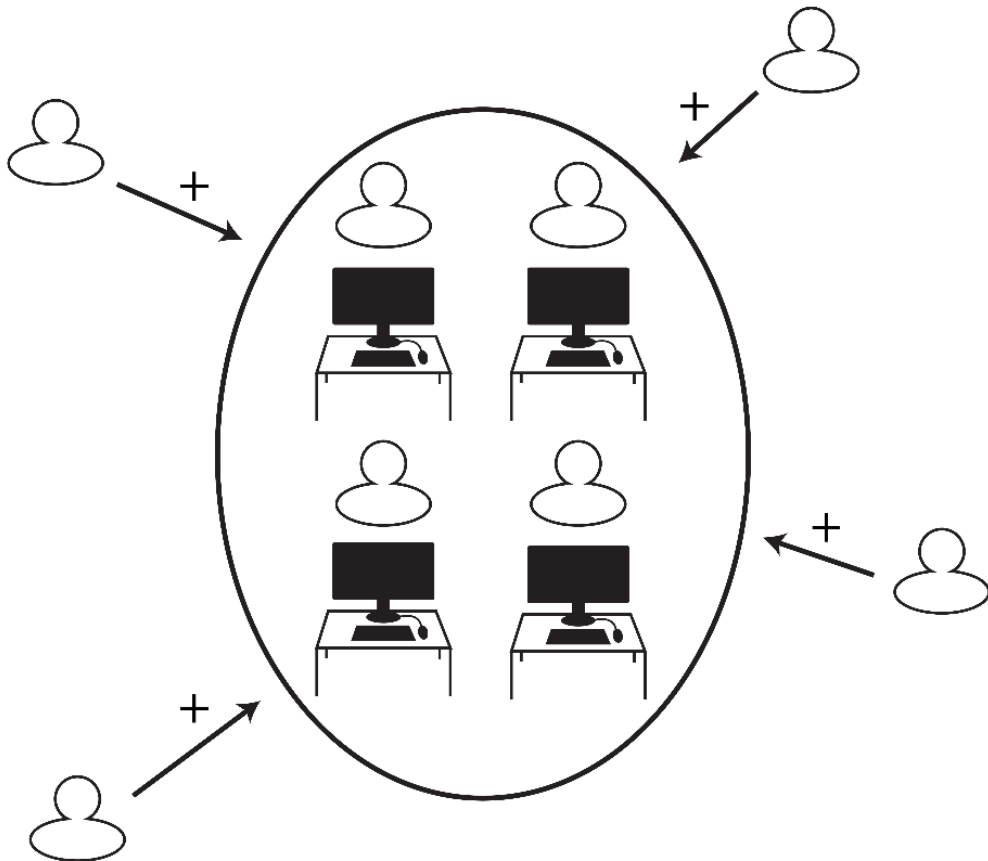


Figure 2: increasing the workplace factor by increasing the amount of employees

In addition, they have changed the layout of desks to a more modern hybrid work style floor planning, with different kinds of desks, meeting rooms and call cells to accommodate different working styles and needs.

### 1.1.1: The problem: Occupancy

While some employees are mostly content with their workspace, there have been problems. The numbers show that on busy days, there is plenty of room in the building to work, yet employees often feel that it's too full and there is no space for them to work. This is why the ministry called out for help at the TU Delft. Their proposal for dissertation (Appendix 1) stated the following:

*“We hear many complaints from users of the building about how the office does not suit what they are looking for. (too busy, too little privacy, too few concentration areas). While the figures show that there are sufficient workplaces, even on the busy days of Tuesday and Thursday.”*

For the purpose of this research, the first research question will therefore be:

*“Why do employees at the Ministry of Justice and Security experience a lack of suitable workspace despite sufficient capacity on paper?”*

## 1.2: Exploring the problem

In order to explore the presented problem space, this project started with a research phase. This lasted approximately 10 weeks, starting in February 2025 and ending in early May 2025. It consisted of interviews, data analysis, AI stakeholder interviews, gathering field notes from

informal conversations and a literature review. This research revealed key elements to the project.

### 1.2.1: Reframing the problem statement: Beyond the numbers

When talking to service centre employees, I quickly realised that although this perception mismatch is a problem that prevails through the entire building, there are definitely some floors that complain significantly more than others. The floor mentioned the most was floor 19. For the service centre to keep in contact with floors and departments, they use client managers. Client managers act as intermediaries between departments and the service centre (figure 3). They have the most knowledge of the end users experience within the service centre. The service centre refers to the ministry's employees as their clients, hence the name client manager.

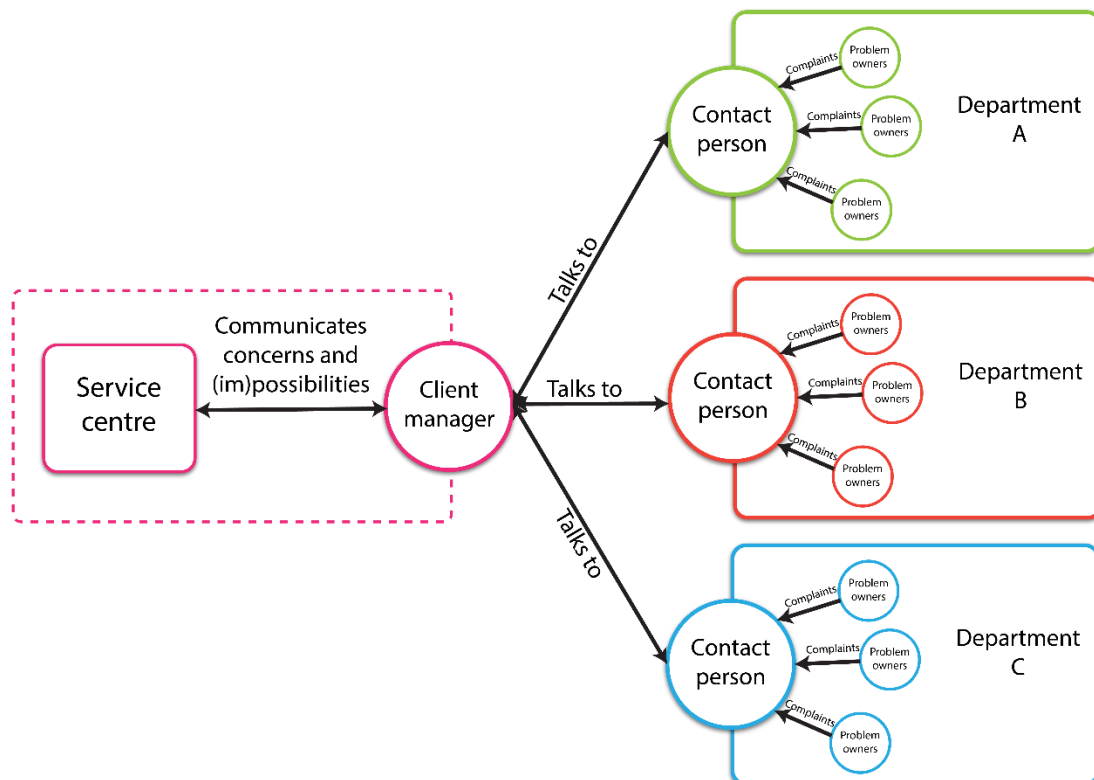


Figure 3: Structure client manager role

Interviewing the client managers showed a new side to the problem. They were a guiding force in understanding the wide variety of issues these clients run into that are influenced by their office environments. It revealed a more nuanced view of the problem and how the clients felt and behaved. This would, of course, be interesting to talk about to the clients themselves. However, the first thing all the client managers said to me was that while I could interview them, I could not, no matter the circumstance, interview their clients. There have been many surveys and interviews to figure this problem out and there is a wide felt tiredness on this topic. Even though this wasn't necessarily good news, this did present an opportunity. In a course I took right before starting this project, I was presented with the concept of generating stakeholders in order to interview them.

One of the upsides of interviewing an AI is that you can make any unreachable character come to life digitally and ask them questions. You could, for example, interview Santa Claus. In a similar

way, these clients are also hard to reach. The decision was made to go further with this concept. In order to do that accurately however, the AI has to be instructed exactly how to act. Therefore, part of the interview with the client managers was dedicated to making a comprehensive list of character traits. These traits should illustrate and dictate how clients use the office space and if they are happy with it or not. The traits and their influence were listed and given to ChatGPT to create characters (appendix 6). Creating these lists of traits for the AI characters is, in itself, a very interesting and informative process to get a deeper understanding of the problem at hand.

### **1.2.2: Reframing the problem statement: What the numbers don't show**

According to the Workplace Measurement System (WMS), you can see that on busy Tuesdays, only 70% of desks are occupied by people. The WMS is a system based on lasers that are attached to all the desks. These lasers detect movement and can therefore indicate if there is someone sitting at that desk. This 70% is used often by the service centre to show that the building is overall quite empty, even on busy days. However, if we look at the occupancy measurement, which is a physical measurement done over two weeks, where researchers counted the amount of desks taken. It shows that quite a few floors have peak occupancy of more than 80% and sometimes even 90%. This would explain why people feel as if the office is often quite full.

How is this possible? First of all, the overall building occupancy, as measured by the WMS, doesn't say anything about specifically busy floors. Floors can be busy for all kinds of reasons. Some departments have compulsory attendance of three days a week and all on the same days. Second of all, the WMS shows that 70% of desks are occupied by an actual human being sitting there. That person might leave their desk to go to a meeting in another room, but leave their coat and lunchbox at their desk. The laser at the desk now says that this desk is a vacant spot. Employees however, see the coat and the lunchbox and think that the desk is taken.

These two factors together point to a very rose-coloured and arguably incorrect view presented by the building wide WMS data.

### **1.3: The role of design: User experience and reframing**

From my experience with the client managers it became clear that the relationship between the service centre and their clients is fragile. This isn't surprising given that clients are very difficult to approach and talk to. As a result of that, the distance between the service centre and its clients is too big. It makes it difficult to take the clients needs and wishes into account when new policy is implemented or solutions are being thought of. It also makes it very challenging to use tailor made measures for specific floors.

This is made even more difficult because of the way the WMS data is being used as a deciding factor for assessing what the situation at the ministry looks like. Ministry wide data doesn't allow for tailor made measures. Above and beyond that, WMS isn't a good representation of what the experience of employees is at the ministry. It doesn't take into account how full a floor or desk looks. This, again, makes it challenging to take clients' needs and wishes into account.

My role as a designer becomes clear in this problem space. User needs and empathy with users stands at the forefront of what a designer does. Concluding this, the second research question now comes into view:

*“How can a guideline be developed for better assessing and accommodating diverse user needs in hybrid workplace implementations?”*

How can the service centre get closer to their clients and how can they start looking at more floor or department specific solutions? These are the issues a design intervention should address.

## 1.4: Research questions

So, to recap, the research questions of this project are as follows:

1. **Perception of occupancy:** “*Why do employees at the Ministry of Justice and Security experience a lack of suitable workspace despite sufficient capacity on paper?*” This is the initial question that the ministry asked help for.
2. **Empathy and user experience:** “*How can a guideline be developed for better assessing and accommodating diverse user needs in hybrid workplace implementations?*” This is where a designer comes in. A designer looks at the end user as its main guidance on what to design for. What exactly is the user experience? This likely creates the problem of the perception of occupancy. How can these diverse needs be taken into account in the future?

## 1.5: Design intervention

Just like the service centre, I ran into the same barrier: it was nearly impossible to talk to the actual users. Not because they didn’t exist, but because they were tired of being researched. Rather than seeing this as a dead end, I treated it as a design opportunity. I created the AI stakeholder interviews, and began talking to them. What started as a workaround became a method.

This method led me to a broader concept: GroupMind.ai; a simulated AI focus group for testing ideas before involving real users.

The idea is that you can give an idea or a policy change to this AI. It then creates a realistic dialogue between fictional employees from relevant departments. Each has a unique role and background. GroupMind.ai then summarizes the key themes, gives a verdict *per floor or department*, and checks the policy’s feasibility using internal data.

This idea and AI are catered to a specific team within the service centre “Dienst Fysieke Werk Omgeving” (translation: Service Physical Work Environment. Abbreviation: DFWO). DFWO is responsible for implementing policy regarding the physical work environment. They decide what team works on what floor. The data input of the AI is catered to the kind of data they need to work with.

This AI can be used to:

1. Decrease distance and disconnect between DFWO and their clients
2. Have a low entry barrier to test ideas without the need to approach their clients
3. Understand how different floors and departments will respond to the same idea. More importantly: understand that they will respond differently and thus, come up with more catered solutions to each of them.

This chapter showed how the original question of occupancy turned into a much broader issue of user experience, empathy, and policy implementation. GroupMind.ai was my way of dealing with those tensions as a designer; by creating a method that helps reconnect policy decisions with the people they affect. What follows is the full story of how this project unfolded: from research and reframing, to the development, testing and refinement of GroupMind.ai and how it can support the service centre in making more informed, user-aware decisions.

## 2. Literature review

This section will dive into the literature review conducted over eight weeks. The goal of the review was to examine the existing literature on hybrid working and hotdesking. How it impacts work environments and how it should and shouldn't be done and implemented according to the literature. The sources were found through google scholar, using search terms like: Hybrid working, personal space, personalisation and hotdesking. ChatGPT was also used to identify relevant sources.

### 2.1: Keywords

**Hybrid working** is a way companies are set up, where employees partly work in the office and partly work remotely. Offices that are designed with hybrid working in mind often have an open floor plan. The traditional closed office rooms are mostly removed and replaced by desks that are designed for people working together.

**Personal space** is the space you have, where there is privacy and which you can customize to your own preferences and needs. Doing this is referred to as **personalisation** in most literature.

**Hotdesking** refers to communal desks and chairs; people do not have their own offices or desks. Person A uses a certain desk one day, then the next day that same desk could be used by person B. This means you have to find a desk to work at every day.

**Remote work** refers to any work done by an employee that they don't do at the office. Note that this isn't necessarily the same as working from home, as some people prefer to work in a café for example.

**Occupancy rate:** The percentage of seats taken at an office at any given time.

### 2.2: History of hybrid working and hotdesking

The first person to ever come up with the concept of remote work was Jack Nilles in 1973. He coined the term "telecommuting". He envisioned a system where people could work remotely to avoid traffic and increase their productivity. It is believed his work laid the foundation of remote and hybrid work models (*Back to the Future: The Origin of "Telework" With Jack Nilles in 1973 - Ep. 081, 2024*).

Simultaneously in 1967, German aerospace company Messerschmitt-Bölkow-Blohm (MBB) introduced flexible working hours. This was done to address punctuality and productivity. Enabling their employees to choose a work style that fit their own needs (Che Shaari & Amirul, 2020).

Over the years, as technology like cell phones and e-mails became more prominent and usable, hybrid working and hotdesking became more popular. Companies like IBM started experimenting with hotdesking in 1993 (Visix & Visix, 2024). As technology enabled remote work more, both hybrid working and hotdesking became more popular.

#### 2.2.1: Impact of COVID-19

Nothing had as big of an impact on the implementation and acceptance of remote work, and later on hybrid working, as the Covid-19 period between November 2019 and March 2022. The world was brought to a halt. This had a massive impact on global working culture when it comes to the relationship people have with the physical and digital workspace. As Rory Sutherland pointed out

in the podcast “Modern Wisdom”, as soon as people have had a taste of the benefits of hybrid working, they don’t want to go back. Before COVID-19, going to the office was seen as the norm. Now that we’ve seen that working is possible in a different way, we quickly adapt to it (Sutherland & Williamson, 2025). Sostero et al (2020) pointed out that 36% of jobs in the EU were feasible for remote work after COVID-19. This doesn’t mean we should abolish the office altogether. Most people prefer a mix of home and office, though some go to the office every day and others work exclusively from home (Barrero, Bloom, & Davis, 2021; Bloom, 2020). This suggests that hybrid work should be an option wherever possible.

An interesting finding was a study done by Kwon & Remøy (2019), published just before COVID-19, who found that office spaces that weren’t designed for flexible working were found to be more satisfying. It would be interesting to see what would happen if that study was to be done again in a post COVID-19 time.

During COVID-19, when remote work was the norm and office days were rare, it was found that remote work didn’t really impact employees’ ability to keep working on and finish group projects that were already underway. However it was very difficult to initiate new projects online (Kane et al., 2021).

## 2.3: Social cohesion

So why do people struggle to initiate new projects when working remotely? Papers have pointed out the negative effect of remote work on social cohesion at an office. An important principle that becomes interesting to look at is the difference between synchronous and asynchronous communication. Synchronous communication is having a real-time conversation. Asynchronous is communication via email or perhaps even a video.

This kind of communication creates less direct feedback and less connection between different departments or sections of a company (Yang et al., 2022). Kane et al. (2021) pointed out that connections among employees decreased. These ties among employees are often critically important for knowledge sharing and innovation. That, in turn, also impacts team learning and can cause a decrease in corporate identity (Peprah, 2023). Many elements of a company’s culture (how people dress and office design for example) are lost or at least less present with a remote work model (Kane et al., 2021). Note that remote work is different from hybrid work. Remote work is part of hybrid work, where hybrid work combines remote work and work at the office. You can possibly assume that hybrid work doesn’t create the loss of a company culture, or perhaps to a lesser degree.

The question arises on whether or not, in a hybrid working setting, how many days a week you need to be in the office to mitigate the effects of remote working. Trevor and Holweg (2022) suggest that one day a week is not enough. If everyone picks different days to go to the office they might miss each other. This is why organisations often require a minimum of two days at the office, often on Tuesday and Thursday, to make sure employees see each other, speak informally and keep social cohesion. Adding a third day to this can be beneficial, but if you add more than that, the positive effects start to level out. Choudhury et al. (2022b) found in a hybrid work experiment that employees didn’t feel a stronger sense of belonging or satisfaction when they went from two days in the office to four or five. More days in the office can even be detrimental, as it reduces flexibility and increases commute stress.

Millward et al. (2007) did a study on the impact of hotdesking in 2007. Since then, the culture and general attitude towards hotdesking has changed, but they point something out that likely still

applies today. They talk about the way you place your employees and how that affects a company. For example: Having set desks improves a team's identity and social cohesion, while hotdesking increases the company's identity and social cohesion. They explain this with the simple fact that you don't sit together with your team, you sit together with varying people in the company. Furthermore, they point out that while hot desking doesn't necessarily have this effect and doesn't always alienate people, it's still a good idea to have designated team zones where close collaboration is possible to avoid social isolation. Another solution they suggest is having work events to get people involved in the company. Though this could certainly improve social cohesion, that is not exclusive to companies with a hybrid working model. This is also the case for traditional set desk offices.

Hirst (2011) notices the same kind of loss of connection to others, the company and the team you work with. If you interact less with your colleagues, you could fall into an isolated trap. They also point out that a group called settlers can emerge in an organisation that informally claims their own spot. This creates a hierarchy between people that they call vagrants that need to look for a spot every day. Settlers are often either higher ups in organisations or people that simply arrive early at work.

## 2.4: Personalisation of the office space

Hirst (2011) concludes that hotdesking removes a sense of ownership and belonging, which affects the morale of an employee, which brings us neatly to the topic of personalisation. Pan et al. (2023) point out that simply because you don't have your own desk, you can't personalize it, which in turn decreases your ownership. So why is that? What impact does having the option to personalize your workspace have? Most articles about this subject are written before COVID-19, which makes sense, given that the ability to personalize was way more common before 2020.

Personalisation of a space can give one a sense of control, which increases satisfaction and work performance, while reducing stress (Wells, 2000; Haynes, 2008). There are multiple kinds of personalization pointed out by Wells (2000). You can personalize your own space such as bedrooms or workspaces. By contrast, a group can do this as a collective as well (school or office buildings). Personalisation can also be done to objects, rather than rooms or buildings (computers, clothing or work tools). And finally there is a distinction to be made between permanent and temporary modifications.

S. Y. Lee & Brand (2005) did a study at a company to figure out what kind of control has what effect on employee satisfaction. They distinguished four levels of control:

1. Full control over layout and decoration. This led to a better mood, more identification with the organization, increased personalization and ownership, a greater sense of well being, better perceived performance and higher job satisfaction.
2. Control over decoration only. This only boosted the mood and job satisfaction. It also increased personalization and ownership, but not as strong.
3. Consultation only (no real control). This meant the employees were only consulted about changes they'd want to see. This had no significant benefits and was sometimes even worse than having no control, because it created a sense of frustration and tokenism. It's creating the appearance of inclusion and influence without the substance.
4. No control at all. This scored the lowest on satisfaction and identification.

The fact that consultation was, in some cases, even worse than having no control at all shows the added benefit of hands on personalization. Which, again, ties into ownership. A challenge arising

from this is the fact that hotdesking doesn't allow for personalization of any kind, because all desks need to be as generally usable as possible. This is also seen at the ministry, where only level 3 and 4 are at play.

## 2.5: Roles of home and the office

In hybrid working, your remote working days and your office days take on different roles. The office becomes a more social space. Where pure remote working during COVID-19 created a big loss in social interaction, Chafi et al. (2021) argue that offices are shifting towards collaboration hubs to fill that gap. Places for relationship-building, teamwork, and reinforcing company culture. This is enhanced by the fact that people all go to the office on the same days. According to Pan et al. (2023) it's Tuesday, Wednesday and Thursday. At the ministry it's Monday, Tuesday and Thursday. This way offices become even more sociable, because the days you are at the office, you need to do more catching up, leading to more conversations with colleagues (Halford, 2005).

This potentially creates a very rigid drift between the type of work you do, depending on if you're at the office or working remotely. When you're at the office, you mostly have meetings and work together with colleagues. You can work on things you're not entirely sure about, because you can get very quick feedback. When you want to really get into individual concentrated work (filling excel files, writing etc.) you do that at home (Halford, 2005). This allows the opportunity to personalise your individual workspace, provided you have the room in your house to create a home office (Peprah, 2023).

This is one of the big advantages to hybrid working, but there are more. You can also work at a local café if you want or in the park on a sunny day. Another advantage of working from home is the ability to spend more time with family, although there has also been shown that feelings of loneliness increase (Peprah, 2023). Additionally, working from home can increase privacy. For example: managers might find it useful when having difficult phone calls about dysfunctional employees (Halford, 2005).

However, several downsides are to be considered. There are a few. Halford (2005) found that people that work at home feel like they need to log and justify their every move. At the office they might spend time drinking coffee and staring out of the window, while at home they feel a need to be working 100% of the time. It's good to note that this paper was written in 2005. It's likely that the cultural shift around hybrid working has changed this drastically.

While the freedom and control you gain over your workspace from working at home is great, you might not have a house that allows you to create a suitable workspace. That would mean you do go to the office every day anyway. Hybrid workspaces are often designed with many different kinds of spaces for different use cases and tasks (Halford, 2005). This is often not really optimized for individual concentrated work. Hybrid office spaces are often very open and therefore possibly distracting. Rory Sutherland suggests the rather comical solution of making the hybrid office part library, part pub. A library is optimized for concentrated and quiet work, a pub is optimized for being social (Sutherland & Williamson, 2025).

## 2.6: Office layout and implementation

It's a fun idea to have a pub at work. Although this is a somewhat unserious idea, it does make you wonder: What can you do to implement hybrid working and hotdesking. What does the literature say about optimal layouts? Should there really be a pub? Masoudinejad & Veitch (2022) say that when implementing hotdesking in a hybrid working environment, you should avoid large

open-plan spaces. Instead, create rooms for a modest amount of people that are project teams or that share the same goal. This can improve social cohesion and communication and possibly reduce absenteeism. They also emphasize the importance of retaining concentration work spaces. On meeting days you don't go from meeting to meeting for eight hours. E-mails, preparing for meetings and processing information should be doable in spaces optimized for concentration.

Pan et al. (2023) oppose this and point out that shared working areas for teams and working together are preferred to be next to windows or open and visible locations. They do reiterate the importance of privacy at work spots for individual concentrated work. This is of course a challenge. What do we do now? Wohlers & Hertel (2016) came to the rather sobering conclusion that employees simply choose their spot based on where they like, for whatever reason, not based on their task. This challenges hotdesking as a principle, because preferred workspaces may not always be available. It also makes it hard to come up with a good layout, because you can't design for seemingly random preferences.

Given these challenges, why would a company even pursue hotdesking and hybrid work? As Wohlers & Hertel (2016) point out, it can massively cut costs of buildings and organisations can react to organisational changes much quicker, as there is less to move around. This is good for the ministry, because teams move around every time elections are held. According to Mache et al. (2020) hybrid working and hotdesking give people control of their work, improve teamwork and create a better work life balance, although that is to be seen.

However, when implementing these kinds of concepts there are some things that you can't go around. It's complicated to do right because Hybrid work isn't one-size-fits-all. Different teams have different needs (Gratton et al., 2021). At the ministry, if that variance is per floor, you'd have 36 teams whose preference you need to take into account. But each of those floors has multiple teams, so taking all preferences into account could be very challenging.

## 2.7: Conclusion

This literary review paints a nuanced picture regarding hybrid working and hotdesking. The positive side is the added flexibility and opportunity to control your own life. After Hybrid working became mainstream through COVID-19 and was implemented in many companies, as it was in the ministry as well, the benefits of remote work were felt. Hybrid work then provides a healthy balance between working remotely and at the office. Ideally making home days for individual work and office days for meeting colleagues and working together.

There are however also problems with hybrid working and hotdesking. First and foremost is the loss of personalisation and ownership. This is a core problem of hotdesking. Research shows that lack of personalisation leads to a lack of ownership, which in turn leads to a lower job satisfaction and detachment from the organisation.

This detachment is also felt when working remotely. If you don't work from the office at least two days a week, this can lead to a weakening of social cohesion and detachment on the work floor, as well as lack of ownership. Daily informal interactions with colleagues proves essential for knowledge sharing, innovation and team bonding. This elicits the question of how many days at the office you should ideally have. The answer is 2-3 days per week. One day a week is too fragmented. The chance of you and your colleague picking the same day is too slim. More than three days doesn't increase social cohesion, but does increase stress amongst employees. At

the ministry it varies per department how many days at the office are mandatory, varying between zero and three days a week.

Because of the varying needs of different departments, teams and employees, implementing hybrid working and subsequently, a suitable hotdesking environment is a complex task. There is a tension between a one-size-fits-all solution in a space designed so that everyone can use it. A hotdesking design often emphasizes open, collaborative areas while neglecting quiet, private spaces for concentrated work. Even when you do have different types of spaces, people don't consistently choose their work spots based on their task, but on unpredictable preferences.

### **2.7.1: To summarize**

Hybrid working and hotdesking provide flexibility and opportunities for people to choose their work environment. However, because every company, department, team and employee has different needs, it's very complex to implement well. Hotdesking is essentially a one-size-fits-all solution to a variety of problems, but it needs to also be customizable, which encapsulates the fundamental tension inherent in hybrid working and hotdesking models.

## 3. Methodology

### 3.1: Design sprint

To start off the project a design sprint was done. This design sprint was meant as a way to test some of the planned methods and to make myself known among people at the service centre. The sprint was done over a 4 day period in the second week of the project. Ending on day four with a presentation for 'Dienst FWO'.

The design sprint broadly consisted out of 7 activities:

1. Fast data gathering
2. Short literature review
3. Ethnographic observation
4. Informal interviews
5. Ideation
6. Presenting process
7. Gathering feedback

This enabled a quick process to test the bigger design process. It establishes a designer in an organisation as everyone is thereafter familiar with you and your methods. Feedback on your initial ideas often reveal much about what people expect from them.

### 3.2: Ministry data

Prior to this project starting, the ministry had already gathered a lot of data. This included both quantitative and qualitative sources such as sensor-based occupancy data (Workplace Measurement System or 'WMS'), manual headcounts, employee surveys, and interview transcripts. The available data was filtered, reorganised and visualised to spot patterns that weren't immediately visible in the raw numbers. This step was essential to understand the occupation of the building and its floors as well as the perception of these numbers through the surveys.

### 3.3: Ethnographic Observations

To understand how employees use the office in a hybrid working context, two days of ethnographic observation were conducted on the 20th floor of the main ministry building. These were non-participatory observations.

At 30-minute intervals, a walkthrough of the floor was performed to record the number of people engaged in three categories of activity:

- Working alone
- Engaged in informal conversations
- Collaborative work

Although this approach cannot always clearly distinguish between informal and collaborative interactions, it provided a practical means of collecting data and getting a realistic view of what a day at the office looks like.

### 3.4: Informal meetings

In addition to more formal and traditional research methods, informal interactions played a crucial role in understanding the problem. Conversations at the coffee machines or in meetings consistently revealed key insights into the problem, despite them not taking shape as structured interviews. These were recorded into field notes (appendix 4).

Van de Ven (2007) describes the method of using informal meetings as engaged scholarship, where knowledge is co-produced in practice and shaped by interaction. For a designer, this is an essential step as it humanises knowledge and brings you closer to the problem owner on a personal level, which in turn helps you to understand the problem better yourself.

### 3.5: Interviews client managers

To gain insights into the problem owners, the client managers of the service centre were interviewed using semi-structured interviews. The client managers are in close contact with the problem owners at various departments and can therefore represent them to gain understanding of their problems. These interviews were not recorded and therefore there are no transcripts available, however notes made during these interviews can be found in appendix 5.

### 3.6: AI stakeholder interviews

Because direct interviews with the actual problem owners were not possible, artificial intelligence was used to simulate interviews. The idea is to create realistic characters that could represent typical ministry employees, then interview those characters using ChatGPT. This allows for a suitable and scalable way to explore employee perspectives.

To do this, it's vital to generate characters that behave like real ministry employees. Therefore, part of the interviews with the client managers were dedicated to identify character traits that influence how someone experiences the office and why.

## 4. Design sprint

**This section will go into the second week at the ministry, in which I did a design sprint. The goal of this was to go through my whole process in four days (Monday through Thursday), come up with a couple of design ideas and present this at the team meeting on Thursday afternoon. This included going through the literature, data provided by the ministry, observations, interviews and finally ideation. The aim of this design sprint was to test out the general approach I had laid out, as well as to see how the team would respond to the ideas.**

### 4.1: Literature

From the literature review done so far, a couple of conclusions were persistently prominent in my mind. These findings showed the potential of hybrid working and hotdesking, but they also showed some downfalls. The thing for the ministry however is that hybrid working and hotdesking are here to stay, so designing for it should keep in mind that this is what the system is like now, all there is to do is optimize it and try to combat the downfalls.

The office has taken on a new role in our society since COVID-19. It has turned into a collaboration hub and not as much a place to do individual work. This is felt in society, not just at the ministry (Chafi et al., 2021). This makes the office, when you're actually there, a place that is quite social. However, because you don't have your regular spots, you might also become disconnected from the people around you, because they're not the same everyday. This and working from home a lot can really weaken a company's identity (Peprah, 2023). Hot desking can lead to a decreased feeling of ownership and can disturb social interaction (Hirst, 2011; Wohlers & Hertel, 2016).

This goes further in communications that become more asynchronous. Less discussion, more e-mails. That can also drastically decrease connection between teams (Yang et al., 2022).

The role of the house in this becomes very important, but as the ministry, you can't do much with that. Employees like their autonomy when working from home. You can decorate your office exactly to your liking. This works very well for concentrating on individual work (Lage, 2022; Gratton et al., 2021). When you get to the hotdesking office however, this can become challenging as you now don't have a suitable workspace for concentration or privacy (Mache et al., 2020). This is now a very stark contrast to your home office.

### 4.2: Data

The ministry has gathered lots of data around the use of the office buildings. It's interesting to see that they have sent out questionnaires that have actually got relatively positive responses, but it is when you get to the "other remarks" section where you see the complaints come in. People feel unheard and unwelcome. It makes doing their job harder and it doesn't paint a pretty picture.

The busiest days are Tuesday and Thursday, followed by Monday, Wednesday and Friday, with the latter being as good as empty (Figure 4).

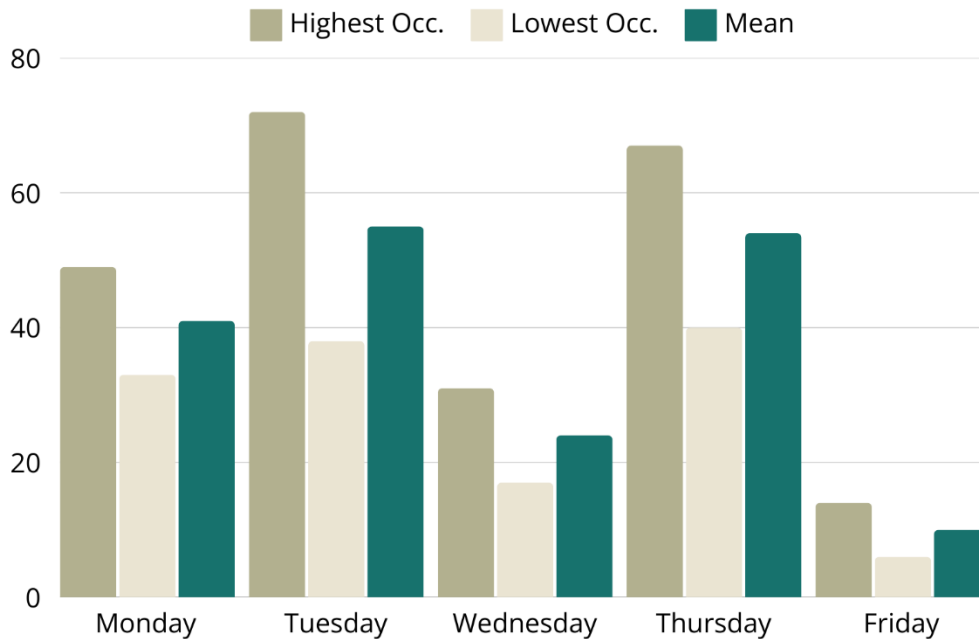


Figure 4: Occupancy rates in % of desks occupied

#### 4.2.1: From the team

One team member emphasized the aforementioned disconnect. She explained that the service centre tries to do their best for all the employees, so when they get complaints they feel like they're trying their best for the people that don't respect them. At the same time, the ministry workers feel like they are being bossed around. This is a disconnect between the two that makes collaboration between them very challenging.

### 4.3: Observation

Observations were done one Tuesday morning. A technique called "shadowing" was used. In practice this means walking around the floors and writing down observations made about people's behaviour.

Four people will be picked to be followed during said morning. Writing down where these people are for what amount of time and what they're doing (e.g. concentration work, meetings, coffee etc.)

Having done this, the main conclusion is that this needs to be done with a lot more people, over multiple days. Shadowing four people for one morning didn't bring more to light other than that people have coffee breaks sometimes.

### 4.4: Interviews

To get a better grasp of the problems that employees experience, some interviews were done. Participants were chosen at random; people that looked like they could spare 10 minutes. The following questions were asked:

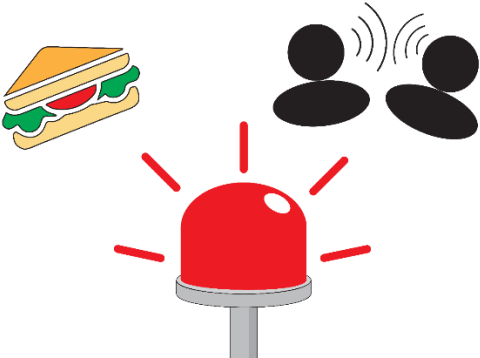
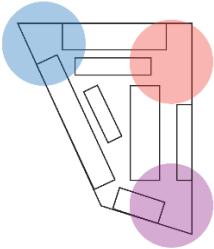


1. Are you content with the workspace here?
2. Do you often struggle with finding a spot to work? Or to meet with colleagues?
3. What is your favourite spot to work? Why?
4. Do you prefer working here or at home?

The answers depended mostly on the job description the people had. Project managers relied quite heavily on the casual conversations that happen at the office. They were not necessarily at the office more often, because nobody is at the office on Monday, Wednesday and Friday anyway. They did however, put more emphasis on why they came to the office.

Other things mentioned were more practical; every meeting room should have a screen in it so every meeting can be hybrid. Some favourite spots also had to do with very practical reasons, like preferring one screen over two. Other favourite spots were chosen because of the view.

#### **4.5: Initial ideas to solve the problem statements**

When ideating for four ideas, three main problems were used as inspiration. Firstly, the problem that I got hired to solve, which was the perceived occupancy rate versus the actual occupancy rate. Second was the disconnect between the housing department and the other employees. I took that a bit further to take the disconnect from colleagues at the office with that and see if I could do something about that as well. Lastly, a problem I saw was that some facilities just aren't up to speed with the modern needs. For example: not every meeting room had a meeting screen. Given that almost all meetings are now hybrid, that makes those meeting rooms unusable. These problems were more or less addressed in the ideas. Again, it didn't matter too much what the ideas were. They were made to elicit reactions from the team. Hence, it should be noted these ideas were not taken further into the process. They were created early on in the process and were not well informed enough.

Idea	Rationale
<p data-bbox="204 237 368 264">Lunch Alarm</p> 	<ul data-bbox="858 237 1289 405" style="list-style-type: none"> <li>• A daily reminder for lunchtime</li> <li>• Different times per floor</li> <li>• Amplify social cohesion</li> <li>• Increase familiarity per floor</li> <li>• Increase accountability</li> </ul>
<p data-bbox="204 642 504 672">Designated team zones</p> 	<ul data-bbox="858 642 1182 779" style="list-style-type: none"> <li>• Better team cohesion</li> <li>• Clearer where to look</li> <li>• Team specific needs</li> <li>• Not completely rigid</li> </ul>
<p data-bbox="204 954 405 983">Occupied signs</p> 	<ul data-bbox="858 954 1262 1090" style="list-style-type: none"> <li>• No ambiguity of taken seats</li> <li>• Brings back a little rigidity</li> <li>• Awareness of use</li> <li>• Fixes perception</li> </ul>
<p data-bbox="204 1404 504 1433">Custom welcome signs</p> 	<ul data-bbox="858 1404 1390 1608" style="list-style-type: none"> <li>• Better floor cohesion</li> <li>• Clear where you're welcome</li> <li>• Drives creativity</li> <li>• Light hearted</li> <li>• In this specific case: Can decrease disconnect</li> </ul>

## 4.6: Feedback

The team gave me a couple of important points of feedback.

- They need each solution to specifically point out what behaviour it solves. They need a clearer view on what behaviour happens that makes their ideas, solutions and

implementations not work. This means that per solution, I need to very specifically point to a behaviour that I change with that solution.

- They were not enthusiastic about idea two and three, because forcing things doesn't go down well at the ministry. This is not unique to the ministry, but they seem to be quite sensitive to it. When they introduced a reservation system, there was a very slight emphasis on people having to reserve their work spot. That did not sit well with employees and the service centre got a lot of complaints. The neighbouring building had merely said: you can reserve a spot, which went down much better.
- Finally, they mentioned that the new generation is much more adapted to hotdesking and hybrid work. This is important to keep in mind and possibly an interesting thing to research further.

## 4.7: What have I learned?

This design sprint has led me to three important realisations:

1. It's important to understand the problem owners on their personal level. What makes them frustrated? Why do they go to the office? Why do they stay at home? How is their day in the office spent?
2. The service centre struggles to understand what the types of behaviours make their solutions unsuitable for employees.
3. A design solution should help them understand better what it is that causes behaviours and what you can do about them.

## 5. Ministry data

The ministry has gathered data from multiple sources since 2022. They have done occupancy measurements using a laser system that detects movement (WMS) as well as a manual measurement. In addition they have done surveys and interviews. This data was used for this research and its findings are explained in this chapter.

### 5.1: Occupancy measurement

To measure the occupancy of the office spaces the ministry uses the WMS and does a manual two week occupancy measurement once a year. This entails people going around each floor and count the amount of desks that are taken by either a person or a persons belongings. While the WMS only detects movement at a desk, the manual occupancy measurement shows a view of the situation that is more representative of what the perceived occupancy is like.

#### 5.1.1: WMS

The WMS is a system used by the service centre to measure occupancy in the ministry's building. In addition, it can also be used by employees to check occupancy of workplaces in real-time. The system works with lasers that are attached to the underside of desks. These lasers detect movement and when they do, the WMS indicates a certain desk to be occupied. Doing this, the service centre was able to conclude occupancy data of the building. It shows the building being the fullest on Tuesdays, followed by Thursdays and then Mondays. Wednesdays and Fridays are the least busy (figure 5).

On the busiest Tuesdays, the building is occupied for about 70%, but that can go as low as 38%. The occupation of the building on Fridays is extraordinarily low, going below 10% occupation (figure 5).

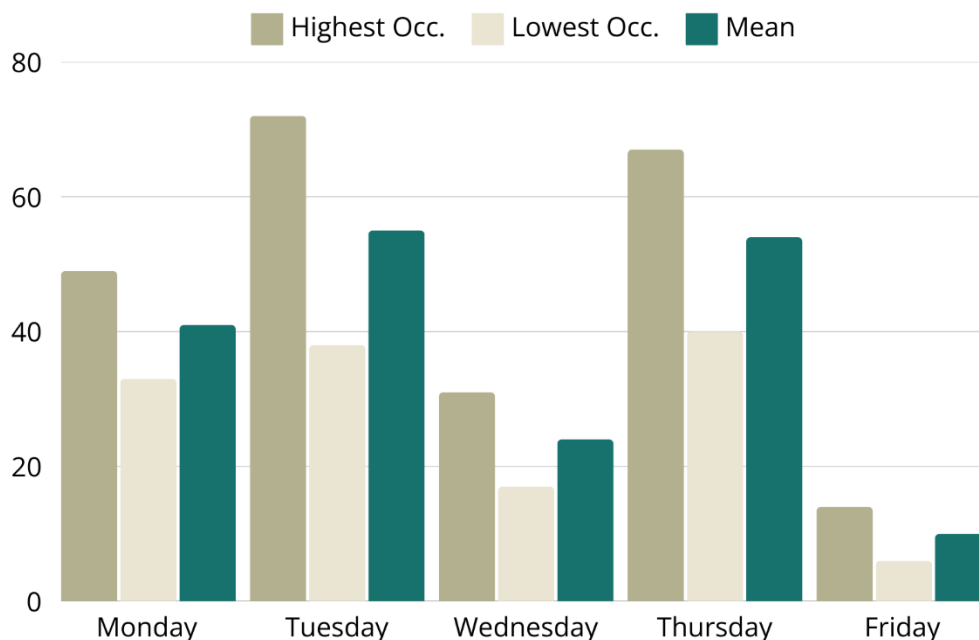


Figure 5: Highest and lowest occupations of entire building per weekday in %

### 5.1.2: Manual occupancy measurement

Next to the WMS, the service centre does manual occupancy measurements. This is when someone walks around a floor and notes the amount of seats taken. They do this every hour for the span of two weeks. In this measurement, they make a distinction between what they call ‘occupied’ and ‘temporarily not occupied’, which just refers to people physically leaving their spot but not taking their belongings with them. They count this separately.

This seems to be an unnecessary distinction that leads to confusion surrounding the actual occupancy numbers. If you just use average occupancy of the entire building (not per floor) and only of people actually sitting at their desks instead of just their belongings, you get a rose coloured view of the situation (figure 5 and 7). However, if you include someone’s belongings “claiming” the spot, peak occupation on some floors is as high as 92% (figure 6 and 8). Note that this only shows figures from floor 8 and 10-25. This is because those floors belong to the scope I can design for. Other data has not been made available.

Given that the question asked is why, despite the building being mostly empty most of the time, people still perceive that there is no room for them to work anymore, going forward ‘temporarily not occupied’ will be regarded as ‘occupied’ for the remainder of this project. It seems as though the service centre needs to adopt this mindset as well in order to fully understand the end users problem.

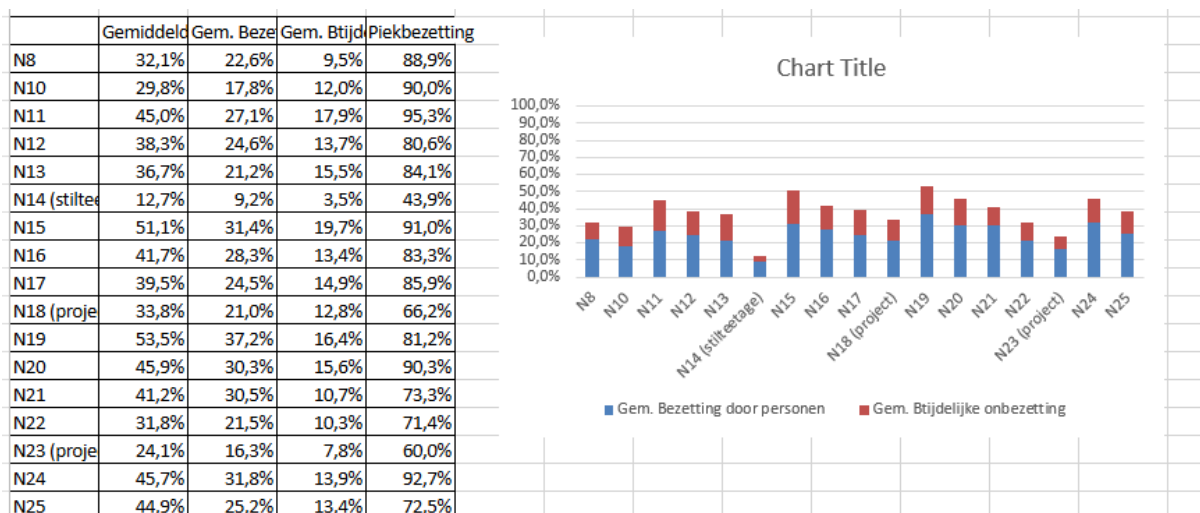


Figure 6: Average and peak occupation including occupation by belongings

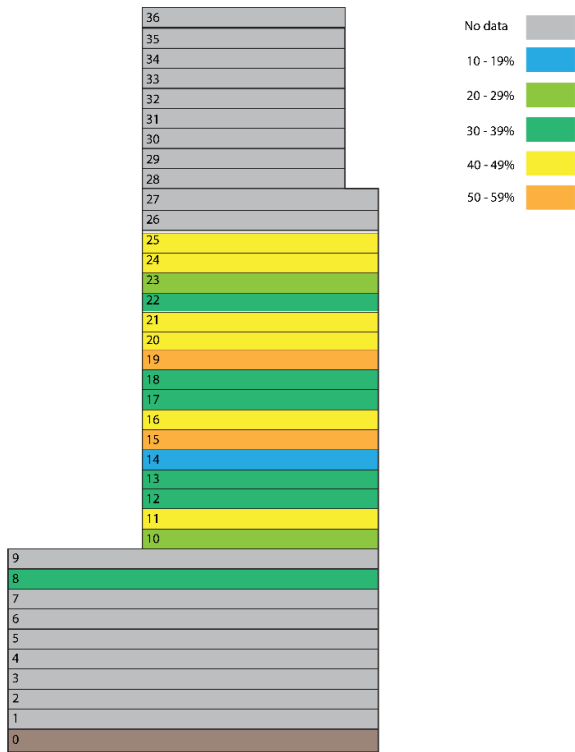


Figure 7: Average occupation per floor

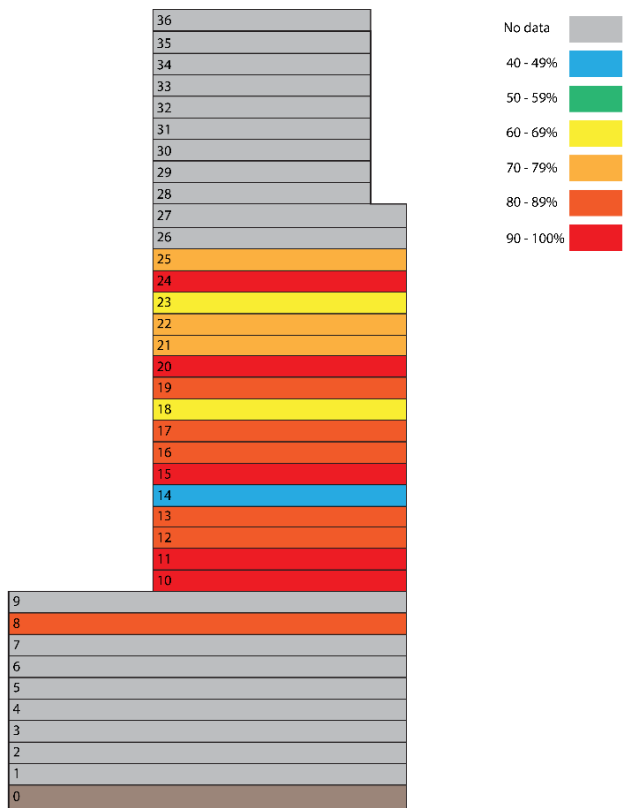


Figure 8: Peak occupation per floor

## 5.2: Survey

There have been surveys sent out to ask people how content they were with their work environment. For privacy reasons, the actual survey answers can not be included here or in the appendix, but interesting findings can be shared.

The response to the closed questions in the survey was moderately positive, with a large minority saying they are actively not satisfied with the facilities at the office (figure 9).

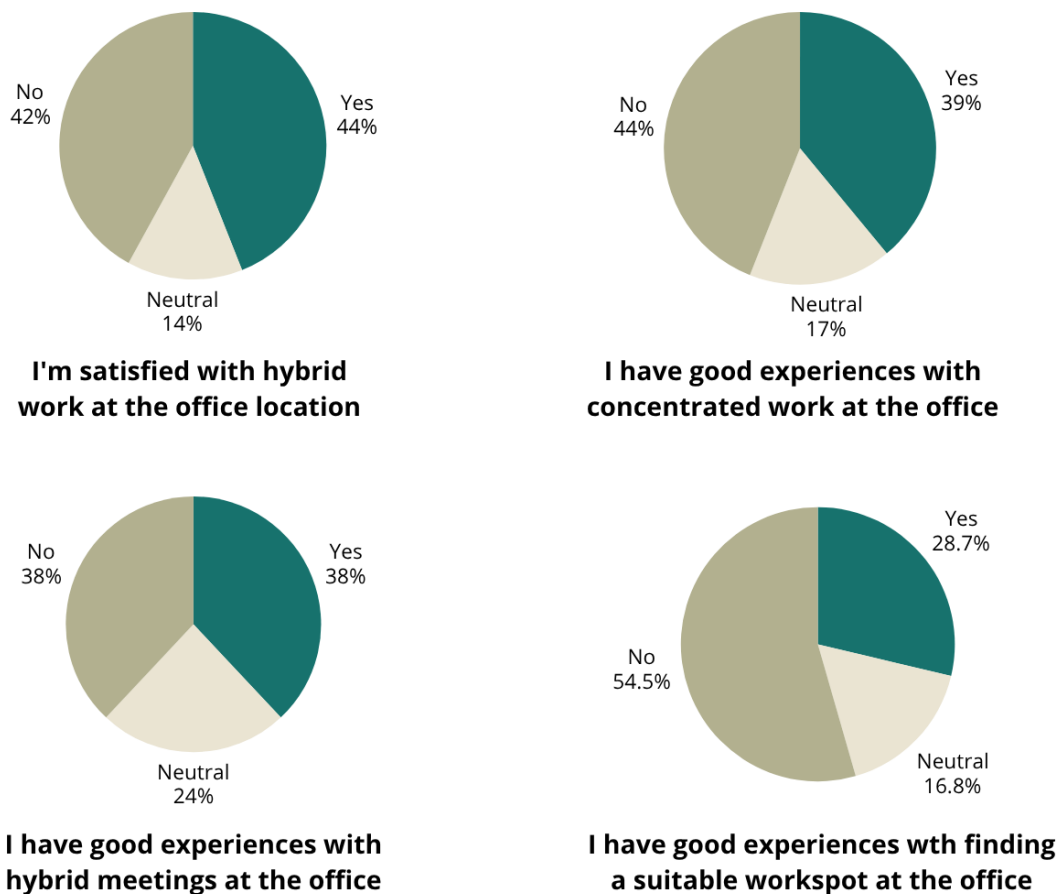


Figure 9: Survey responses regarding satisfaction with workspace

Where it gets interesting is if you go to the “other remarks” section of this survey. There the people who are not happy weigh in with some real complaints:

*"The lack of available workspaces in the JenV main building makes me very sad. You no longer feel welcome, and that undermines my sense of loyalty to my employer."*

And:

*"There are not enough workspaces at the office. As a result, working from home has sometimes become a necessity rather than a choice."*

These quotes show a hidden layer underneath a survey result that says that people are moderately happy. This is possibly further proof for the disconnect between the service centre and its clients. When creating a survey with closed questions, it's possible that you frame those

questions from your own perspective, which can unintentionally skew the responses in a particular direction (Schuman & Presser, 1981). The difference in tone in the open ‘other remarks’ seems to indicate this phenomenon.

### 5.3: Interviews

Something else the service centre has done is interviews with employees. Again, these can not be included for privacy reasons. In summary, there was a distinction made between the good and bad sides to hotdesking and hybrid working. The good side of it was flexibility. People are happy that they can choose work spots depending on what they are doing at a given moment.

On the negative side, employees do feel a lack of available work spots, mainly on busy days like Tuesdays and Thursdays. Flexibility is there, but that also points to the sore point that the type of work spot you want isn’t always available. You don’t know what you’ll find when you arrive at the office and that leads to frustration.

This is especially true for spaces used to work together. Meeting spaces for big groups and spaces to work together are scarce and this leads to an inefficient use of the available space. It also causes people to conduct meetings remotely, while they don’t prefer that. The interviews point out that on floors where there are multiple teams and directories, teams are less flexible to share rooms with other teams. This is because the rooms are so scarce they feel like they need to claim these spaces.

### 5.4: What have I learned?

The analysis of the ministry’s available data has offered three key insights:

1. The quantitative data given and used by the ministry doesn’t give the full picture of what is happening. The overall occupancy rates of the building are pushed forward as very telling numbers. However, when you look at peak occupancy per floor, you can clearly see that for an employee on the 15th floor, it might often feel like it’s very full.
2. There is a distinction made between work spots that are occupied by a person actually sitting there and work spots that “look” occupied, because people leave their belongings at their desk. This distinction gives a much more optimistic look on the occupation numbers. It’s unwise to make this distinction and from here on in this process, they will both be referred to as spots that are occupied, as it closes the gap between perceived occupation versus actual occupation.
3. The qualitative interviews done give a more representative image of the working experience at the ministry from the actual employees. It illustrates how valuable in depth interviews are in contrast to pure data.

## 6. Ethnographic observations

To test the theory that employees in a hybrid work setting primarily use the office to meet and collaborate with colleagues, two days of ethnographic observation were conducted. This method also helped build a general understanding of what a typical workday at the ministry looks like.

Because it had been mentioned several times that the service centre, which is where I worked, isn't always representative of the rest of the building, I chose to observe the 20th floor instead. This floor is known for its high activity, with peak occupation levels reaching 90%.

### 6.1: Approach

Every 30 minutes, I walked around the floor and recorded in my notebook (figure 10) how many people were:

- Working alone
- Having informal conversations
- Collaborating (e.g., in meetings or working together on a shared screen).

This method isn't flawless. For example, informal conversations can resemble work and vice versa. However, it was the most practical and discrete approach available given time constraints. The observations took place on a Tuesday and a Thursday, though not for the full day due to other meetings and commitments.

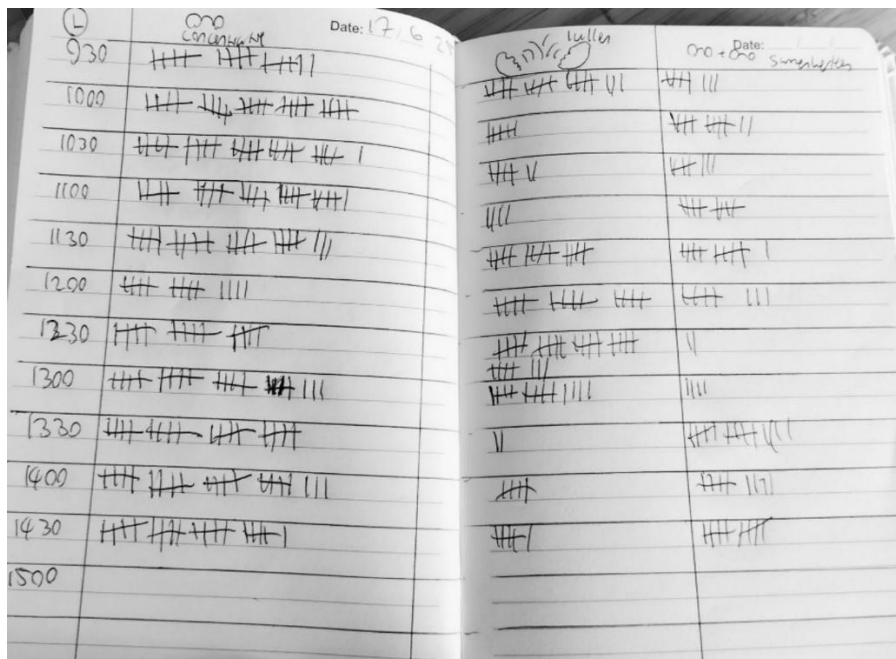


Figure 10: Notebook used for counting

The expectation was that meetings and informal interactions would outnumber solo work, which would reflect the hybrid work model's assumption that the office is primarily for collaboration.

## 6.2: Results

The results (figure 11 and 12) show a balanced mix across the three categories . In total:

- 381 people were observed working alone.
- 403 people were observed interacting with colleagues:
  - 215 in informal conversations
  - 188 in meetings

This means slightly more people were engaging socially or collaboratively than working solo.

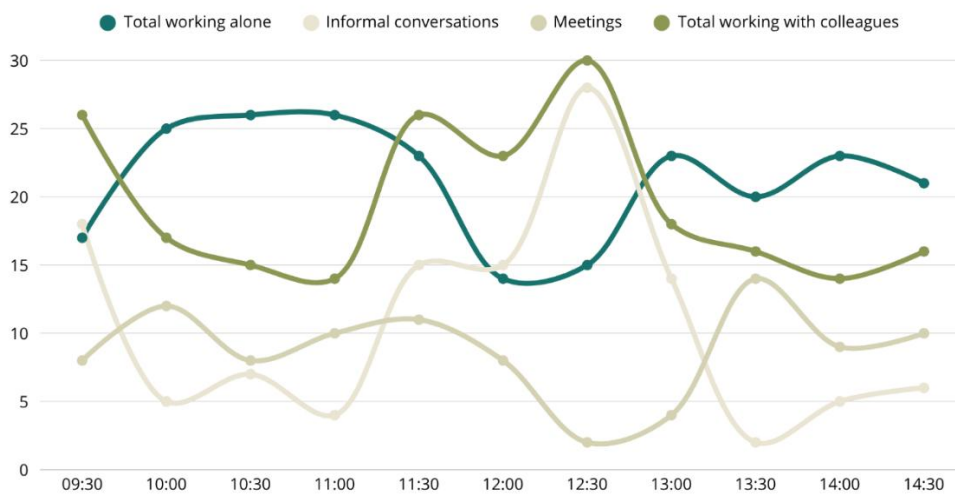


Figure 11: Observation results Tuesday

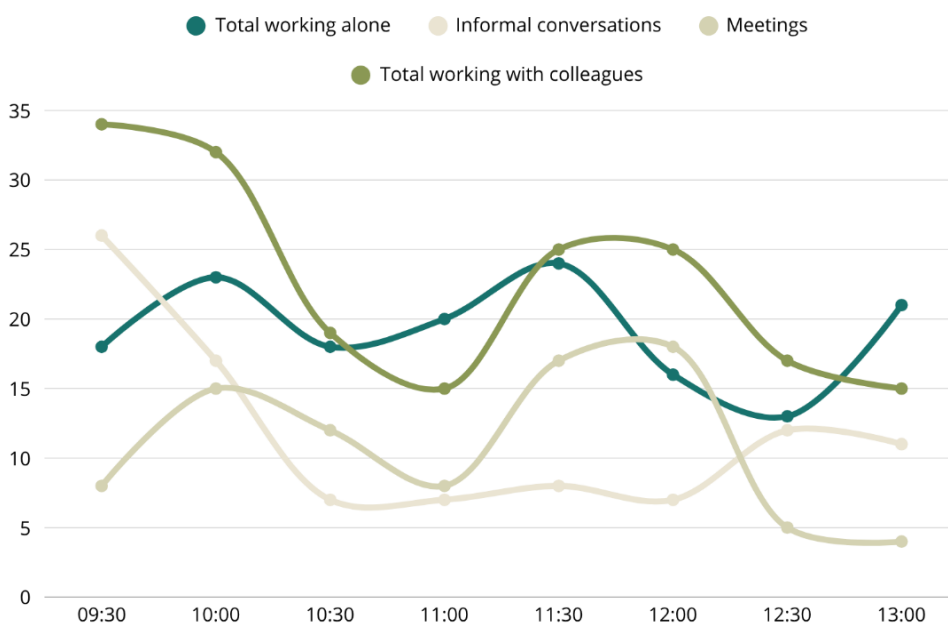


Figure 12: Observation results Thursday

### **6.2.1: Discussion**

While the number of people working with colleagues just exceeds those working alone (by about 5%), over half of those interactions were informal conversations. These types of exchanges are difficult to replicate remotely. This is one of the main added values of coming to the office; a low entry barrier to talk to colleagues.

At the same time, the data show that nearly half of the observed activity still involves solo work. This suggests the office also plays an important role as a quiet workspace. The idea that employees will neatly divide their week, by doing all meetings at the office and focused work at home, doesn't hold up in practice.

### **6.3: Conclusion**

The observations suggest that hybrid working at the ministry doesn't follow a neat division between "home for focus" and "office for meetings." While people do come to the office to connect with colleagues, especially through informal chats, they also spend a significant amount of time working alone. One key benefit of being in the office is that it allows for spontaneous, informal conversations that simply don't happen when working from home. However, that doesn't mean the office should now be turned into a pub. The office, therefore, must support both collaboration and concentration. A one-size-fits-all vision of hybrid work oversimplifies a more nuanced daily reality.

## 7. Informal meetings

Throughout the whole process, but especially in the first few weeks, Annemiek took me to speak to many different people from the service centre that have knowledge about this problem. In addition, conversations at the coffee machine, though sometimes unintentionally so, provided lots of useful information. These moments are essential for the process and are addressed separately here.

### 7.1: Disconnect

One thing that I got from these meetings was that the people from the service centre really try their best for the people they do this work for (the other employees in the ministry, often referred to as clients or residents). They try their best and only really get complaints back. This is a frustrating feeling.

On the other hand, something that I discovered while doing some informal interviews on other floors (this was during the design sprint), is that people who feel like “the big boss” has suddenly decided they should just accept having work spots that don’t suit their needs. This creates a disconnect where the service centre is just trying to implement a government policy on the building. However, people don’t know that and they feel bossed around (figure 13).

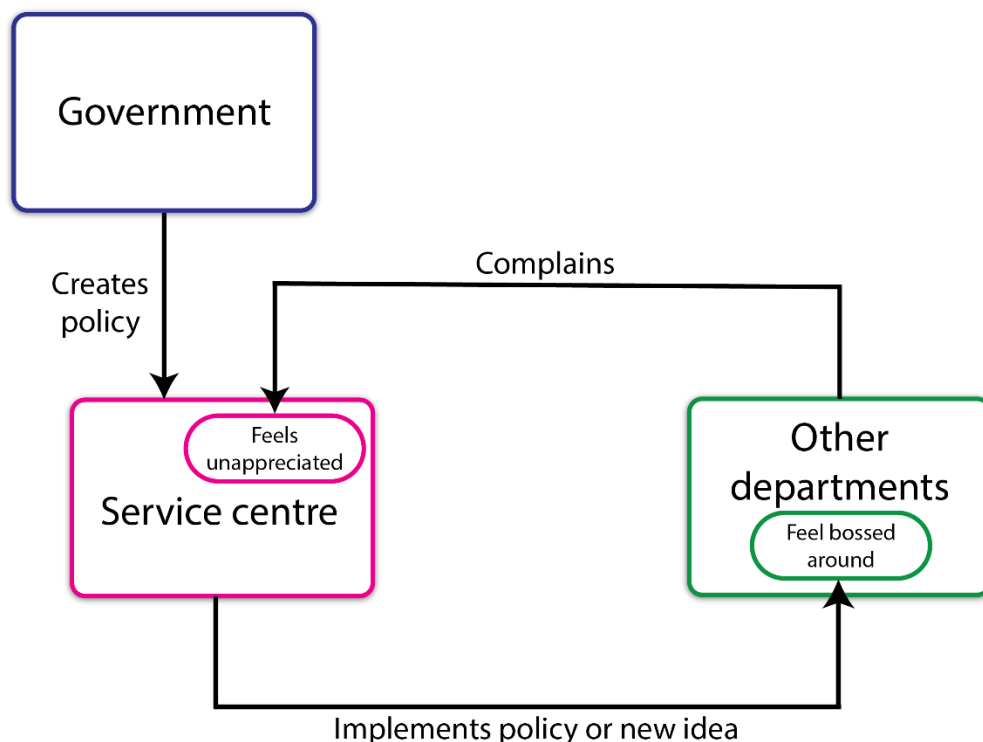


Figure 13: Disconnect between service centre and other departments

Companies or organisations can change in two ways: top-down (leadership sets the rules) or bottom-up (employees shape the change themselves) (Team, 2023). The latter works best when people have autonomy and control over how they work (Lage, 2022). The way the ministry works with this issue is different, because the policy is top-down from the government, but the implementation is bottom – bottom. To address this, you could apply a very interesting concept

mentioned by Haynes (2008): “forgiveness”. This refers to how forgiving employees are of a building and its problems. Forgiveness can be increased if the employees understand the problems and know that every effort has been made to avert these problems. More transparency from the service centre about its limitations and what they can and can’t do. This could contribute to removing the disconnect between the service centre and its clients, maybe then forgiveness could be achieved.

## 7.2: Client managers

Another thing that started to occur through lots of these conversations, was that the 19th floor was the “problem child”. Everyone seemed to agree on the fact that most of the complaints came from that floor. This warranted further investigation. However, you don’t just walk up to the 19th floor. As with everything at the ministry, there is a protocol. To communicate with other departments within the ministry the service centre has client managers. It’s these people that know the clients best and understand what their problems, worries and frustrations are (figure 14).

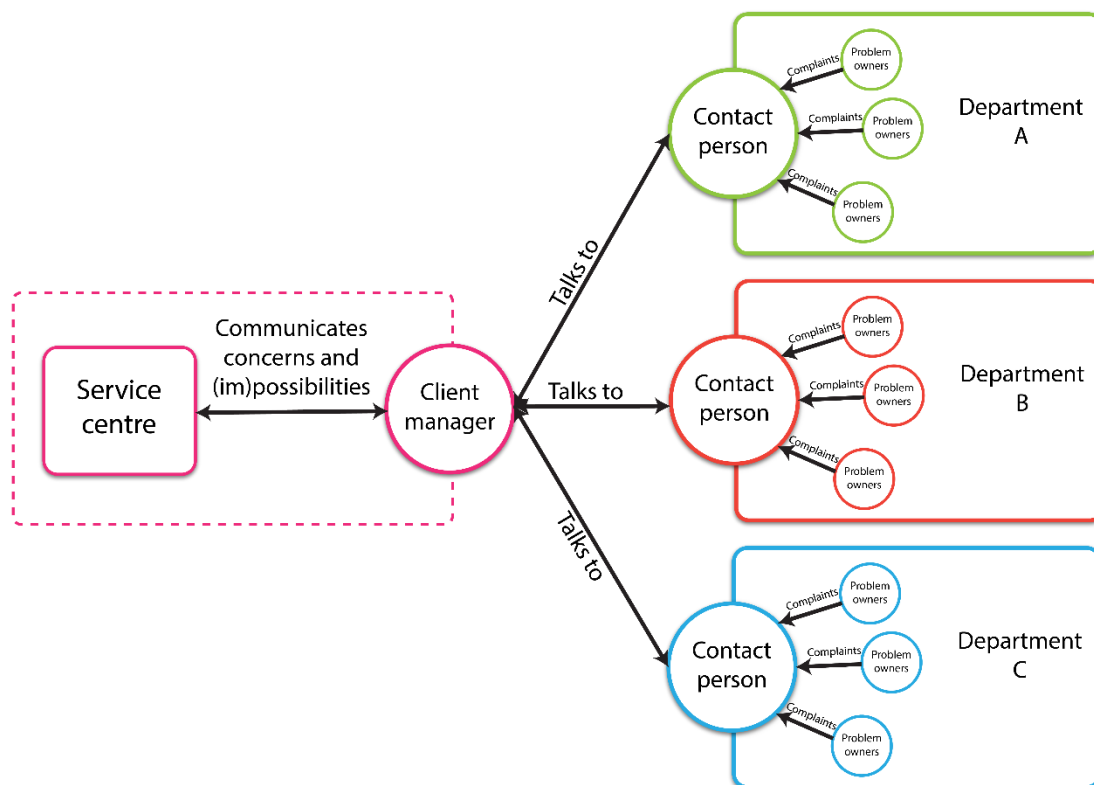


Figure 14: Client manager system

The 19th floor’s client manager is Kathelijne (Anonymized name). In order to get closer to the problem owners on the 19th floor, I made contact to interview her. Upon first contact she immediately said that it would not be a possibility to speak to her contact person or clients. This was something people had said to me before. I wanted to interview Kathelijne regardless, because she is the closest to a problem owner within the service centre that was approachable.

This was the initiator for a very important avenue of this project, which is the creation of AI stakeholders and interviewing them. This is a technique taught in the course ‘Exploring Design

Intelligence', which is taught by my chair Peter Lloyd. It's a technique where you inform an AI to impersonate a certain type of person. The AI would need to know exactly what kind of traits a person at the ministry could have and how it would influence their experience. To inform the persona that the AI needs to impersonate, I dedicated a couple of questions in the interview to explore these factors.

### 7.3: What have I learned?

My findings from informal conversations and field notes lead to three insights:

1. There is a possible disconnect between the service centre and its clients. The service centre does not always seem to understand its clients. On the other side, some floors filed many complaints and they are quite unhappy.
2. The people who stand in the middle of this are the client managers. They are the closest to problem owners that the service centre has and it could provide a useful avenue to interview these client managers.
3. Interviewing the actual problem owners is not going to be possible and the decision was made to instead generate them using AI.

## 8. Interviews client managers

Interviewing Kathelijne was very insightful, therefore the decision was made to interview the three other client managers, as well as one ex-client manager and the manager of the client managers (appendix 5). I wanted to ask them about the kinds of problems their clients experience. I wanted to know if there are things that every floor had that influenced the work experience there and have them help me map those out. Finally, they were asked about the characteristics that should make up the AI characters. These characteristics should be listed and come with an explanation as to how and why these traits influence their experience. More on this in the next chapter. Through doing this, it became clear that the client managers are the closest to a problem owner that the service centre has. Their knowledge and insights are incredibly valuable. What follows is a summary of what was found during those interviews.

### 8.1: Overall learnings

#### 8.1.1: What does being a client manager entail?

As a client manager, you are the point of contact of the service centre for departments at the ministry. You have conversations with users, relay back and forth information and you handle “escalations”; that is when the service centre and a certain department don’t get to an agreement. Then the service centre itself talks to the departments and do a deeper dive into that problem to find a solution.

The best thing about being a client manager is the fact that no day is the same. It’s a very dynamic and diverse job. The worst thing about it is that you get to enjoy punches from everyone. Department A might not be happy with the service centre and they will tell you specifically. Then the service centre might not be happy with department A, they will also tell you specifically.

#### 8.1.2: What floors complain the most?

As mentioned before, the 19th floor complains a lot. This is universally understood, although people often add 20 and 21 to that. Why do certain floors complain? It heavily depends on the floor. One floor, for example, has to expand the work they do, but they need to stay on their cramped floor where they have certain locked rooms for state secrets. Others need to regularly welcome religious officials, but don’t have a good reception space. These problems are very diverse and not answered in a single sentence.

#### 8.1.3: If you could change things, what would it be?

Often this just comes down to: I would give my clients more work spots. In whatever way that is possible. In that sense, the problem appears to be very simple, the cause and the solution however, are less so.

### 8.2: Infographics

To get a better view of the ministry and where they have various kinds of issues happening, I made a heatmap platform for the building. With the client managers I tried to find factors that determine whether people are happy with their work facilities or not. There were three factors that came out of this. First of all, some floors have unwritten rules about when you’re expected to be at the office (figure 15). Because of the nature of hybrid work, this also means they are all at the office on the same days. Because of this, these floors have compulsory busy days.



Figure 15: Expected attendance per floor

Floor 16 is where the service centre is. There are no expectations of attendance on this floor. It seems to me that the service centre struggles to empathize with their clients, because they try to be leading by example on the kinds of behaviours that hybrid working requires. Other departments, with other concerns, don't bother with that. This contributes to the aforementioned disconnect.

The second thing identified is the floors that complain a lot. There are only a few that have very regular escalations (figure 16).

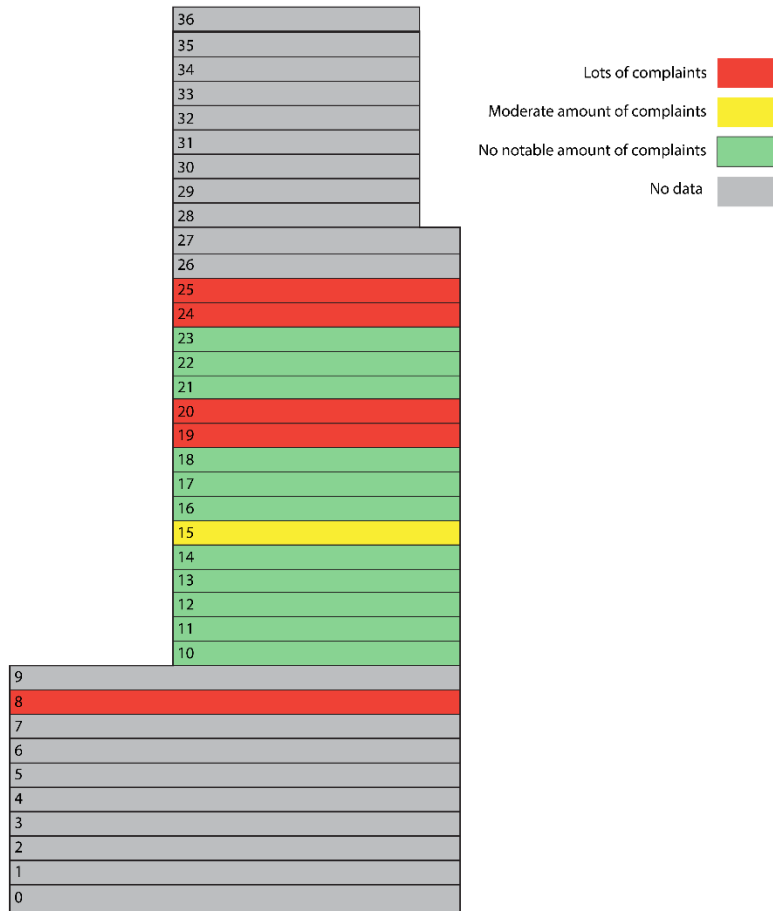


Figure 16: Floors that are prone to complain

### 8.3: Other insights

The ministry building, when it was being built before 2013, had open and closed office plan designs. At the time, each department was asked what kind of layout they wanted. However, since then, departments have moved, because of remodelling, elections and new norms. This means some departments could now be in an open floor plan, when they want to be in a closed floor plan, or vice versa. The reassignment of floors to departments doesn't seem to be informed by their preference, but by whatever was practical at the time. The divide of open versus closed floor is shown in figure 17. See figure 18 and 19 to see the two different types of floor plans. Floors that are marked blue are abnormal floors. This can mean anything from floors that just have big meeting rooms, to floors with a canteen and floors that are filled with computer servers.

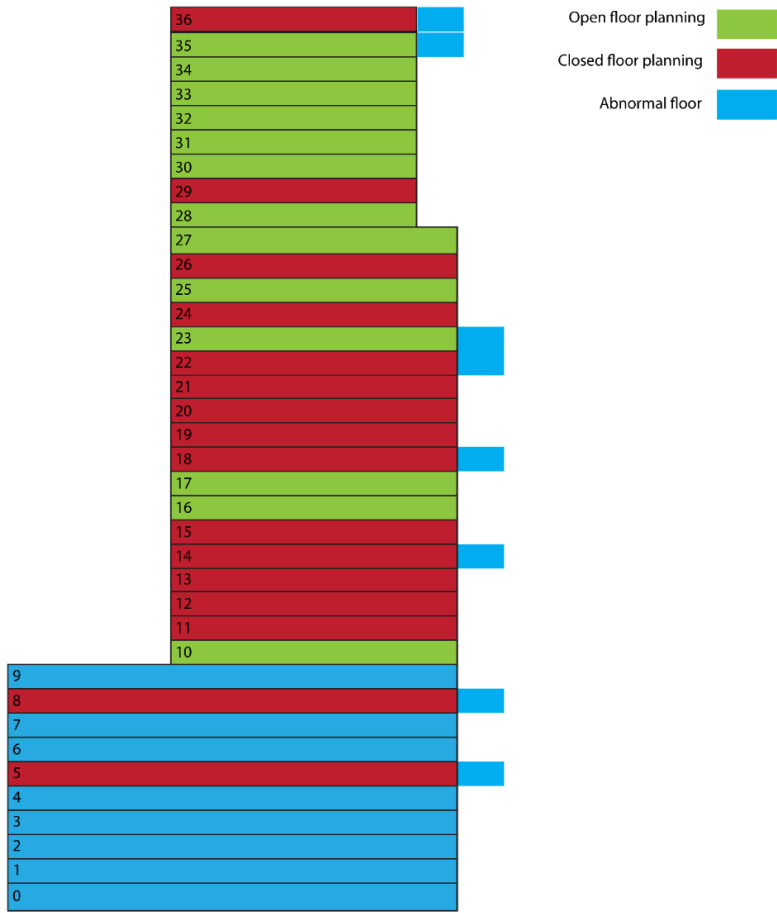


Figure 17: Open versus closed floors

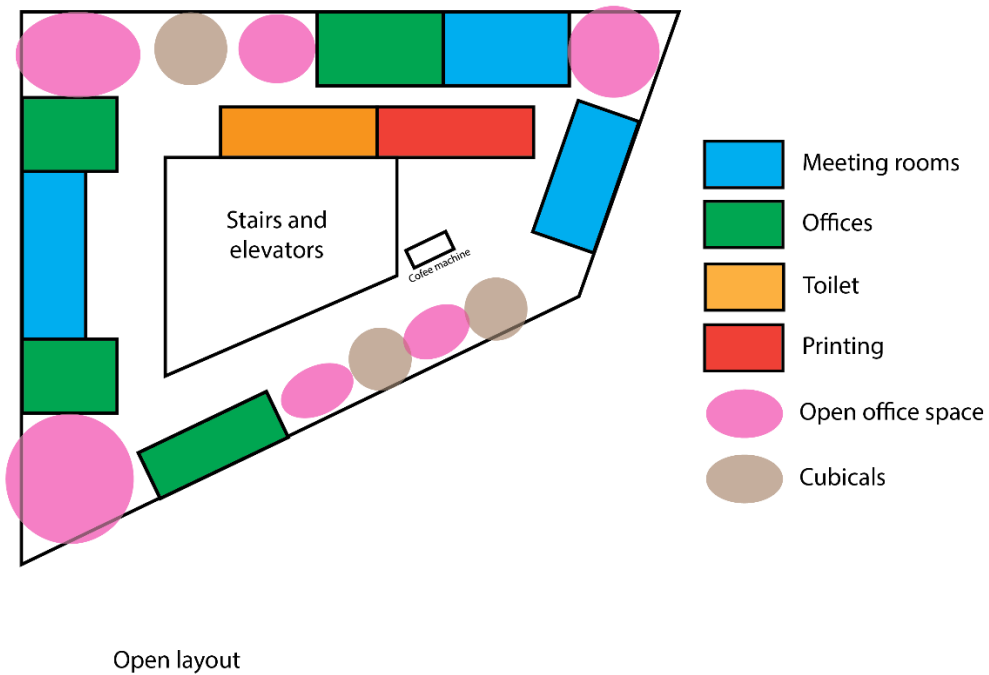
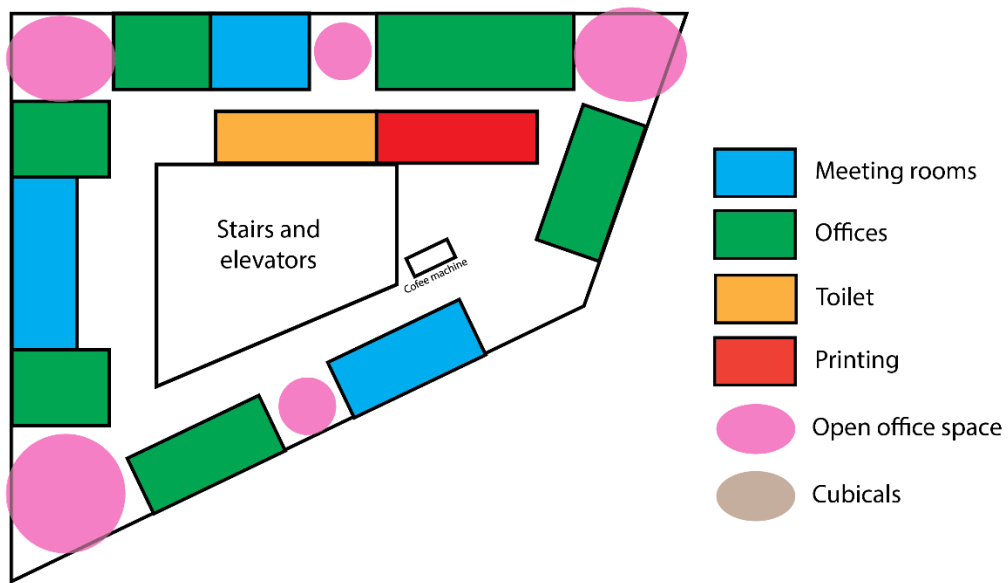


Figure 18: Open floorplan



Closed layout

Figure 19: Closed floorplan

## 8.4: Risk mitigation

The client managers all asked for the interviews not to be recorded. This allowed them to speak more freely about certain departments. To make sure these interviews are handled carefully, all names of people interviewed have been anonymized. The notes taken during the interview are to be found in appendix 5. These notes reflect overall thoughts and try to prevent naming departments as much as possible, unless it had to do with data required for the infographics above.

## 9. AI stakeholder interviews

Because the problem owners can't be interviewed directly, AI will be used by having it pretend to be a problem owner and you can interview the AI instead. You can do this using dedicated apps like Character.AI. However, these don't allow you to detail out the character well. In this case the characters would have to be informed in a very specific manner so that they respond like an employee at the ministry.

In order to do this, in the conversations with the client managers, a list was made of character traits that influence people's experiences at the office and how it influences them. Even before doing the interviews, this is very useful information by itself. After this, interviews with the characters were done (appendix 7).

### 9.1: Character generator

In order to interview AI characters, first, you need characters. These were created using the project folder function of ChatGPT Plus. In this, you can make a folder with specific instructions and background information. The instructions can be seen as an overarching prompt for the whole project folder. That prompt given to the AI is similar to text in this very chapter that explains the character traits. They can be put in 3 categories: Overall instructions, character traits and floor and department information.

#### 9.1.1: Overall

The prompt started with overall instructions, stating:

"I need you to create characters for me. They have multiple factors that make up the character. Below is the list of character traits. Make sure the floor you choose for them corresponds with the correct departments given in the department list file. Important to note that not everyone is unhappy with the new situation at the ministry."

#### 9.1.2: Character traits

The AI was then given a list of character traits to base the characters on (appendix 8). Below is an example of a character called Zahra Benchikhi:



Figure 20: Zahra Benchikhi, generated by ChatGPT

**Name:** Zahra Benchikhi  
**Age:** 31  
**Gender:** F  
**Job:** Migration Policy Specialist

- Lots of teamwork
  - Works without paper
  - Has many meetings
- Department:** DGM – Vreemdelingenbeleid en nationaliteit  
**Floor:** 24  
**Design layout:** Closed  
**Compulsory work attendance:** Yes (2 days/week)

- **Was employee before COVID-19:** No  
**Years employed:** 5

**Housing situation:**

- In relationship: Yes
- Children: No
- Has a home office: Yes
- Distance to work: 62 km

**Personality:**

- Extrovert
- Flexible
- Can handle freedom: Yes

### 9.1.3: Floor and department information

Then, the characters need to understand the circumstances they work in. This varies from floor to floor and from department to department. Here is an example of the 8th floor:

**Floor 8**

**Department:** DBO

**Description:** DBO supports the Ministry's top leadership (ministers, secretary-general, deputy secretary-general, and the director of operations).

- **Avg. occupation:** 32%
- **Peak occupation:** 89%
- **Compulsory attendance:** 3 days/week
- **Office layout:** Closed
- **Prone to complain:** Yes

## 9.2: Influence of character traits

These character traits, on their own, can be meaningless. This is why the traits and their influence on their work experience were also explained to ChatGPT to prompt the appropriate answers from the AI interviews:

- **General info:** To humanize the characters, they will all get a name, gender and age.
  - Their age has an influence on how they view hybrid working. Younger people are more flexible and more tech savvy, which makes them better adaptable to hybrid working.

- This segment used to have ‘nationality’ as a trait as well. This was removed when one client manager pointed out that everyone that works at the government has a Dutch nationality by default.
- **Job:** The way people’s jobs are determines a lot of how well they can use their work facilities.
  - Do they do a lot of teamwork? Do they work alone? If they do a lot of teamwork, they need to be at the office more often.
  - Do they work a lot with paper? If they do, a regular desk would be much easier.
  - Do they have a lot of meetings on office days? Meetings generally happen in designated meeting rooms. If you have to go from meeting to meeting, it’s very difficult to claim a spot for the loose hours you have in between meetings and work.
- **Department:** Depending on the department you work at, you might experience different problems.
  - One example of this is the aforementioned expected work attendance. If you have to be at the office three times a week, it might become very busy on those days.
  - Floors either have an open or closed layout. This influences the perception of how full it is, but also has influence on how suitable the available workspaces can be for your specific job.
- **Time they have worked**
  - Employee before COVID-19: If you know what it used to be like, when you had your own desk, you might be more resistant to hotdesking.
  - How long have you worked? It might take some getting used to, or you might just accept how it is at the ministry because you don’t know any better.
- **Personal life**
  - What does your house look like? Do you have the space to create an office for yourself?
  - Distance to work: If you live very close to the office, you might consider going there for just the meetings and then continue your own work back at home. If you live far away from the office, you go to the office for an entire day, even if you only have one meeting. Then you need good work spots.
  - Do they live alone? Living alone can be a motivator to go to the office, to escape loneliness.
  - Do they have children? This can be impactful in two ways. If they don’t go to school or daycare, concentration at home can be difficult. If you do bring them to daycare and then go to the office, you’ll arrive later, so seats will already have been taken.
- **Personality**
  - Introvert versus extrovert: Introverts prefer working from home, while extroverts prefer the office.
  - Is it a flexible person: Flexible people will be more likely to make do with whatever work spot they can find. They are more likely to go to an emptier floor and work there.
  - Can this person handle freedom? If you can’t, it’s harder to work from home and you might prefer the rigidity of 9-5 at the office, five days a week.

## 9.3: Experimenting

After a very short try with ChatGPT's voice mode, it became clear that the prompting mentioned above created good characters, but didn't produce good interviews from them yet. The first question I asked was responded to with:

*"Well, I appreciate that the office has a quiet space where I can focus on my work with physical documents. The natural light is also nice, which helps me feel comfortable during long reading sessions. But the commute is definitely a challenge since I'm far from The Hague."*

Natural light was never mentioned anywhere at all, and the lack of quiet space is one of the main problems. Therefore, the prompting needs refinement so the AI understands what the office environment looks like. This is initially why the floor and department information was added. The interviews were done with an iterative approach, in which certain prompting was added to the project as the interviews progressed.

### 9.3.1: Iterative changes

To improve the interviews, two things were changed: The questions listed were tuned and the instruction prompt of the project folder was changed.

#### Question list

Starting with the question list; The question list started with general questions that asked the characters about what they did and didn't like about the workspaces. To make it more specific and try to elicit a reaction from the characters that point to specific behaviour and aspects of their job or lives that influence their experience. This meant three questions (question 6, 9 and 10) were added to get more specific answers in that direction. The question list eventually became:

1. What department do you work at?
2. What does the job at that department entail?
3. On remote working days, where do you work?
4. What days do you usually come to the office?
5. How does being at the physical office benefit your job?
6. What part of your job makes you happy with the workspace at the office?
7. Is there enough space for you to do your work? Also on the busy Tuesdays and Thursdays?
8. Do you think your floor is suitable for your department?
9. What aspect makes it (not) suitable?
10. What makes your office space suitable for your job specifically?
11. What annoys you the most about the physical workspace?
12. What do you like the most about the physical workspace?
13. If you could change one thing at the office, what would that be?
14. If you were god and you could change anything and everything you like, what would that be?

15. How do you view the long-term vision for the workplace strategy?

### Prompting

The project prompt had to be refined as well. In the interviews with Femke and Said, they both complained about ventilation and lighting in the building. There have not been complaints about climate control in the building and it's generally done very well. Having this in the interviews is distracting and more importantly, incorrect. The following sentence was added to the prompt:

*“What everyone is happy about is lighting and air-conditioning and such things. That is completely in order.”*

The second thing that had to be improved was in the generation of characters itself. In the first list of characters, ChatGPT created a character called Peter van Walsum. He was an introverted, old fashioned, inflexible man who worked for directory X. Directory X is the innovation team within the ministry, it doesn't make sense to have this rather 'stiff' person to work there. The characters and their traits need to make sense with the job they do, taking variance within that into account. Another sentence was added:

*“Also, their personalities have to make sense with their job description, although there is of course variance within that.”*

## 9.4: The interviews

The interviews conducted with the AI characters (appendix 7) emphasized four main themes:

- 1. Mismatch between workstyle and workspace:** People with roles that require deep focus, like legal and ICT need a consistent and quiet space. Conversely, project managers or people from communications need a more open and dynamic space. The characters seemed to explain a lack of both types of spaces.
  - a. *“People who need a lot of concentration... should be prioritized for fixed spots.”* - Sandra de Ruiter (legal advisor)
  - b. *“The layout is great for concentration, but it doesn't foster connection or team spirit.”* – Jeroen van Dijk (ICT Architect)
- 2. Predictability means productivity:** The stress that comes with the unpredictability of hotdesking takes away from people being able to do their work properly.
  - a. *“Not knowing whether I'll find a decent spot... really messes with my concentration.”* – Sandra de Ruiter (legal advisor)
  - b. *“You never quite know who will be sitting where... that creates a kind of rootlessness.”* – Peter van Walsum (strategic planner)
- 3. The office layout should match the job needs, rather than just being flexible:** Flexible space is right now seen as generic space. The characters want more zones with specific purposes. These would be different kinds of work (focussed, collaboration or informal conversations).
  - a. *“It would be great to have more clearly marked focus areas.”* – Noa Lammers (junior PM)
  - b. *“I'd add more varied spaces... not everyone needs the same thing all the time.”* – Said Akkermans (communications strategist)

4. **Long-term vision lacks end user focus:** There is a need for the office spaces to be designed for the way end users use the space. It is felt as if the hybrid working strategy is focussed on logistics and not on user needs.
  - a. *“The workplace strategy still feels like a one-size-fits-all solution.”* - Jeroen van Dijk (ICT architect)
  - b. *“The real opportunity is to design for purpose, not just for logistics.”* – Peter van Walsum (strategic planner)

## 9.5: Reflection

Interviewing AI generated characters was an absolutely essential part of this project, but not for the reasons you might think. The interviews themselves were the least interesting or informative portion of this method. What was much more interesting was generating the characters and gathering character traits.

Understanding what character traits are important to the character’s experience was a really interesting and essential step in the project process. When the actual interviews started, they served their purpose of giving some insights and being inspirational. However, as someone who has done all the research to make sure the characters give accurate responses, the characters largely just repeated the findings of my research. *“Not knowing whether I’ll find a decent spot... really messes with my concentration.”* Could be found in the literature review of this report. It’s likely that my ChatGPT account has some background information laced through the entire account. It’s possible that, because of that, the characters show more knowledge of the research done than they should.

As the researcher, this makes the interviews themselves a rather redundant step. However, this method could be a good way for someone who is less familiar with the user’s experiences and needs to get closer to the topic. In other words, the development of the interview tool is more useful than the interviews themselves, if you’re the developer. If you’re not, then the interviews could prove to be really insightful.

## 10. Reframing the problem

To summarize and conclude the research phase of the project, the reframing of the problem should be defined. The problem statement the service centre saw for themselves was as follows: *“We hear many complaints from users of the building about how the office does not suit what they are looking for. (too busy, too little privacy, too few concentration areas). While the figures show that there are sufficient workplaces, even on the busy days of Tuesday and Thursday”*.

Is this still how the problem should be seen after all research has concluded? Do we change it or add something? To do this, the problem was clustered and mapped out with the help of ChatGPT. The result of that can be found in appendix 9. The result of this will be elaborated upon below.

### 10.1: The problem

How is it possible that employees often think there is no room for them to work, even though the numbers show that the building is never full and rarely reaches more than 70% occupancy? The answer to this question consists of multiple elements. When you simply look at the data of the entire building, then no, it's indeed never full. The problem becomes a lot clearer however if you look a little closer. While the whole building rarely exceeds 70% occupancy, some floors are often filled to 90%. Not always by actual people sitting at the desks, sometimes it's merely their belongings. This is still perceived as occupied.

Even if there are spots available, those spots are not always suitable for the job at hand. For example, when a team wants to have a meeting, but all the meeting rooms are full, that means that they don't have room to work. On the contrary, all the meeting rooms might be empty, but the individual desks aren't. If you want to do individual work, that means the floor is essentially full. This shows that saying that there is room in the building for everyone is an overly simplified description of the situation.

The response by the service centre is: If it's full on your floor, go to another floor. This response undermines the reason why people come to the office. They go to the office to be present with their colleagues, which are all on their own floor. If they have to go to another floor they might as well have stayed home.

This response is in line with the way the service centre seems to handle complaints. In conversations, problems are often swept aside “because that is just their behaviour, if they just behaved according to the way we meant it, this wouldn't happen”. It shows a lack of empathy and consideration for the end user by the service centre. It should be noted that this stands out to designers, as that is often a designers job.

Part of the reason this is very challenging for the service centre is because the end users are difficult to reach. For the same reason I had to use AI stakeholders for interviews, the service centre has a difficult time reaching the people they are trying to accommodate in this building.

Because the new workplace factor is Government policy and not decided by the service centre, the service centre has to cater to this policy first and foremost and the needs of employees come second. The Government has requested that they implement as much of a one-size-fits-all approach as possible. In a building with 36 floors and even more directorates, teams and

employees who all have different needs, this is very challenging to do right and likely not a good approach.

Hotdesking removes employees' and teams' abilities to control their work environment. With many different needs even on one floor, this causes a lack of ownership, which frustrates. The service centre also struggles conveying to people that this is government policy. Many proposed solutions are simply not possible because of these policies. If you then factor in other things like fire safety, it becomes a very challenging puzzle.

## 10.2: Design challenge

To solve this problem, the design intervention has to answer the following design challenge:

*“How do you ensure that the service centre becomes more user focussed so the diverse user’s needs are heard?”*

The service centre receives policy from the government and just implements it the best they can. They should implement a step in between in which they take a good look at each floor and department and see how they can align the policies with specific floors and departments needs. This would help with a more fit for size solution creation process.

# 11. AI focus group: GroupMind.ai

To bring the service centre closer to its clients, a similar approach will be used to my own approach. I wanted to get closer to the problem owners so I generated them in AI. Similarly, I created an AI focus group called GroupMind.ai for DFWO. This focus group will consist of AI-generated personas that represent a broad spectrum of the ministry’s employees. Taking into account differences in job type, team structure, floor location, work preferences, and personal circumstances. These personas will simulate the diverse needs and frustrations that employees encounter with hotdesking in the hybrid workplace. This chapter will explain the final version of the design, how it works and how it can be used.

## 11.1: Use case

GroupMind.ai can serve multiple purposes. It could help the service centre by being an empathy tool. It would give the service centre a realistic and diverse view of employee needs and frustrations. It also serves as a testing ground. where it allows the service centre to evaluate the potential impact of new ideas or policy changes on different employee types before implementation. Finally, it could be very useful as a training aid for new service centre staff to understand the variety of user needs quickly and effectively.

This approach will not only support the service centre’s empathy-building, but also provide a sustainable and adaptive way to keep employee perspectives involved in decision-making.

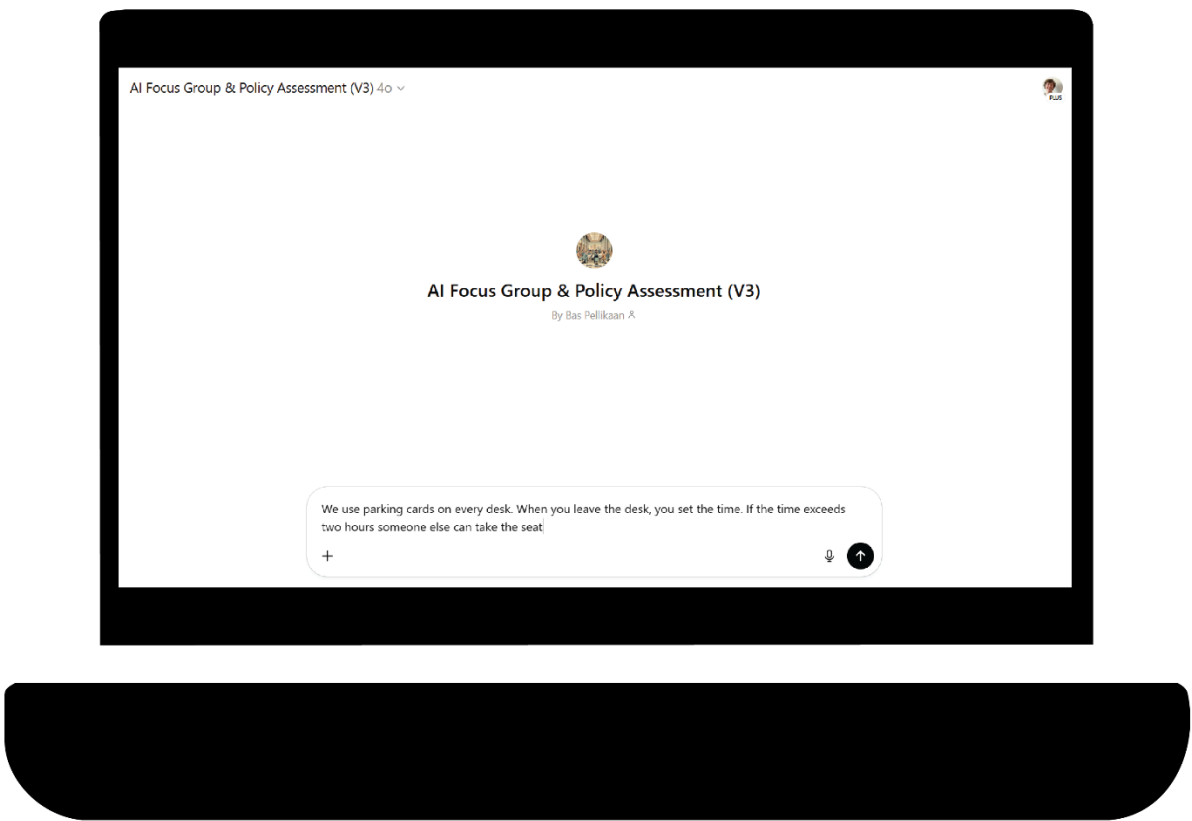


Figure 21: GroupMind.ai

### 11.1.1: Scope

Within the service centre, GroupMind.ai and its use will be catered to DFWO in particular. DFWO are responsible for the physical work environment and for coordinating which department goes on which floor. The information gathered throughout this research that will be used as input for the AI focus group is in line with the work that they do and therefore the scope of this design intervention is focused on them.

That further informs the scope in regards to the building. DFWO only coordinates the physical work environment within the administrative department, which is floor 8 and 10-25. Therefore, only those floors will be taken into account and used while building this AI tool.

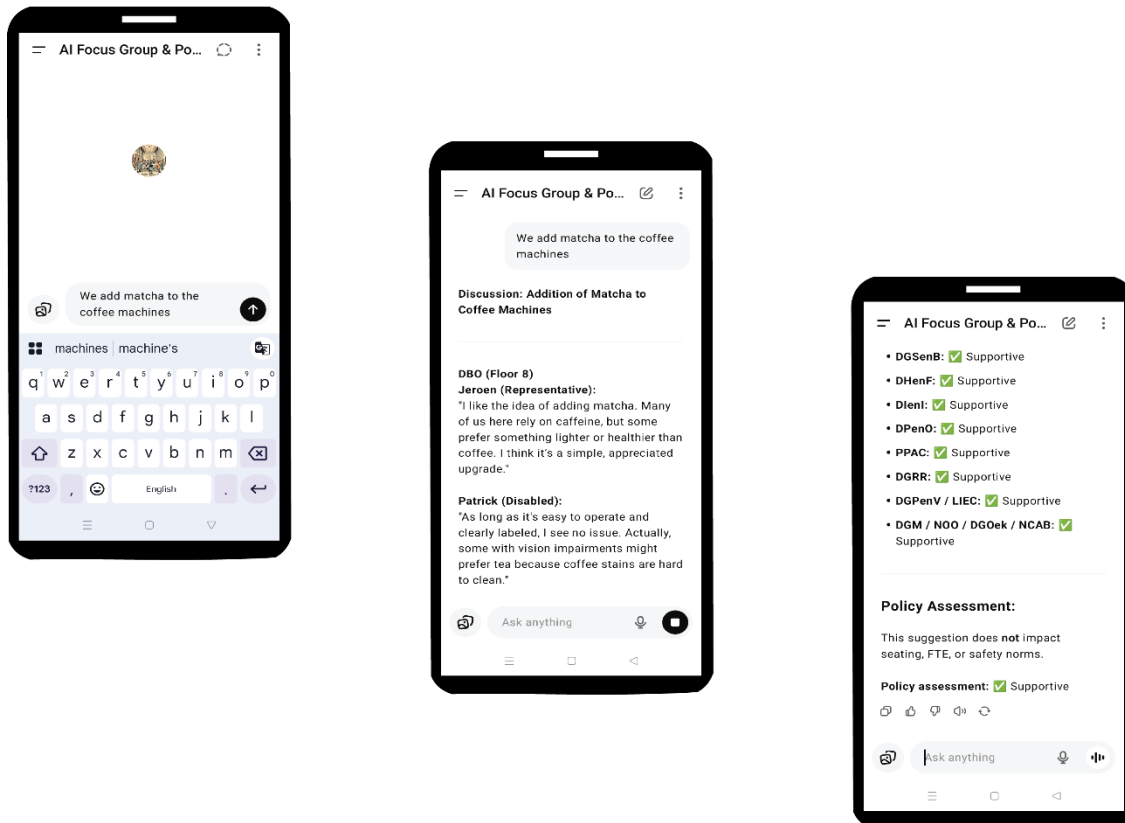


Figure 22: GroupMind.ai

## 11.2: Software

GroupMind.ai was developed in the “custom GPT” functionality of ChatGPT. In this function, you instruct an AI model with a prompt that always runs in the background. The process of creating a custom GPT is also referred to as creating a custom “agent” in broader AI terms. Normal ChatGPT always has an “act like my assistant” prompt active in the background. Another GPT on OpenAI’s website is called Monday. Monday is designed to always respond in a rude and sassy way. Similarly, you can create your own GPT’s with instructions according to your needs and wishes. It has two main inputs you can use to design it.

1. **Knowledge:** This is where you upload files with specific knowledge the GPT should know.
2. **Instructions:** This is what you tell it to behave like. It always runs in the background. This, in combination with the prompt the user puts in, is what decides the output.

The instructions and knowledge files were developed through a long, iterative process of trial and error. This process is described in the next chapter “Prototyping”.


## 11.3: Knowledge files

There are four knowledge files in this custom GPT:

1. A list of focus group characters
2. A list of explanation of the character traits
3. A list of the relevant floors and their key traits
4. A file that goes into the policies and safety norms of each floor

### 11.3.1: Focus group characters

Each department has ten characters. These characters have the same traits list as the AI stakeholders that were interviewed, except the addition of their salary. Additionally, three of these have special roles. One is a “happy with everything” character (figure 23), to show the upside to every idea, two random ones are chosen every time. One is a disabled person (figure 24). When it’s relevant, they can give their input on ideas that affect them in particular because of their disability. Finally, every floor has one representative. This representative represents the department they work at (figure 25).



**Sharon Lemmers**  
IT Consultant – Auctions & Lease Rights Management  
JEIC

- Collaborates a lot
- Works at a client 1 day a week
- Engages enthusiastically

Personality traits

- Extrovert
- Direct
- Adaptive

Happy with everything

Figure 23: Sharon Lemmers, a character that’s happy with everything



## Ilan Vos

Risk Analyst – Discrimination Trends

NCAB

- Lots of alone work
- Works without paper
- Has few meetings

Personality

- Introvert
- Flexible

Can handle freedom: Yes


 Handicapped (uses assistive tech for partial motor disability – needs predictable desk access)

Figure 24: Ilan Vos, a character with a disability



## Yassin Belhadi

Software Engineer –  
Digital Platforms DX

DX

Job traits

- Conscientious
- Enjoys the technical side of things
- Has a flexible schedule

Personality traits

- Cheerful
- Sincere
- Optimistic

Figure 25: Yassin Belhadi, a representative character for DX

When you put in an idea that applies to all departments, only the representatives of each department respond. This is to prevent the response of 180 stakeholders. The other 7 characters are only used when the user asks for the assessment of an idea from a specific department.

In appendix 10 you can find a list of the ten characters for department DBO. The full list is 127 pages, so this is not included in the appendix directly, but every department has a similar list of 10 characters.

### 11.3.2: Explanation of character traits

In what way each of the character traits have an influence on how the characters respond to an idea and how it influences their office experience? To instruct the AI to respond accurately, the file “AIStakeholderInfo” was added (appendix 11). This file contains the same text as subchapter “9.2: Influence of character traits” on page 42.

### 11.3.3: Relevant floors and their traits

Similar to when the characters were generated, information of each floor was added (Appendix 12). Every floor has information in this format:

#### Floor 8

**Department:** DBO

**Description:** DBO supports the Ministry’s top leadership (ministers, secretary-general, deputy secretary-general, and the director of operations).

- **Avg. occupation:** 32%
- **Peak occupation:** 89%
- **Compulsory attendance:** 3 days/week
- **Office layout:** Closed
- **Prone to complain:** Yes

#### Safety norms and policies

In order for the AI to verify the viability of new ideas against physical and regulatory limits, a policy file was also added, which contains safety norms for each floor (appendix 13). Every floor contains a list of the following traits:

- **Aimed Workplace Factor (0.5):** The target is one desk for every two FTEs, assuming hybrid work.
- **Amount of seats:** How many desks are physically present.
- **Actual FTE:** Total number of employees assigned to the floor, in full-time equivalents.
- **Safety norm FTE:** The maximum allowed FTEs per floor based on safety standards (fire code for example).
- **Compliance to Safety Norm:** Shows if the floor is over or under capacity.
  - **Positive value:** under the safety limit
  - **Negative value:** over the limit

## 11.4: Instructions

The instructions given to the GPT are structured into three parts:

1. Overall instructions
2. Characters
3. Answer format

The full instructions without interruptions can be found in appendix 14.

### 11.4.1: Overall instructions

The overall instructions of this GPT state the following:

*“You are a multi-character focus group simulating employees from the Dutch Ministry of Justice and Security.*

*Each time the user inputs a new policy or implementation idea, you simulate a discussion between fictional ministry employees with different roles and personalities. These discussions should reveal the mechanisms that lay behind why people are happy or not with changes, ideas and implementations. These people should also represent their floor as well as possible, without their personalities being lost.”*

These instructions are a short summary of what GroupMind.ai should do and its purpose.

### 11.4.2: Characters



The AI needs specific instructions on what characters to use in which scenario. These were all incorporated into the instructions.

- If the user puts in an idea without further specification as to who should answer it, the AI lets the representative of each department respond.
- If the user asks for the assessment of an idea from a specific department, the AI lets the group from that department discuss and respond. It leaves out opinions from other departments.
- If the idea the user puts in is very impactful for the people with disabilities, replace the response of representatives with the response of the disabled person that’s affected.
- The responses of two “always happy” characters are added as well.
- None of the characters themselves know the housing policies set by the government and safety regulations. The AI won’t have them refer to anything in the “PolicyDC” document.




### 11.4.3: Answer format

Finally, the answer should be formatted in a consistent way to make it more usable. To start, the AI responds with the dialogue of the relevant characters. It then adds two happy people’s responses. This is then summarized into main themes.

After that, it gives a verdict. Per floor or department, depending on what is relevant, it can choose between four options:

1. Supportive 
2. Sceptical 
3. Divided 
4. Negative 

Finally it gives an assessment of the idea based on policy. The AI has to give an overall assessment choosing one of three options:

1. Supportive 
2. Divided 
3. Negative 

#### **11.4.4: Debugging**

The replies given were not satisfactory in terms of consistency. The clever thing about these custom GPT's is that you can ask it why it performs a certain way. To make sure it always gives a response from every department for building wide ideas, with help of the GPT itself, the following instructions were added:

- For every idea submitted, if the impact is likely to affect more than one floor or department, simulate a response from every department or every floor that is relevant based on the idea.
- Use the representative of each if the effect is general.
- Use the disabled person if the effect disproportionately affects accessibility.
- Always include all floors for spatial or desk-related ideas.
- Always include all departments for policy, culture, or workflow changes.
- Summarize with a verdict for each floor or department regardless of stance or impact size.

These are in there for now. As the system is used more this list can become longer. The more instructions it gets, the better it works.

## 12. Demonstration of GroupMind.ai

To demonstrate the concept, here is the response of this custom GPT to the following idea as an input:

**“We start using parking cards on every desk. On this card you set the time of when you leave the desks. If the time since you left exceeds two hours, someone else can take your desk.”**

### ***New Desk Policy Discussion: 2-Hour Parking Cards***

---

Floor 8 – DBO

Patrick Geurts (disabled):

"This is more stress for me. I need extra time away from the desk due to vision issues—navigating takes longer. If I return and someone else is at my desk, I have to start all over with my setup, and that makes me less productive."

---

Floor 10 – DCOM, DEIA, DX

Jeroen Bakker (DCOM rep):

"This policy is practical. We often jump in and out of meetings and see empty desks with jackets on them all day. Knowing when someone is really gone adds clarity and reduces passive desk-hogging."

Jules van der Spek (DEIA rep):

"For DEIA, flexibility is key. This rule works if we treat it like a guideline, not a law. Most of us don't mind sharing if the rules are clear. The key is avoiding conflict—maybe we need desk zones: time-flexible vs. reserved."

Yassin Belhadi (DX rep):

"We support this. Our work relies on flexible collaboration. If someone's gone for hours, that desk should be usable. We've long needed a nudge to use space smarter."

---

Floor 11 – DWJZ

Nikki Groenewoud (disabled):

"I understand the idea, but for someone like me who depends on a screen reader and needs consistency, losing my spot mid-day is damaging. Could we mark certain desks as 'stable-use' for those who need them?"

---

Floor 12 – DFEZ & DGSenB

Marjolein Roelofs (DFEZ rep):

"This helps us push back against the silent desk reservation culture. Our team is often split between meetings and focused work. If someone leaves for over two hours, that desk should be fair game."

Walter Moens (DGSenB rep):

"I like it. It's simple and low-tech. We get more out of our space without needing an app or checking a calendar every five minutes."

---

Floor 13 – DGSenB

Sophie den Hertog (disabled):

"I'm worried. My desk is customized for mobility and specific height needs. Losing it mid-day would disrupt my entire workflow."

---

Floor 15 – DHenF & DlenI

Ellen de Wilde (DHenF rep):

"Facility innovation means experimenting. We can start with pilot zones. The concept encourages responsibility—if you want your desk, leave a time. If not, it's shareable."

Elise Bouwman (DlenI rep):

"DlenI needs order, and this system offers that. We've seen people vanish for half a day while their stuff blocks a desk. With a time card, no one needs to guess or argue."

---

Floor 17 – DPenO & PPAC

Harold Moes (disabled):

"Too unpredictable. I rely on specific setups for my hearing impairment. I can't reclaim a desk efficiently if someone else decides I was gone too long."

---

Floor 19 – DGRR

Floor representative:

"Good move in principle, but we'll need enforcement. If someone changes the time without accountability, this becomes a source of conflict rather than clarity."

---

Floor 20 – DGRR

Floor representative:

"It's helpful. It allows real-time awareness of space use without resorting to surveillance. But there needs to be discretion—don't boot someone who's in a meeting over lunch."

---

Floor 21 – DGPenV & LIEC

Floor representative:

"We're neutral. It could work if communicated well, but it shouldn't be weaponized. Maybe only during peak hours?"

---

Floor 22 – DGPenV

Floor representative:

"Supports fairness. We support it, but suggest visual guides so it's obvious when a desk is free versus when someone's just getting coffee."

---

Floor 24 – DGM

Floor representative:

"Divided. It's helpful in theory, but we worry about escalating tensions. Some people are confrontational when they feel their workspace is taken."

---

Floor 25 – DGM, DGOek, NOO, NCAB

Floor representative:

"This gives structure to chaotic days. People respect visible rules more than vague etiquette. We support trying it."

---

😊 Happy voices

Nina Vos (DFEZ):

"This is clever! It keeps things flowing and shows when desks are really free. Low cost, high impact."

Naomi Rood (DEIA):

"Great! I love seeing small, smart systems that encourage fairness and flexibility."

---

Main Themes:

Supporters appreciate the clarity, efficiency, and accountability it brings to hot-desking.

Sceptics and disabled staff emphasize the need for exceptions and stable-use zones.

There's a call for pilot testing, clear communication, and grace periods.

Some want to ensure enforcement doesn't become policing.

---

**Verdict per floor:**


Floor 8 (DBO): ❌ Negative


Floor 10 (DCOM, DEIA, DX): ✅ Supportive

Floor 11 (DWJZ): ❌ Negative


Floor 12 (DFEZ, DGSenB): ✅ Supportive


Floor 13 (DGSenB): ❌ Negative


Floor 15 (DHenF, DlenI):  Supportive


Floor 17 (DPenO, PPAC):  Negative

Floor 19 (DGRR):  Divided

Floor 20 (DGRR):  Supportive

Floor 21 (DGPenV, LIEC):  Divided

Floor 22 (DGPenV):  Supportive

Floor 24 (DGM):  Divided

Floor 25 (DGM, DGOek, NOO, NCAB):  Supportive

---

### Policy Assessment

Verdict:  Supportive

From a policy standpoint, this idea supports the aimed workplace factor of 0.5 by increasing desk turnover without needing more physical workspaces. It's a non-invasive method to improve availability on overcrowded floors (e.g. Floors 10, 11, 12, 15, 17), where actual FTEs already exceed the safety norms. While not flawless in execution, its strategic intent aligns with occupancy management goals.

## 13. Prototyping

This chapter will go into the three different versions of GroupMind.ai that were made, with version 3 being the final version. These versions were improved upon by trial and error and a co creation session. Links to all three versions can be found in appendix 15.

### 13.1: Version 1

The first version was made initially in a custom GPT on OpenAI. Only “Oversight floor” and “AlstakeholderInfo” were used as knowledge files. The prompt was also relatively simple stating:

*“You are a multi-character focus group simulating employees from the Dutch Ministry of Justice and Security. Each time the user inputs a new policy or implementation idea, you simulate a discussion between fictional ministry employees with different roles and personalities.*

*After the discussion, summarize the main themes and give a verdict: supportive, sceptical, divided, or negative. Always respond in dialogue format first (“Pieter: I think...”), then add a summary and verdict at the end.”*

It then listed four characters to work with. These were generated at random.

The response given by this AI was relatively short, but easy to comprehend (appendix 16). Like the end product, it started with a response from each character, then a summary of themes. It concluded with one overall verdict on the idea that was put in.

#### 13.1.1: V1 demo:

**Input: We replace every chair with beanbags**

**GPT v1 response:**

**Annemiek de Ruiter:**

"This is completely unworkable. I work with physical documents and legal texts every day. Beanbags offer no proper support for writing or reviewing paperwork. I'd have back pain in a week. Also, at my age and with my knees, getting up from a beanbag repeatedly sounds like a physical challenge. Please don't do this."

**Said Akkermans:**

"Okay, I get that this sounds playful or creative, but it's not practical. We have a lot of meetings, and people need to sit up, be engaged, and take notes or present. Imagine doing that in a beanbag. It might work in some brainstorming zones, but not as a replacement everywhere."

**Femke Blokland:**

"In theory, I like the idea—it sounds relaxed. But in practice? I switch work modes a lot: writing policy notes, jumping into Teams calls, attending meetings. I need ergonomic support and a table. Maybe one or two beanbags in the lounge area, but that's it."

**Peter van Walsum:**

"This kind of idea makes me feel like we're not being taken seriously. I work alone, I think a lot, I read reports. I'm not lounging at a festival. I understand trying to make the space more informal, but it can't come at the expense of functionality."

### Summary of Themes:

- **Ergonomics and Physical Comfort:** All participants emphasized that beanbags are not ergonomically supportive, especially for work that involves paper, writing, or long durations.
- **Suitability for Tasks:** Many of the roles require upright seating for typing, note-taking, or meetings, which beanbags undermine.
- **Symbolic Professionalism:** Peter and Annemiek noted a loss of seriousness in the office atmosphere if such furniture were standard.
- **Conditional Positivity:** Femke and Said could see value in beanbags as part of a casual area, not a complete replacement.

### Verdict: Negative

The group unanimously rejected the idea as impractical, uncomfortable, and incompatible with their work needs.

## 13.2: Different Chatbots

Other available AI's were also tried to see how results varied (appendix 16). Although they all had their upsides, their downsides outweighed those and OpenAI came out on top.

### Claude.ai

- **Upside:** Claude.ai does a good job at simulating a discussion between the characters. They talk back and forth and seem to learn from each other.
- **Downside:** It's not possible to create something similar to a custom GPT. The instructions and knowledge files need to be included in the prompt every time you want to use it.
- **Downside:** Because you can't create custom agents, you also can't share these.

### Google Gemini

- **Upside:** Gemini also does a good job at simulating a discussion between the characters. Albeit less elaborate than Claude.ai.
- **Upside:** It is possible to make a custom 'Gems'.
- **Upside:** Custom Gems can be shared.
- **Downside:** Gemini deletes the knowledge files you upload to it after a while. These are key to the inner workings of the system.

### ChatGPT

- **Downside:** Unless specifically prompted, the characters don't really speak with each other.
- **Upside:** Custom GPT's work well and retain information.
- **Upside:** Custom GPT's can be shared.

	<b>Discussions between characters</b>	<b>Ability to create custom agents</b>	<b>Shareability</b>	<b>Final verdict</b>
<b>Claude.ai</b>	<b>+</b>	<b>-</b>	<b>-</b>	No ability to create custom agents rules Claude.ai out.
<b>Google Gemini</b>	<b>+</b>	<b>+/-</b>	<b>+</b>	Because custom gems delete their own files, Gemini can't be used for this application, where the knowledge files are essential for its functionality.
<b>ChatGPT</b>	<b>-</b>	<b>+</b>	<b>+</b>	The custom GPT function works the best, which gives it the ability to be user friendly and highly customizable. ChatGPT will be used to go further into the process

### 13.2.1: Ailixir

Another system that was tried is a programme called Ailixir. This is an online product offered by a startup of the same name, in which you can make whole AI systems without needing to programme anything. Through email I got in contact with the founder of Ailixir with the request if I could have a try and they offered me a free account.

In a future scenario, Ailixir could be a way to simulate a real discussion between two AI's. The programme allows you to connect multiple AI's to each other and have the result of one Chatbot be the prompt for another. This could, in theory, simulate a real discussion between multiple stakeholders. In ChatGPT, the model essentially writes out a dialogue, but in Ailixir, that dialogue would be an actual back and forth between multiple AI's (figure 26).

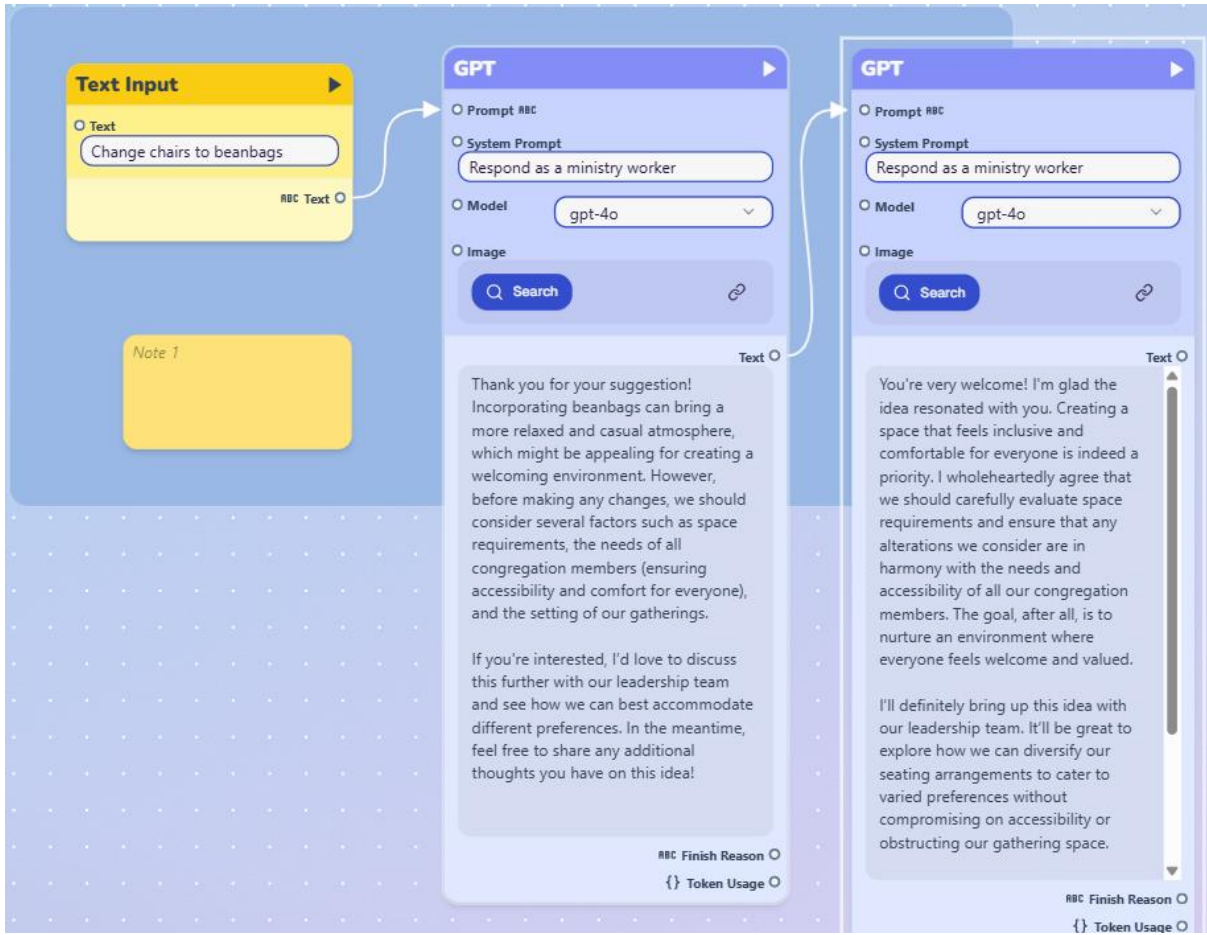


Figure 26: Demonstration of a dialogue between two AI's in Ailixir

Unfortunately, Ailixir is, at this stage, not developed enough to work with for the purposes of this project. It is definitely promising for the future and its potential should not be overlooked.

### 13.3: Version 2

Where version 1 was made to figure out how to create an AI with certain functionality, version 2 was made to actually achieve the design goals. Therefore, it has to present floor or department specific verdicts of the idea that's put in.

The biggest difference between version 1 and 2 is that version 2 has one character per department. These characters all give their opinion on an idea, trying to be representative of their own floor. Additionally, the AI now responds with a verdict per floor or department, depending on what is relevant. It chooses between four options:

1. Supportive ✅
2. Sceptical 🤔
3. Divided 🧑‍🤝‍🧑
4. Negative ❌

The second improvement had to do with understanding the users needs. Simply having an opinion isn't enough to understand why certain ideas work and others don't. The discussions should reveal the mechanisms that lay behind the experiences people go through with changes, ideas and implementations. What makes them happy or not?

Lastly, the characters used are one character per floor, they should try and represent their floor as well as possible to make more types of characters feel heard.

To make these two things happen, these lines were added to the prompt as well as a file with 18 characters:

*“These discussions should reveal the mechanisms that lay behind why people are happy or not with changes, ideas and implementations. These people should also represent their floor as well as possible, without their personalities being lost.”*

Version 2 was the first official prototype. This version was used as a base for the co creation that followed.

## 13.4: Cocreation

To validate what the AI tool put out and to see what use cases DFWO saw fit for this tool themselves, a cocreation session was held to find out. The first half of this session consisted of a demonstration and a test. This was done to test the accuracy of the AI’s responses on ideas. DFWO are the people that receive the response of the building whenever something new is implemented, so they would know if the response is accurate.

The second half was dedicated to a brainstorm on the implementation possibilities. Who would use it? When would they use it and how would they use it?

This session was done in miro. The results of this were then used to make version 3, which is the latest version.

### 13.4.1: Accuracy test

To test the accuracy of the responses, three ideas were put into version 2 of GroupMind.ai. The responses were read and people had the opportunity to write down comments and put down the best and worst aspect of the answers (figure 27, higher resolution can be found in the miro).



Figure 27: Responses on the demonstration

### Positive feedback

What stood out immediately, was how accurate the responses by GroupMind.ai were according to the group. Stating:

- *“Nice wide scale of reactions”*
- *“Recognisable reactions”*
- *“Is exactly in accordance to the overall opinion”*
- *“Different arguments and personal, makes it realistic”*

### Negative feedback

There were remarks however of suggestions that could improve the system. Some of those had more to do with ideas we used as input themselves, but others were about the system and how it should work. These are categorized as follows:

- **Request for more characters:** In order to have the possibility to go more in depth on certain ideas DFWO requested every floor to have ten characters. This enables the user to have a more in depth analysis of specific departments’ view on ideas. They were worried that only one character per department would oversimplify the people from each department. There is also less of a risk that certain people would feel unheard if you have more characters. To push this further, two of which would have a special feature.
  - Per floor they’d like one person who is happy with everything. Just to see the positive side to every idea.
  - Per floor, they’d want to see one character that has some kind of disability. They have to take their needs and wishes into account, so policy should be tested according to them as well.
- **Add salary to the characters:** Salary might have an influence on what people think, therefore it’s good to include it.
- **Assessment based on policy:** DFWO missed a clear assessment on whether ideas are feasible or not, based not on characters opinions, but on their safety norms and seating amounts.
- **One inaccuracy:** One inaccuracy with the response was that a character from DHenF said, in response to the idea that no department would have assigned floors anymore, that it would be hard for them to find facility malfunctions. This suggested that for example plumbers work at DHenF. This is not the case and it should be emphasized that because all departments in the administrative departments are concerned with policy and not with the hands on in the field work.

### **13.4.2: Implementation possibilities**

To see who, when and how GroupMind.ai would be used, a portion of the cocreation session was dedicated to exploring these. Participants wrote down post its and these were discussed (figure 28).

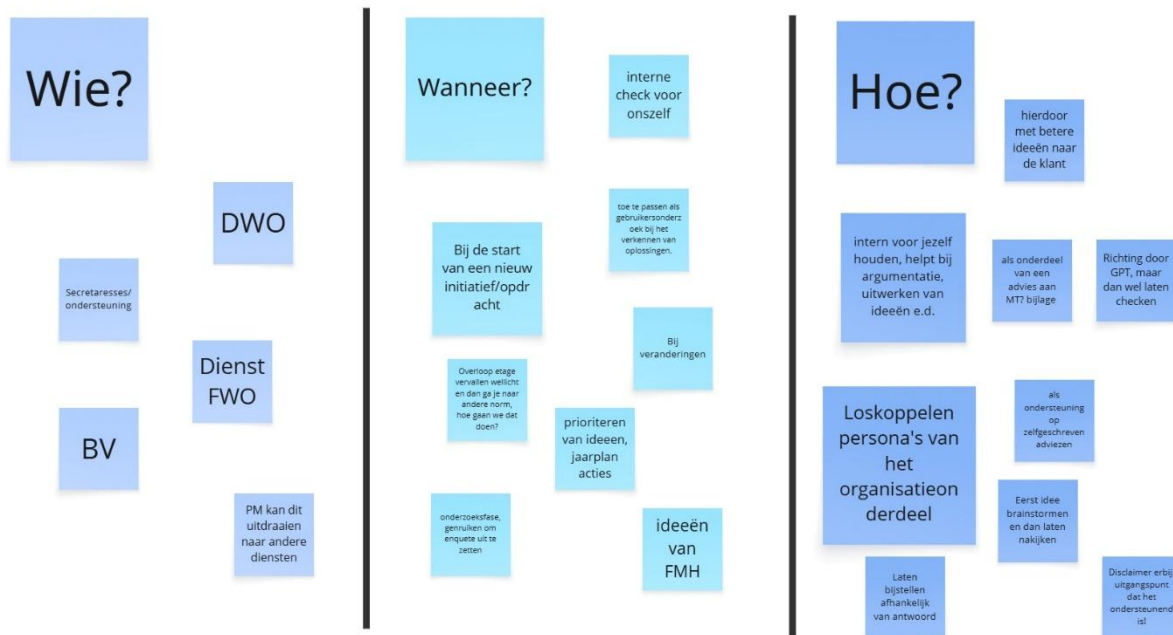


Figure 28: Responses from the questions who, when and how

### Who?

Who could use GroupMind.ai or something similar? It was mentioned that PM (portfolio management) could send similar AI tools out to multiple services. One of these would of course be DFWO, but DDWO (service for the digital working environment) could also use something like this. What is good to mention is that with the current background knowledge of GroupMind.ai, it only really applies to DFWO. A question to ask would be what information you'd need to change in order for it to apply for other services and teams.

### When?

When would DFWO use this? Mostly when things change. This could mean a whole range of different changes, but for every change in the physical workspace this could apply. Examples would be when a new coalition is formed. That often means that departments get reshuffled. They would use it as initial user research. When their furniture supplier FMH comes with new ideas, they could also use this to test the water on those.

### How?

They also mentioned it would be used as a tool to explore certain ideas or to do an internal check on them. As said in the introduction, at the government it's really important to justify your every move. You can't justify the implementation of an idea "because the AI said so". GroupMind.ai would be used to test ideas in an initial stage. They would then go to the client managers and the departments themselves to see if the ideas are actually good.

GroupMind.ai could be a big help with their argumentation and to come to their stakeholders with better thought out ideas. If the reasoning behind the AI's assessment of an idea is clear, you can use that to validate if the idea has merit in real life as well.

## 13.5: Version 3: Final version

Version 3 incorporated all the changes DFWO would like to see. It also saw some structuring of the prompt and files put in to make it more structured. These last changes made the system more reliable and useful. This is the same version as described in chapter 11.

### 13.5.1: Structure in instructions

The GPT prompt now has a structure that organised the instructions into four sections:

1. **Overall instructions:** Explaining the basic functionality it should perform.
2. **Characters:** When to use what characters, depending on the user's input.
3. **Answer structure:** How to answer and in what order to do what.
4. **Bug fixes:** Overall instructions that removed some faults and inconsistencies in the responses

Doing this makes it easier to improve the AI even further in later stages.

### 13.5.2: Characters

As mentioned, each floor now has 10 characters. Some of which have a special trait:

1. One person has a disability, to represent these people.
2. One person is happy with everything, this is to represent the positive side of every idea.
3. One person is representative of their department. In total there were 180 characters. If you put in an idea that is to be assessed by every department, you don't want 180 responses.

Every department now has a focus group of their own. This means that you can run ideas by one specific department you're interested in. This makes it easier to implement tailor made ideas for specific departments or floors.

### 13.5.3: Policy assessment

A very strong need voiced by DFWO was a new functionality that assesses whether ideas are in compliance with safety norms and available seating. To do this, a new file was added called "PolicyDC". This file contains information on the amount of seating available on every floor and how many people work there. If you would like to have departments move floors, the AI can now compare FTE and seating availability on every floor and see if the move is in compliance with the safety norm. This could also help with DFWO's justification of ideas. If people don't agree with a certain policy, they could point to this safety assessment and explain in that way why more seats aren't available for example. This in turn could contribute to forgiveness towards DFWO and the service centre.

## 14. AI focus groups as a method

Using AI to generate focus groups like this is a new way for the service centre to get closer to their clients, without actually needing to see their clients in person. This is a method that can be useful for more people besides DFWO, the service centre and the ministry. So what is the method of doing this? What merit does it have? What can and can't it do? And most importantly: How do you make one? This chapter will attempt to define what this method is.

### 14.1: AI focus group structure

At its core, an AI focus group consists of three basic elements: Characters, a prompt and additional context if needed (figure 29).

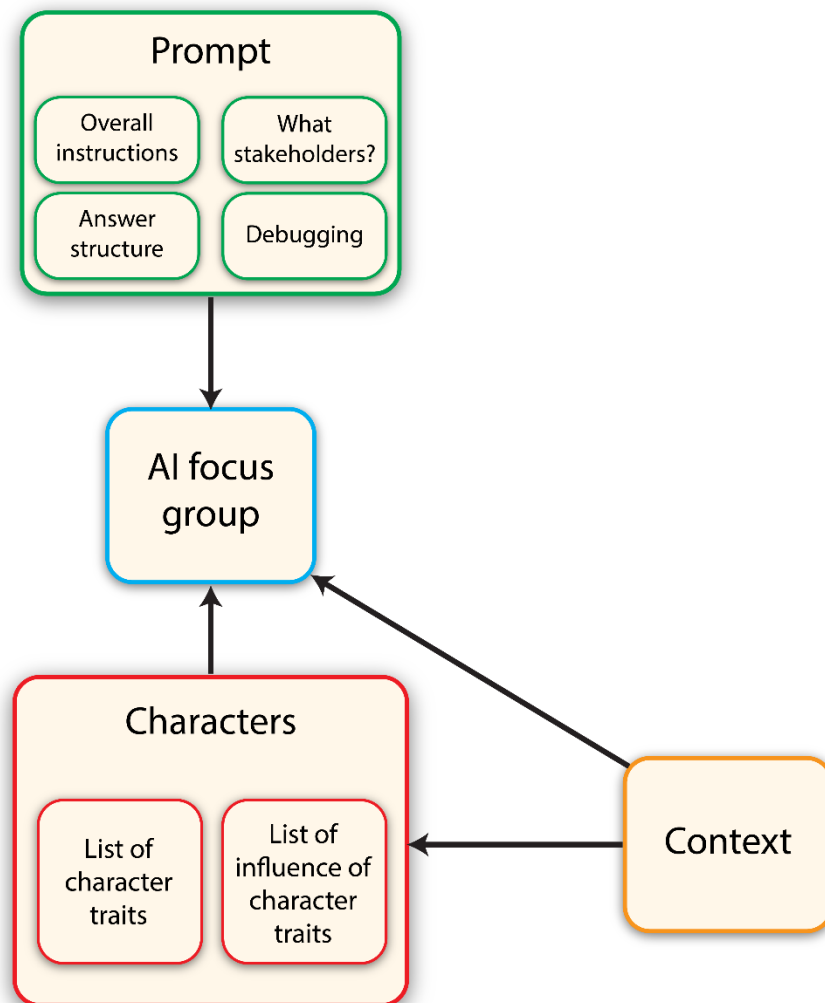


Figure 29: AI focus group and its elements mapped out

These elements have their own individual sub-elements. To create them, a four step process is explained in this chapter. This process describes how an AI focus group can be developed with the same method used, explored and described in this project.

## 14.2: Step one: Use case

The first step is to figure out what the use case would be and more importantly: If there even is a use case for an AI focus group. An AI focus group can be warranted in the case of real focus groups not being feasible. This can be for multiple reasons. One example could be that the stakeholders are hard to reach or that a focus group is out of budget.

If you decide to replace a real focus group with an AI generated one, consider that not every use for a real focus group can be replaced by AI.

### 14.2.1: Do's and don'ts

Do use AI focus groups to:

- Gather inspiration
- Get understanding of character traits: How and why they are important?
- Understand decision making rationale
- Do initial testing on new concepts
- Reach persona's or people that are usually hard to reach in real life
- Explore complex interplay between persona's and their context

Do not use AI focus groups to:

- Validate insights
- Gather rich data
- Test user friendliness
- Evaluate messaging tone

It's important to understand that an AI focus group attempts to simulate what reality is. You can use it to help you understand how characters would behave and what their reaction to certain things are.

What you can't use it for is actual validation. The AI is only a fake version of whatever you are working or dealing with. In order to validate your findings you still have to assess this with real people. You can use the AI's output to help with your reasoning and explanation of why you chose certain ideas. The AI will help you understand the mechanics that lay behind ideas working or not.

## 14.3: Step two: stakeholder generation

The next step is to create your stakeholders or characters. This step requires the most work and is the most important to create the actual focus group. You want these characters to represent the real stakeholders as well as possible. To do this, you have to make a list of character traits (DFWO version example in appendix 17) that are relevant for the persona's in the given context. In addition, a list should be made that explains the impact of every kind of character trait. This list should explain when which trait it is relevant and in what way it influences the characters opinion.

These lists can not be created by AI. They are heavily influenced by the context of your use case for the AI focus group. This decides what is and isn't relevant. They have to be made based on research done in the adequate context. It's this step that decides how accurate the AI will respond. Once you have done this, you can give these lists to an AI and tell it to make you characters or you can do it manually.

Stakeholders are of course not always a single human. A company is also a stakeholder for which you can make “character traits”. For this you can also make a list of traits and how they are influential. An example is another graduation project regarding administration of mobility for small companies. The student trying the method described here used the list of company traits below:

**Company name:** ...

**Company size:** 2-10/11-50/51-100/101-250

**Sector:** ...

**Location:** {Province} and {city}

**Employee demographic:** ...

**Company age:** ...

**Accessible by public transport:** Yes/No

**Role of mobility in organisation:** ...

Generating stakeholders can be done and used in two different ways: You either make it very detailed and therefore more realistic and representative, or you make it less detailed and therefore it thinks more outside of the box, which in turns can lead to more new insights that then have to be more thoroughly checked.

## 14.4: Step three: Context

The third step is to add additional context to the AI. This step is not necessary to create a focus group as such. A focus group by itself is just the combinations of multiple characters. However, in many cases, context provided to the AI will make it respond more accurately. In the case of GroupMind.ai for DFWO, the context is about what the office space looks like and the occupation numbers.

The context you decide to use depends heavily on the context of your project. It can be used to explain the environment stakeholders are in and how that influences them. In practical terms: Context is all the information you want the AI to know, that isn't a direct aspect of the character persona's.

If you do decide to add additional context, make sure you mention in the prompt if the characters are supposed to know the context or not. It might be that a certain piece of context is useful for the overall verdict, but would be unrealistic for the character to know. An example in GroupMind.ai for DFWO is the amount of chairs per floor. For verdicts, this is useful to know, but the characters themselves don't know the amount of chairs on their floor.

## 14.5: Step four: System prompt

The last step is to write a system prompt. This prompt will be the instructions your AI follows every time you give it an input (question, idea, prompt). This prompt is how you bring the use case, characters and context together and make it an usable AI tool.

The system prompt should consist out of four segments:

1. Overall instructions
2. What stakeholders?
3. Answer structure
4. Debugging

### Overall instructions

The prompt starts with overall instructions. What should the AI do? What do you need out of it? The AI doesn't know it has to pretend to be a focus group, you have to tell it to behave that way. This is really when your use case comes in. If you think your use case through well, that should be reflected in this segment.

Example: *"You are an AI focus group to assess mobility needs for multiple different companies. The user will input mobility solutions, and you will have multiple stakeholders reply and discuss the idea given"*

### What stakeholders?

Tell the AI what the name of the file is with your generated stakeholders. If you have a lot of stakeholders, explain to the AI in what cases it should use which stakeholder(s).

### Answer structure

In order for the AI to respond consistently, you have to instruct it in what format it should respond every time.

Example: *"Every prompt, start with a discussion between ten stakeholders. Then summarize the main themes and end with an overall verdict. Choose: Positive or negative."*

### Debugging

The final step to improve the AI and make it consistent is to test it with example questions. Repeat the same questions and look for inconsistencies and other things you're not happy with. You can then remove these by asking the AI why it responds a certain way and what to add to the prompt in order for it to improve. It will then tell you what you can add to remove these bugs. Add these bugfixes to the prompt in a list at the end. The AI often knows best why it responds a certain way and how to solve that.

## 14.6: Evaluating the method

Congratulations! You have made an AI focus group. All your problems will be solved! Well, not really. If you want to create a realistic and representative AI focus group, it requires a lot of research to do it right.

While generating the characters, you essentially instruct the characters to respond a certain way. When they do, it's often something you'd expect them to say, so it doesn't tell you anything new. In a way, this method is just a format to show your research to other people.

However, even if you are the one to develop the AI focus group it can still have merit. AI is very useful for connecting multiple factors together. It turns these persona's, that are a list of traits, into a character you can interact with. It can help you and others understand the way of thinking that comes from a combination of different traits. There is merit to the AI's ability to connect things to each other. Above and beyond that, developing an AI focus group requires a very in depth understanding of a problem or context. This is required in order to make the character accurate. That by itself is a worthwhile endeavour.

## 15. Implementation

The question that remains now is how the service centre and in particular DFWO will implement and use GroupMind.ai. The use case for DFWO is quite clear already. The AI can help them explore ideas, new policies and implementations regarding the physical work environment. The knowledge that's put in the AI is catered to their work and the data they work with. But what about the other services in the service centre? How could this be adjusted so the digital working environment team (DDWO) can use it as well?

Then there's another problem. Employees at the ministry are officially not allowed to use ChatGPT or any other external AI and LLM for that matter. So although GroupMind.ai as it stands is a very *user friendly* system, it's not actually *usable* for the service centre employees. The next step would therefore be to recreate GroupMind.ai as a plugin for the ministry's internal AI system "Robin".

### 15.1: GroupMind.ai for DDWO

When version 2 of GroupMind.ai was shown to the PM (portfolio management) of the service centre, people from different services expressed their interest in the system. They wondered how it could be used for their own service. One in particular was someone who represented "Dienst digitale werkomgeving" (DDWO), which is the service for the ministry's digital working environment. To explore this, a GroupMind.ai version for DDWO was made using the method described in the last chapter. This is, of course, a less in depth version as the deep research required to do that properly hasn't been done. It's meant as an exploratory experiment.

#### 15.1.1: Use case for DDWO

When speaking to DDWO it became clear that their use case for an AI focus group is much more exploratory and doesn't necessarily need to be catered to a specific problem like with DFWO. They were still interested in the idea, because they also struggled with the distance between them and their clients. Having an AI generated focus group would help them understand their clients better.

This begs the questions: What about GroupMind.ai makes it only applicable to DFWO and what parts are more universal? What would you have to change to recreate a similar system for DDWO? Something pointed out by somebody of DDWO is that if you asked someone in 2005 what they needed, they would never reply with: "I need an iPhone." That doesn't mean you can't use an AI focus group to explore new functionality they can offer. An AI can still link character traits together and reveal insights based on that.

#### 15.1.2: Characters

In collaborations with DDWO we discovered that, in the list of character traits, there are multiple characters that at first sight, seem redundant to DDWO, but most are still relevant. The list is therefore quite universal. However, there were some things that changed.

All floor information for the characters got removed, as that was deemed irrelevant. Job information changed, where jobs are now categorized into categories DDWO identified. These categories are:

1. Advice
2. Management support

3. Executive
4. Management
5. Additional: Legal
6. Additional: External hire (Self employed)

What also had to be changed was in what way these traits have an effect. An example would be if they have children. If they do and they're still very young, that might mean they work from home more and are therefore more reliant on the digital workspace to work well. This is different from the effects children have that are relevant for DFWO (figure 30).

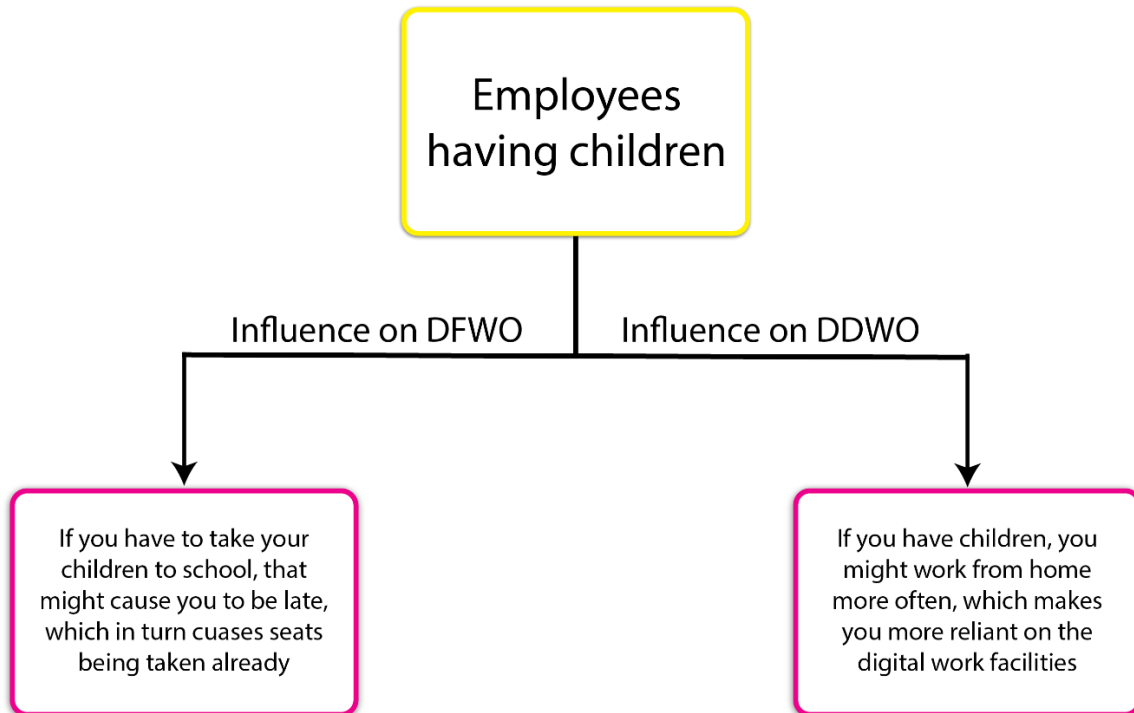


Figure 30: Difference of influence of the same character trait for DFWO and DDWO

This means the file that explains in what way these character traits have an influence has to be changed. It's not always the character traits that should change, rather it's the way it influences the characters that should be looked at. To see the full DDWO character traits and their influence, see appendix 17.

### 15.1.3: Context

In the case of DDWO, not much context is clear at this point in time, but you can think of some examples of context they'd need to incorporate in their GroupMind.ai version. For example: Current policies regarding company laptop brands and requirements, safety requirements and currently offered services.

### 15.1.4: System prompt

The system prompt for DDWO's version is a lot shorter than the DFWO's version (appendix 17). This is mainly because they have a less specific use case.

It still has the structure of: overall instructions, what stakeholders?, answer structure and debugging. However, many instructions were specifically meant for DFWO. These could be

removed. Mainly the segment that gives verdicts on ideas. DFWO wants to use ideas as input for them to be assessed, but DDWO wants to discover new ideas. Because of the open nature of DDWO's use case, the system prompt could be shorter.

## 15.2: Robin AI

To use AI in a secure way at the ministry of justice and *security*, they have their own *secure* AI chatbot called Robin that runs on LLM GPT 4o (figure 31). Robin is being developed by a team in the ministry called Datalab. If I want DFWO, or the service centre in general, to actually use GroupMind.ai, it needs to be built in Robin.

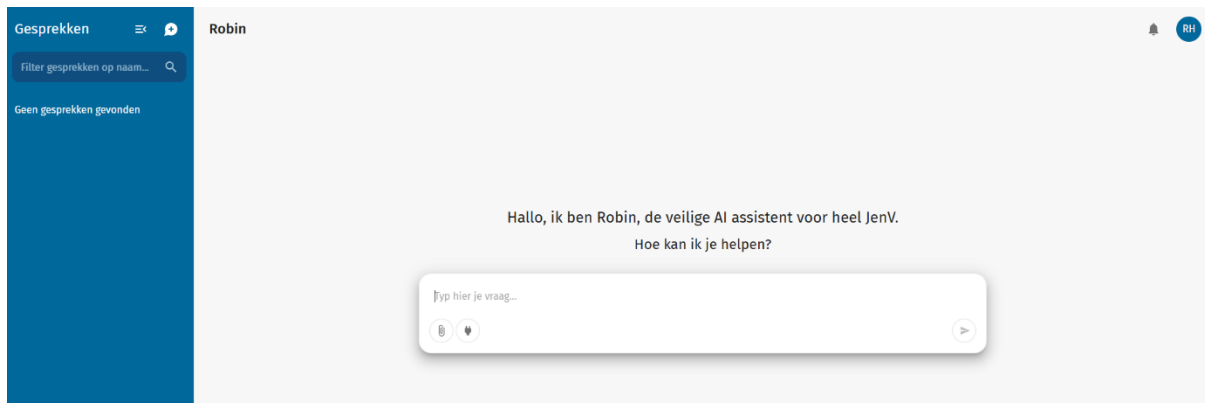


Figure 31: Robin

### 15.2.1: Plugins

Within Robin, they have made different kinds of plugins for specific use cases of AI. These plugins work the same as the custom GPT's do on OpenAI. You give them an overall prompt (instructions) and background information (knowledge files). However, where OpenAI has made this a very easy process with an easy to use interface, the Robin AI requires programming to do this. Given the limited amount of people that work at Datalab, this takes time.

Datalab works with assignments given by other departments. These are given to them from different departments that want certain AI functionalities. This means that the service centre would have to send Datalab an assignment to build GroupMind.ai in Robin. These assignments have to include a very concrete use case for a plugin. However, it also has to inspire a bigger concept for a new way to use AI. Therefore, this assignment would need to provide Datalab with a broader concept as well. This broader concept can be viewed as the concept described in the previous chapter "AI focus groups as a method".

## 16. Implementation roadmap

For the coming two years, a roadmap (figure 32) has been made to illustrate how DFWO, DDWO, the service centre, the ministry and perhaps other companies and users will incorporate this AI focus group method. This chapter will go into this roadmap in more detail. A higher resolution can be found in appendix 18.

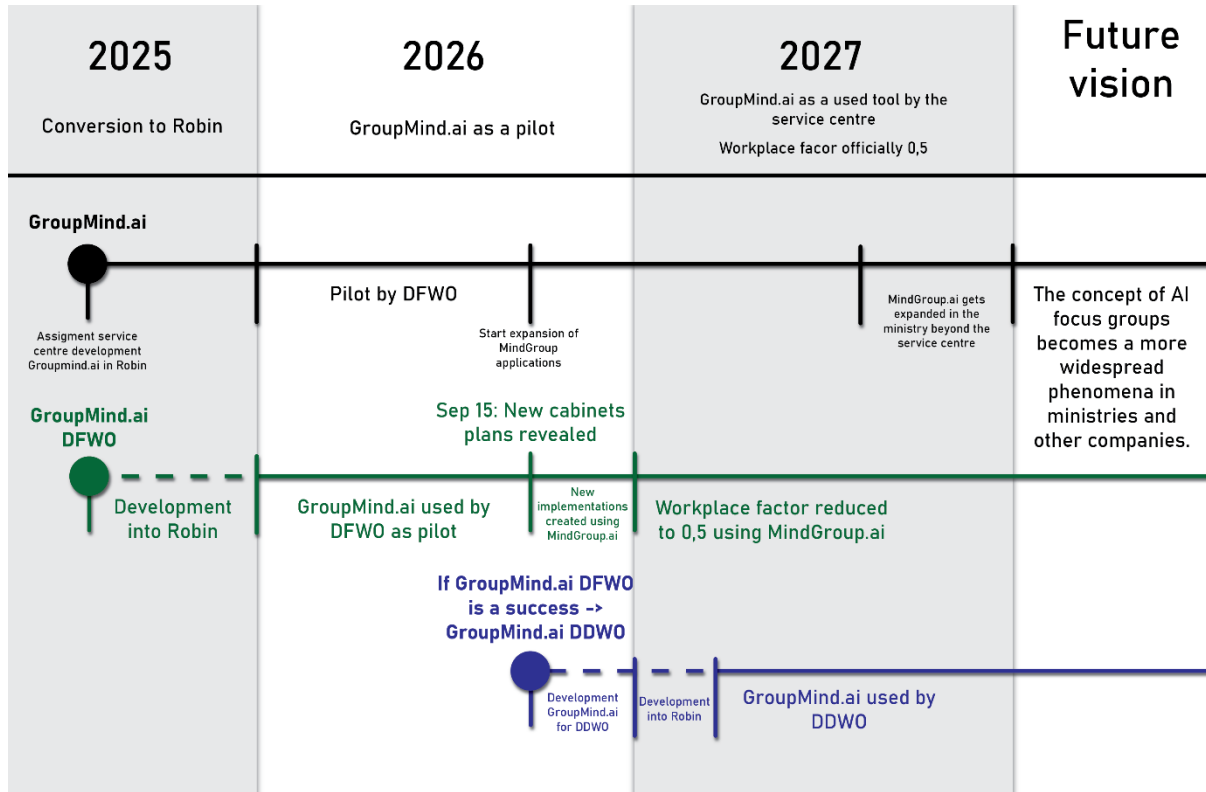


Figure 32: Implementation roadmap GroupMind.ai

### 16.1.1: 2025

For this calendar year, the priority is to develop GroupMind.ai into Robin. This will take some months and is likely to start in September. This requires the aforementioned assignment to be sent out by the service centre.

### 16.1.2: 2026

With the start of 2026, GroupMind.ai is piloted by DFWO. This is the first team to use the tool and their decision making will be inspired and influenced by the use of GroupMind.ai. With 2027 coming, they will need to put in the last efforts to fully reduce the workplace factor to 0,5. They will report on their experiences in the PM team.

On September 15th 2026, prinsjesdag happens. Since national elections will be held on the 29th of October 2025, it is likely that the Dutch king will reveal the plans of the new cabinet that day. These new plans will most likely have an impact on the ministry building and its layout. This is a critical moment: If DFWO decides to have GroupMind.ai help them with their decision making, that means GroupMind.ai for DFWO has been a success.

A successful pilot for DFWO means that the applications can be expanded to the service centre and with that to DDWO. DDWO will need to start research into the specific use case they need an AI focus group for and what context their version would need specifically.

### **16.1.3: 2027**

At the start of 2027, the development of GroupMind.ai for DDWO into robin will start. This will likely take a shorter time, because the DFWO version has already been made. At the start of the 2nd quarter DDWO will also use GroupMind.ai in their day to day work.

If that is also successful, GroupMind.ai gets a further expansion towards the entire ministry. Departments can work together with Datalab to create versions they need for their own responsibilities.

### **16.1.4: Future vision**

My future vision is an ambitious one. As AI becomes a more normal part of our lives and gets more widespread use, AI focus groups may become a more well known tool. There is already a known use for AI characters to interact with. This is often on a more personal level, websites like Character.ai offer chatbots with whom you can have romantic relationships or therapy, for example. The logical next step for this concept towards the corporate world would be to have AI focus groups. The method described in chapter 14 can guide anybody towards a useful focus group for their own context and use case. With the ministry of justice and security being a leading user of the concept, this would insert trust in other people to start using it as well.

## 17. Conclusion

This project started with a seemingly simple and rather straightforward question: Why do employees at the ministry of justice and security feel like there is no room for them to work, even though the data says there is?

The answer to this question is that it's more than logistics, rather a deeper disconnect between data and the actual lived experiences. By looking at the occupancy numbers and diving into the specific situations and contexts of different floors and departments, a new and more nuanced reality comes to light: There is no one-size-fits-all solution to make hybrid working and hotdesking suitable for everyone. The approach of the service centre, although with good intention, often lacks nuance and tailor made solutions that are necessary to address the nuance and variety between departments and floors.

GroupMind.ai attempts to bridge this gap. It's a way for the service centre (DFWO in particular) to test workspace changes and ideas in a safe, low-barrier environment. Above and beyond that, it helps the service centre reconnect with the people they're doing their work for, without having those people, who are tired of being researched, needing to be involved.

GroupMind.ai also goes beyond a single use case and is reframed into a method that anybody can use to create an AI focus group for their own context and challenges.

So it turns out this project wasn't just about answering a question. It was about designing a method to keep asking better ones. Trying to make the service centre more aware and user focussed. Hybrid working is here to stay. We have to keep checking in with its users to see if they're actually happy with that.

## 18. Recommendations

Finally, there are some recommendations towards the service centre and for further research.

### 18.1: For the service centre

#### 18.1.1: Hire a designer

One thing that the service centre could really use is some people working there with a design background. At the service centre there are many people with different expertise, but they struggle coming together to make user centred solutions using everybody's expertise. A designer could take up this role and use design thinking to get these multitudes of expertise together towards a shared goal.

#### 18.1.2: Experiment with AI

As the world gets to grips with AI and how you can use it for different purposes, the service centre falls behind. With or without GroupMind.ai, it's a good idea to get a grip on how it can be useful for the service centre. GroupMind.ai is one strong example, but there's likely more applications. The service centre should experiment with this. Robin is now usable within the ministry, use it to your advantage.

#### 18.1.3: Use GroupMind.ai for department specificity

GroupMind.ai puts out whether or not a solution is a good idea per floor or department. Policy by the government is to make everything as universal as possible. However, your own solutions can be more catered. Try to actively implement solutions in some departments and not in others and see how that is perceived. These departments might feel like they're getting a special service. Other departments might be relieved they're not bothered with it.

#### 18.1.4: Have Datalab create a customized Robin agent function

Rather than create separate focus group plugins for everyone that needs one at the ministry, Datalab could also invest some time to create a function in Robin where users can create their own custom agents. Then everybody interested in AI focus groups can just make one themselves. This could be an assignment put out by DDWO so they can offer this to their clients.

### 18.2: For further research

#### 18.2.1: Future versions of GroupMind.ai

Because the ministries often undergoes restructuring, with departments reorganizing and relocating between floors, the GroupMind.ai will have to be flexible and updatable. As part of the design, a method or guide should be designed that shows the service centre how to update or create new personas when older ones become outdated. This should ensure the focus group remains relevant in the future. You can also make this task a regular part of someone's job at the service centre.

#### *Validate the AI focus group in the future*

Building on that: In the future, once employees are willing to be interviewed again, compare the AI responses with real user feedback to recalibrate and improve accuracy.

### **18.2.2: GroupMind.ai as a concept**

In chapter 14, it was described that the method behind GroupMind.ai can be applied to many different use cases and methods. An initial attempt regarding that has been done for DDWO and for another graduation project. To expand further on this, more users with different vocations should try this method and see how it works for them.

## 19. Personal reflection

I'd like to take some time to personally reflect on the entire process. It has been a long process, although exactly the length as it was planned (20 weeks), but starting it feels like forever ago. I'd like to go through the whole process and share some additional personal thoughts on it. As you can probably tell, this chapter will be written in a very informal manner. I'd like to thank you, the reader, for making it all this way and hopefully I will see you (or I have seen you) at my graduation ceremony.

### 19.1.1: Phase one: before the midterm

The official starting date of the project was February 25th 2025. It started with my kick off meeting. From that point on I dove quite deep into the literature around hybrid working and hotdesking. This was good to do to get a grasp on the subject. However, I don't feel like too much of what I concluded from that ended up into the final design. Having said that, the fact that one-size-fits-all solutions in hybrid working don't work did come from the literature review, which is a key point to take away.

The second week I did a design sprint. This was incredibly useful and I'll likely do this again for future projects. It's a very practical way to just get started with something. Designers often struggle with getting started because the design brief is often vague and needs time to be researched and reframed etc. A design sprint forces you to just start. When you're done with the sprint, you then have something to bounce off of.

I think it's essential for a design sprint to end with presenting it to the team of problem owners. Similar to it being nice for yourself to look at and critique, it's good to have the problem owners do that as well, because it often reveals what it is they need. In that way, I found out that what they needed is to understand their clients' behaviours and what the mechanisms behind that are. That was an insight that later basically informed the entire design.

After the design sprint was probably the hardest part of the project. I had to do a literature review and figure out who it was that knew what the problem was. I sat around in a passive way for a bit too long, because I didn't know who to approach. The key solution to this was just to talk to people informally. My conversations at the coffee machine led me to the client managers, who said I couldn't interview their clients, which led me to the AI stakeholder solution, which led to the creation of GroupMind.ai. This didn't happen easily however. Hiccups, people not responding and ministry procedures were a challenge, but it all landed in the right spot.

### 19.1.2: Phase two: Midterm and design solution

By the time my midterm date came around, I had done almost everything I wanted to do for my research, but I had absolutely no direction for my design solution yet. One of the reasons was because I struggled with catching the entire problem in one or two sentences. My method of fixing this was quite useful and I will definitely use this method again in the future. When the problem finally was described in one sentence, the design solution literally came to me within five minutes. My process had, in a way, prepped me so that this solution just popped out of me as soon as it was prompted. I still don't know what to think of this. On one hand it feels like it was meant to be, but on the other hand, this also meant that I didn't really have an ideation phase. You could argue that my entire process was an ideation phase, or the problem reframing was.

One thing I will take with me as a great lesson learned is to not take the classic design process and the double diamond too seriously. Peter said to me, early on in the process that if you just keep absorbing new information, the ideas will come to you no matter what. This rings true for this project at least. It's a good way to think about a process, because it makes things less absolute. You have a research phase initially, but that doesn't mean you should stop learning new things after the research phase. The design phase also contains a lot of research. A new design direction often comes with new questions. In my case: How can I make an AI focus group?

I learned this while I was also reading a book by Rory Sutherland (Sutherland, 2021). His book "Alchemy" teaches how ideas that are really good and work often seem irrational. I think the combination of these things helped me get to this idea. If you think about it, it doesn't fix any of the problems they have. People still don't feel like there is enough room for them to work. I have only helped DFWO help themselves.

One thing that did bother me and is something I need to learn from was something I discovered around two weeks after my midterm. It turned out that DFWO was also doing research into why there was a gap between perception and reality. They came to similar conclusions as I did. It frustrated me that I didn't know this research was being done and that I didn't involve myself into that process more. My research could've maybe gone faster or be more in depth than it was. It was only after the meeting where I showed initial versions of GroupMind.ai that people really understood why I was there and where my value was. Next time, I'd like to make that clear sooner. The design sprint could've maybe been more focussed on that.

### **19.1.3: End phase**

Designing GroupMind.ai and involving people is really where it got going. The service centre has been trying to incorporate AI in their work and my idea came at a perfect timing. As of writing this, the service centre as a whole has taken interest in my idea and they are preparing to develop an assignment for Datalab. This is of course incredibly exciting.

Only time will tell what they'll do with my idea. The concept, as it stands, works and they can use it right away. Something that I wish I had more time to address is that GroupMind.ai for DFWO is not very future proof. If the layout of departments and their floor changes again, the information in the knowledge files is not up to date anymore. This is a substantial gap and roadblock for this design to be adapted long term.

### **19.1.4: Final thoughts**

Now that I'm all the way at the end of my process, I look back with pride. I have stayed true to deadlines and planning. I kept my team as involved as I could and I have enjoyed (almost) every day of the process. I have barely felt any stress, because I kept to my planning.

The best thing about this process is that I now honestly feel ready to take on the real world with a real job. A new phase of life is about to start and it's crazy to think back to my first days at the faculty of industrial design engineering in September 2019. And now to be at the end of my masters. This is it. School is over.

Thank you for reading this report,

Bas Pellikaan (4859871)

## 20. Acknowledgements

I'd like to express a special thank you to the following people:

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**Thomas**, my roommate who also studies SPD. Thank you for all the sparring and joking back and forth.

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## 22. Appendix

### Appendix 1: Proposal for dissertation MinJenV

#### **Who can help us solve a human behavior riddle?**

The organization Dienstencentrum is part of the Administrative Department of the Ministry of Justice and Security and is responsible for the business operations for this part of the Ministry. We work with various government suppliers such as FMH and SSC-ICT. In addition, the Dienstencentrum manages the accommodation in the Turfmarkt office building, the North Tower.

In recent years, several changes have been made to the layout of the building. On the one hand, these adjustments follow from the government housing policy, which aims to deal with sustainable uses of floor m2 and in which, among other things, a workplace factor of 0.7 has been agreed. And in which the ambition is set to reduce this factor to 0.5. On the other hand, various adjustments have been made after the corona period in which hybrid working has become policy and the office building has preferably become the place where colleagues meet and collaborate. You do the individual work at home.

The aim of the design is to provide maximum support for hybrid working and housing policy. Within the various standards that apply to the design of the building (building regulations, safety standards, architectural frameworks).

Various concepts have been implemented, such as special floors for silent working and collaboration within projects, the design of the work floors and the meeting areas at the company restaurant. Yet we hear many complaints from users of the building about how the office does not suit what they are looking for. (too busy, too little privacy, too few concentration areas). While the figures show that there are sufficient workplaces, even on the busy days of Tuesday and Thursday.


What's going on here? What are people looking for, how do they use the space, how do they behave, what makes their experience different from what we expect? And how should we approach that?


What is needed to meet the employee's needs, but within the set frameworks?

We offer the student guidance, a workplace at the Turfmarkt, access to relevant information, including extensive reports on the current use of the building. Plus a financial compensation.

If you have any questions please feel free to contact us any time.

## Appendix 2: Project brief





# IDE Master Graduation Project

## Project team, procedural checks and Personal Project Brief

In this document the agreements made between student and supervisory team about the student's IDE Master Graduation Project are set out. This document may also include involvement of an external client, however does not cover any legal matters student and client (might) agree upon. Next to that, this document facilitates the required procedural checks:

- Student defines the team, what the student is going to do/deliver and how that will come about
- Chair of the supervisory team signs, to formally approve the project's setup / Project brief
- SSC E&SA (Shared Service Centre, Education & Student Affairs) report on the student's registration and study progress
- IDE's Board of Examiners confirms the proposed supervisory team on their eligibility, and whether the student is allowed to start the Graduation Project

### STUDENT DATA & MASTER PROGRAMME

Complete all fields and indicate which master(s) you are in

Family name <input style="width: 90%;" type="text"/>	IDE master(s) IPD <input type="checkbox"/>
Initials <input style="width: 90%;" type="text"/>	Dfi <input type="checkbox"/>
Given name <input style="width: 90%;" type="text"/>	SPD <input checked="" type="checkbox"/>
Student number <input style="width: 90%;" type="text"/>	2 <sup>nd</sup> non-IDE master <input style="width: 90%;" type="text"/>
	Individual programme (date of approval) <input style="width: 90%;" type="text"/>
	Medesign <input type="checkbox"/>
	HPM <input type="checkbox"/>

### SUPERVISORY TEAM

Fill in the required information of supervisory team members. If applicable, company mentor is added as 2<sup>nd</sup> mentor

Chair <input style="width: 90%;" type="text"/>	dept./section <input style="width: 90%;" type="text" value="DOS/CP"/>	<p>! Ensure a heterogeneous team. In case you wish to include team members from the same section, explain why.</p> <p>! Chair should request the IDE Board of Examiners for approval when a non-IDE mentor is proposed. Include CV and motivation letter.</p> <p>! 2<sup>nd</sup> mentor only applies when a client is involved.</p>
mentor <input style="width: 90%;" type="text"/>	dept./section <input style="width: 90%;" type="text" value="DOS/MOD"/>	
2 <sup>nd</sup> mentor <input style="width: 90%;" type="text"/>		
client: <input style="width: 90%;" type="text" value="Ministerie van Justitie en Veiligheid"/>		
city: <input style="width: 90%;" type="text" value="Den Haag"/>	country: <input style="width: 90%;" type="text" value="The Netherlands"/>	
optional comments <input style="width: 90%;" type="text"/>		

**APPROVAL OF CHAIR on PROJECT PROPOSAL / PROJECT BRIEF** -> to be filled in by the Chair of the supervisory team

Sign for approval (Chair)

Name \_\_\_\_\_ Date \_\_\_\_\_ Signature \_\_\_\_\_

### CHECK ON STUDY PROGRESS

To be filled in by **SSC E&SA** (Shared Service Centre, Education & Student Affairs), after approval of the project brief by the chair. The study progress will be checked for a 2<sup>nd</sup> time just before the green light meeting.

Master electives no. of EC accumulated in total \_\_\_\_\_ EC

Of which, taking conditional requirements into account, can be part of the exam programme \_\_\_\_\_ EC

★	YES	all 1 <sup>st</sup> year master courses passed
	NO	missing 1 <sup>st</sup> year courses

Comments:

Sign for approval (SSC E&SA)

Name \_\_\_\_\_ Date 11 Mar 2025 Signature \_\_\_\_\_

### APPROVAL OF BOARD OF EXAMINERS IDE on SUPERVISORY TEAM -> to be checked and filled in by IDE's Board of Examiners

Does the composition of the Supervisory Team comply with regulations?

YES	★	Supervisory Team approved
NO		Supervisory Team not approved

Comments:

Based on study progress, students is ...

★	ALLOWED to start the graduation project
	NOT allowed to start the graduation project

Comments:

Sign for approval (BoEx)

Name \_\_\_\_\_ Date 12 Mar 2025 Signature \_\_\_\_\_



## Personal Project Brief – IDE Master Graduation Project

Name student Bas Pellikaan

Student number 4,859,871

### PROJECT TITLE, INTRODUCTION, PROBLEM DEFINITION and ASSIGNMENT

Complete all fields, keep information clear, specific and concise

**Project title** A Strategic Approach to Hybrid Work Adoption at the Ministry of Justice and Security

*Please state the title of your graduation project (above). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.*

#### Introduction

*Describe the context of your project here; What is the domain in which your project takes place? Who are the main stakeholders and what interests are at stake? Describe the opportunities (and limitations) in this domain to better serve the stakeholder interests. (max 250 words)*

The ministry of justice and security of the Netherlands has implemented a new way to set up their office. After Covid-19, the Dutch government has implemented hybrid working among the ministries as its new norm. This changes the role of office spaces. Chafi et al. (2021) argue that offices are increasingly becoming collaboration hubs designed for teamwork, networking, and reinforcing company culture. However they are less suitable for individual work tasks. Those tasks are preferably done at home, where you can fit your office to your preference. However, when that work is to be done at the office, you might run into a problem.

Yang et al. (2022) found that companies that firm-wide flexible working decreases the bridges between disparate parts of said firm. Communication becomes less synchronous and more asynchronous, this means there is less real time feedback on idea's and more worked out feedback and input such as video's and emails. This possibly creates an unsynchronized organisation where people are disconnected from other departments. As such, the housing department could be disconnected from the stakeholders in this issue: the employees and varying departments.

If the housing department gets a better understanding of multiple persona's within the ministry and their needs, as well as the needs of the varying departments within the ministry, this can prove to be invaluable information for them to improve working conditions, but also to make better informed future decisions on housing improvements.

→ space available for images / figures on next page

*introduction (continued): space for images*



image / figure 1

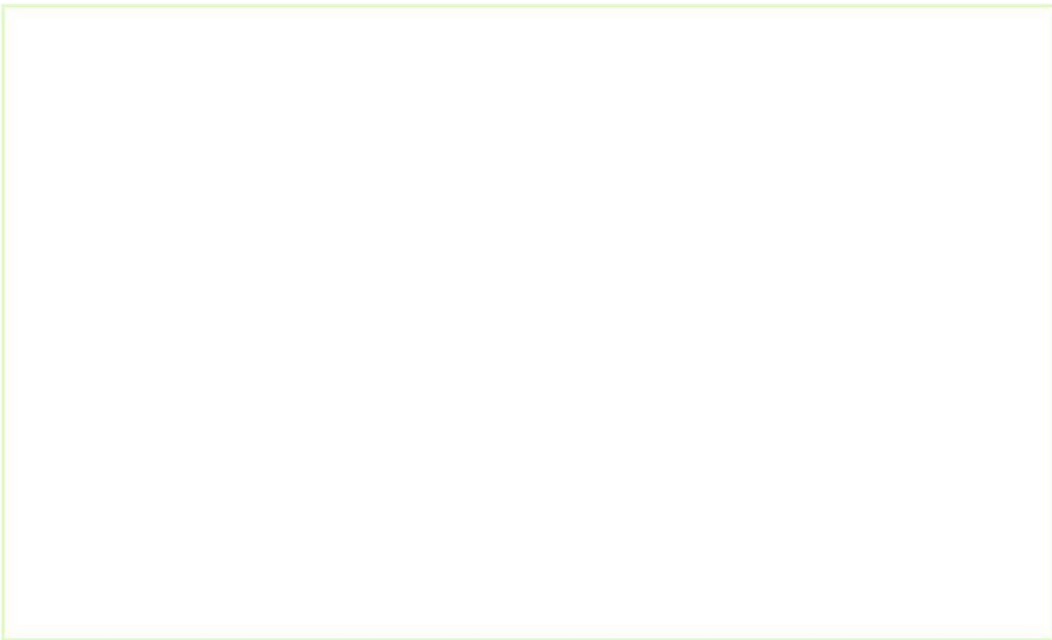


image / figure 2

## Personal Project Brief – IDE Master Graduation Project

### Problem Definition

*What problem do you want to solve in the context described in the introduction, and within the available time frame of 100 working days? (= Master Graduation Project of 30 EC). What opportunities do you see to create added value for the described stakeholders? Substantiate your choice.  
(max 200 words)*

The problem seems to be a “*design-absorption-problem*”. A disconnect between designed organizational changes and how these changes are understood, accepted, and incorporated by employees. Above and beyond that, because the problem is perceived differently by the various departments, which makes solving the problem multidimensional, but it also makes it difficult to come up with ideas for the ministry in general.

When these kinds of changes drastically decrease employee satisfaction, that is a real problem for any company. If employees don't feel welcome in their company, because they feel like there is no room for them, that may lead them to become unmotivated or cause them to resign.

As Gratton et al. (2021) point out, hybrid work is not a one size fits all solution. They argue that for each individual, different working arrangements should be possible for them to flourish in their own way. The problem the housing department has is that they have an insufficient oversight of what kinds of people from different departments there are and what their specific needs are. This makes it difficult to come up with well fitted solutions for multiple types of persona's within the ministry.

### Assignment

*This is the most important part of the project brief because it will give a clear direction of what you are heading for. Formulate an assignment to yourself regarding what you expect to deliver as result at the end of your project. (1 sentence) As you graduate as an industrial design engineer, your assignment will start with a verb (Design/Investigate/Validate/Create), and you may use the green text format:*

Create a guideline to improve how ministry-wide implementations of hybrid working are assessed by the housing department at the Ministry of Justice and Security, ensuring consideration of diverse user needs.

*Then explain your project approach to carrying out your graduation project and what research and design methods you plan to use to generate your design solution (max 150 words)*

The project consists of a research and design phase, with the transition likely around mid-April. My research combines qualitative insights and existing quantitative data to understand flexible working. I will analyze laser-based occupancy tracking and other datasets, conduct semi-structured interviews, and hold informal conversations with employees.

To study workplace behaviour, I will use ethnographic observation and spatial analysis, mapping movement patterns, desk usage, and collaboration. Combined with interviews and data analysis, this will provide a holistic view of office dynamics.

The design phase will include co-creation sessions, user testing, and evaluation to develop a universally applicable implementation strategy. By involving stakeholders, I aim to create a practical, easily implementable solution that fits the ministry's complex structure. Simplicity is key to feasibility in this organizational context.

### Project planning and key moments

To make visible how you plan to spend your time, you must make a planning for the full project. You are advised to use a Gantt chart format to show the different phases of your project, deliverables you have in mind, meetings and in-between deadlines. Keep in mind that all activities should fit within the given run time of 100 working days. Your planning should include a **kick-off meeting**, **mid-term evaluation meeting**, **green light meeting** and **graduation ceremony**. Please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any (for instance because of holidays or parallel course activities).

Make sure to attach the full plan to this project brief.  
The four key moment dates must be filled in below

Kick off meeting	<u>25 Feb 2025</u>
Mid-term evaluation	<u>29 Apr 2025</u>
Green light meeting	<u>27 Jun 2025</u>
Graduation ceremony	<u>22 Jul 2025</u>

In exceptional cases (part of) the Graduation Project may need to be scheduled part-time. Indicate here if such applies to your project

Part of project scheduled part-time	<input type="checkbox"/>
For how many project weeks	
Number of project days per week	

Comments:

### Motivation and personal ambitions

Explain why you wish to start this project, what competencies you want to prove or develop (e.g. competencies acquired in your MSc programme, electives, extra-curricular activities or other).

Optionally, describe whether you have some personal learning ambitions which you explicitly want to address in this project, on top of the learning objectives of the Graduation Project itself. You might think of e.g. acquiring in depth knowledge on a specific subject, broadening your competencies or experimenting with a specific tool or methodology. Personal learning ambitions are limited to a maximum number of five.  
(200 words max)

The way companies are structured has been an interest of mine for quite a long time. Through the jobs I've had, I realised how much a companies culture influences motivation of employees and how the company behaves as a whole.

"Human behaviour riddles" like these grant you an opportunity to look at all the different ways employees respond to an organisational change. There's different departments, there are different people and they all have different needs. The fun thing with this project is that the change to hybrid offices was implemented in the same way for every department, as such, the solution for the newly arose problem should also be implemented for every department. This makes this a project with many moving parts. These things are often very challenging, but fun. It means I get to talk to many different people to assess what they think about it.

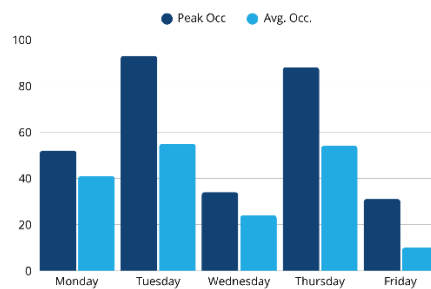
My ambition is to unveil those "how did we not think of this before" insights. Insights that weren't clear before, but explain the different responses to the new implementations. To then design a failsafe guideline for the ministry to validate further implementations, would mean I make a lasting impact on their decision making process. That is pretty cool.

## Appendix 3: Poster

# GroupMind.ai

## Using AI focus groups to assess workplace design

With hybrid working and hotdesking taking a precedence in today's society, companies and indeed government agencies need to adapt their office spaces to accommodate this new way of working. After the COVID-19 crisis, the Ministry of Justice and Security saw their building to be empty. On busiest days, the building is only 70% occupied. To combat this, they reduced the workplace factor to 0.5, meaning that for every two employees, there is now only one desk.



The numbers measuring people in a building show an average occupation on busy days is between 40 to 70%. If you count their belongings laying on unused desks along with this however, you get way higher numbers with some floors being 95% occupied on busy days. It explains the difference between numbers and lived experience. Every floor has their own specific factors and works cultures that influences these experience. Therefore, a one-size-fits-all solution doesn't work.

## An AI focus group that closes the gap between policy and users

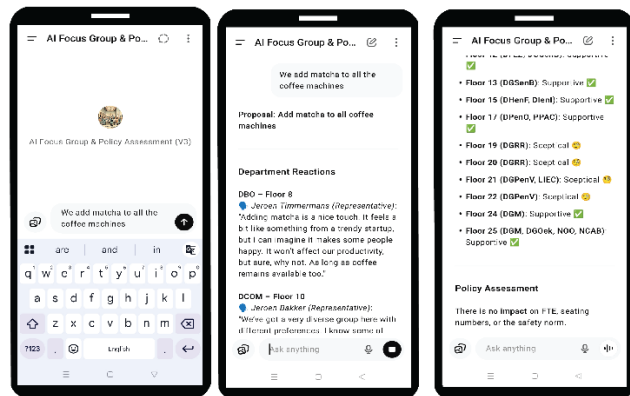
It's difficult to identify what factors influence user experience. Employees at the ministry are hard to reach for the coordinators of the physical workspace (team DFWO). Employees are busy and don't want to be bothered by this. To close this gap, an AI focus group was created for DFWO to test ideas for improving the workspace amongst AI generated stakeholders.

The user puts an idea into GroupMind.ai and the tool responds with a discussion between AI-generated stakeholders, summarized main themes, and gives a verdict per floor or department.

This ensures the physical work environment can be designed more user-centred and with more tailor made solutions per floor or department.

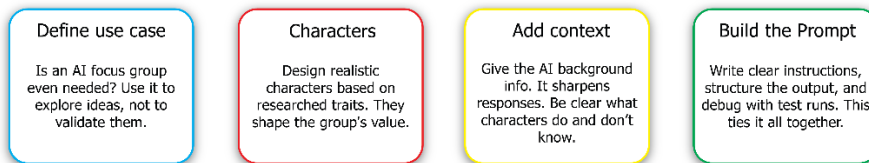
Gathering feedback from an AI-generated focus group is a new way to use AI in design.

Try it in the ChatGPT app:



## How to apply AI focus groups in your design process?

Build a custom agent in your favourite AI chatbot using the following steps:



## Possible use cases



Bas Pellikaan  
GroupMind.ai  
22-07-2025  
MSc. Strategic Product Design

**Committee** Peter Lloyd  
Michelle Winkelsdorf  
Annekje Verhoeven  
**Company** Ministerie van Justitie en Veiligheid



Faculty of Industrial Design Engineering

Delft University of Technology

## Appendix 4: field notes

Make sure people come along with transitions	Building needs to be filled to justify its use to society	Both qual and quant data have been gathered already	Where is the disconnect?
We try our best for everyone, but don't get it back	managers value being at the office to oversee progress on projects	need for a social and technological solution	Culture and behaviour is complicated in practice
Per solution: what riddle is being solved?	Persona's with focus groups	Problem owner -> contactperson-> client manager -> Service centre	Problems on floors with multiple departments
What does the service centre need: A guide	AI persona's evaluate idea's?	Verdict per floor	DFWO responsible for floor assignment per department
What do the characters know and what don't they?	Safety norm included into AI focus group?	Service centre wants more design thinking	Service centre wants to incorporate AI
Possible to create PolicyCheck in Robin	Assignment from service centre	More general usability	How much does it cost to develop?

## Appendix 5: Interviews with client managers

### Kathelijne

**Client Manager** — Floors 19/20 DGRR

11 DWJZ

8 DBO

25 NCAB

31–34 DJI

14 temporarily DEA

#### **Client Manager tasks:**

Custom solution coordination, ICT, housing & facilities, special phone booths

Likes:

- Versatile
- Knows a bit about everything
- Jack of all trades, flying squad

Dislikes:

- Complaining and nagging, but sometimes you have to say no
- Escalation → undermining
- People can say anything to her
- Catches the blow after others' frustration
- Behavioral change doesn't work

Chronic complainers:

- Floors 19/20, 8, 25

#### **Floor 25 (NCAB):**

- Lack of space
- Work is expanding
- Expected to be at the office

#### **In housing matters:**

- The message doesn't seem to land
- Complaints and solutions don't match / aren't received well

If one thing could be done:

#### **More workplaces**

*Big one:* They need an **extra floor**

Floor 25 needs **reception areas**

Which factors play a role:

- Having children → arrive later
- Distance to work
- Mandatory presence
- Work requires physical presence
- Political assistant walks back and forth from office to minister
- New employees drop out more quickly due to lack of connection → reduced company loyalty
- Client manager needs to be present for difficult conversations
- Procurement department is always there → you know them better
- Organize more fun/social activities

## **Piet**

1. Floor 21 – DGPV  
Floor 22 – DGPV  
Floors 6 & 7 – Classified
2. **Point of contact** for end users and residents  
Responsible for: service provision by the Service Centre, procurement, information – basically everything
3. **What he likes:**  
Never boring, always something new, different domains like ICT and housing, very versatile

### **What he dislikes:**

Interviews like this – this should be a tactical role but often gets pulled into operational stuff  
Through the Client Manager (KM), ends up absorbing a lot of complaints – not really part of the job

1. **Departments where people share more** lead to more friction  
Justis is a client of Peter's with different tasks, so different demands
2. Reasons for inflexibility:
3. They have a call center
4. They handle confidential material
5. State secrets – so no flexible work setup

### **Complaint from DGPV:**

- Red couches had to be removed
- They preferred more workspaces instead
- Now the space feels very bare

- Prefer cubicles and more plants
- Want a stronger **corporate identity**
- Departments want more of their **own identity**

**Reasons for change:**

- Renovation
- Political decisions
- Shifting norms

**AZ (Administrative Affairs)** will be relocated before summer

**Yes, agreed:**

- There's a tendency to **claim personal spots or rooms** – even when it's unspoken
- DGVJZ claims desks with books

**Attendance obligation:**

- HTV (possibly a team or unit)
- Managers want team meetings
- Manager ultimately decides office attendance
- New manager **Chil** isn't familiar yet with the system and seeks control by demanding more physical presence

**AI (General insight):**

- **Number of years in service** matters – people become attached to fixed, personal workplaces
- Don't confuse that with age

**Came from a commercial company**, where people were constantly monitored

Now surprised by the **freedom at the ministry** – some love it, others don't

**Marijke**

1. Floor 4 – NCSC  
 Floor 5 – NCSC  
 Floor 12 – DFeZ SMD??  
 Floor 13 – SMD??  
 Floor 25 – NOO  
 Floor 30 – Child Protection  
 Floor 35 – NCSC

**3. Role:**

Forward operating contact from the Service Centre (DC) to the users

They have conversations with users about service delivery, custom solutions, and escalations  
**Undermining** only happens if escalation fails

#### 4. Likes:

- No two days the same
- Having contact with people
- Being creative

#### Dislikes:

- Being a plaything / being bounced around
- Being the scapegoat

#### 5 & 6. Floor 4:

- Has **secret corridors**, so they **can't relocate**
- Because of increasing security threats, they need more and more space
- The building does not allow for proper expansion
- **They can't work from home**
- At NCSC, whether or not you get your own office depends on the team
- Parts of NCSC operate **24/7**
- Sometimes complaints come from just one person

**If there's one chronic complainer** → assign a **contact person**

Then **ask that contact** to fix it themselves

#### 7. Floor 4 is messy

- IT nerds make a mess, which makes the space feel more cramped
- Cabinets create clutter → remove the cabinets

#### 8. Not just floor 4, but entire office needs better hybrid working setup

- Better **MS Teams zones**
- Keep open office areas but make them greener and more inviting
- **Open vs. closed:**
  - Lawmakers want closed spaces
  - Teams want open spaces
  - Leave lawmakers alone
  - Leave "specials" alone too (likely highly specialized roles/departments)

#### 9. No (to the question, likely about flexible spots or workspace claiming)

- **Office culture** of showing up makes the difference
- **Social control** matters

- Some floors were **wrongly assigned**
- Problem is the **number of workspaces**:  
Floors **19, 20, 21** have too few

### **Living in harmony with floor mates is important**

#### **AI insights:**

- Flexibility
- Extrovert vs. introvert:
  - Extroverts: struggle more with working from home
  - Introverts: enjoy it
- **Open vs. closed spaces** dynamic

## **Hannah**

### **Departments / Floors:**

- Floor N3 – LEF / DO
- Floor N25 – DGM
- Floor N24 – DGM
- Floor N17 – PPAC

**DO (Department of Operations?):** present on **Monday and Thursday**

**LEF:** color-coded as **green** (likely a schedule or zoning indicator)

Standard is: green = **at least 1 day in office**

**N25:** complains a lot

**N24:** also complains

#### **AI insights:**

- **Single people:** go to the office more often
- **Children?** → Especially kids that go to school
- **Distance** (to the office) matters

#### **Type of manager:**

- **Result-driven** vs **presence-driven** leadership style

## **Henk**

### **DGM – major issue**

- **Need/desire** to work together at the Turfmarkt
- Need is driven by the nature of the work

- **Confidential documents** → must work in **Zone 3** areas (physically secured)

**Specific problem:**

- The building was **designed in the 1990s, built in the 2000s**, now being used for **2020s concepts**

**Mentality:**

- “Everyone should be treated the same”
- **0.7 workplace factor** is possible **if there is enough solidarity**
- "We are the Administrative Department (BD), so how do we divide space fairly across all of BD?"

**4. Ideal scenario:**

- Everyone can work within reach
- Works in **Zone 3**, essentially **in a bunker**

**Floors 14, 18, and 23:**

- Are following a different office concept
- Being placed in a setup that **wasn't intended for that**

**The building has flexible walls, but...**

**People-centered solution:**

- Doing it **together**
- **Scaling up only works if behavior changes**

**Internal siloing within the ministry**

- An old mindset

**“Vlekken” (zones for departments) didn't work**

- Need to **mix departments** across floors

**If he could change one thing:**

- **Behavioral change**
- Get rid of the **“camel hump”** (metaphor for a problematic bump or persistent issue)

**Has there been real listening to people's needs?**

**Why not redistribute floors 14, 18, and 23?**

- They belong to the 0.7 group anyway
- In practice, it already functions like **0.5**

**Are you responding to needs?**

**5. Agrees (with the idea/question presented)**

### AI insights:

- **DCOM (possibly a team)** needs to be more physically present
- **Job is one-dimensional**
- A lot of writing → **can be done from home**
- **Legislators need to collaborate**

### Jason

- **Representative of WMS** (Workplace Management System)
- Former **Client Manager (KM)**

### Floors & Departments:

- Floor 10: DCOM – yellow, DEIA – green, Directorate X – green
- Floor 15: DHNF – green, DINI – orange
- Floor 17: DPNO – orange, PPAC – green
- No complaints, **except maybe a bit from DINI**
- **Sharing floors** leads to problems
- On floor 10: need to **make better agreements**
- There's a sense of **old-fashioned culture at the ministry**
- The **new generation is less bothered** by things

### Ideal vision ("God"):

- **Stop assigning desks**
- **Sit wherever there's space**
- People will naturally seek each other out
- Move away from assigning spots to people **who aren't there**

### WMS shows very low usage numbers

- **Sitting where you want** solves the issue

### If he could change one thing:

- **Better spread across weekdays**
- Use WMS for its **intended purpose**

### WMS isn't the holy grail, but it raises awareness

- Good use = **making reservations**

At **Ministry of Justice and Security (JenV)**: focus is on **desk reservation**  
At **BZK (Interior Affairs)**: focus is on **data collection**, but **you can also reserve**

“If I don’t reserve, I get kicked out – so I **have to** reserve.”

- **A small group was very loud**
- The **biggest complainers** are the ones who care **most about having their own spot**
- Focus on **what is available**, not what’s missing

**AI insight:**

- **Lots of meetings** → you **can’t claim a spot**, because you’re always moving around

## Appendix 6: Characters used for interviews

**1. Name:** Sandra de Ruiter

**Age:** 47

**Gender:** F

**Job:** Senior Legal Advisor

- Lots of alone work
- Works with paper
- Has few meetings

**Department:** DWJZ – Works on legislative proposals and legal policy

**Floor:** 11

**Design layout:** Closed

**Compulsory work attendance:** Yes

**Was employee before COVID-19:** Yes

**Years employed:** 18

### **Housing situation:**

- In relationship: Yes
- Children: Yes
- Age of children: 12 and 15
- Has a home office: Yes
- Distance to work: 38 km (to Den Haag)

### **Personality:**

- Introvert
- Not flexible
- Can handle freedom: No

---

**2. Name:** Said Akkermans

**Age:** 33

**Gender:** M

**Job:** Communications strategist

- Lots of teamwork
- Works without paper
- Has many meetings

**Department:** DCOM – Spokespersons and communication strategy

**Floor:** 10

**Design layout:** Open

**Compulsory work attendance:** Yes (2 days/week)

**Was employee before COVID-19:** Yes  
**Years employed:** 7

**Housing situation:**

- In relationship: Yes
- Children: No
- Has a home office: No
- Distance to work: 4 km (to Den Haag)

**Personality:**

- Extrovert
  - Flexible
  - Can handle freedom: Yes
- 

**3. Name:** Femke Blokland

**Age:** 28

**Gender:** F

**Job:** Policy Advisor Youth & Crime

- Lots of teamwork
  - Works without paper
  - Has many meetings
- Department:** DGSenB – Youth and criminal phenomena  
**Floor:** 13  
**Design layout:** Closed  
**Compulsory work attendance:** Yes (2 days/week)  
**Was employee before COVID-19:** No  
**Years employed:** 3

**Housing situation:**

- In relationship: No
- Children: No
- Has a home office: Yes
- Distance to work: 55 km (to Den Haag)

**Personality:**

- Introvert
- Flexible
- Can handle freedom: Yes

---

**4. Name:** Peter van Walsum

**Age:** 61

**Gender:** M

**Job:** Strategic Planner

- Lots of alone work
- Works without paper
- Has few meetings

**Department:** DX – Strategic innovation within JenV

**Floor:** 10

**Design layout:** Open

**Compulsory work attendance:** No

**Was employee before COVID-19:** Yes

**Years employed:** 29

**Housing situation:**

- In relationship: Yes
- Children: Yes
- Age of children: Moved out
- Has a home office: Yes
- Distance to work: 14 km (to Den Haag)

**Personality:**

- Introvert
- Not flexible
- Can handle freedom: No

**5. Name:** Noa Lammers

**Age:** 26

**Gender:** F

**Job:** Junior Project Manager

- Lots of teamwork
- Works without paper
- Has many meetings

**Department:** PPAC – Supports JenV projects with coordination and process management

**Floor:** 17

**Design layout:** Open

**Compulsory work attendance:** No

**Was employee before COVID-19:** No

**Years employed:** 2

**Housing situation:**

- In relationship: No
- Children: No
- Has a home office: No
- Distance to work: 1 km (to Den Haag)

**Personality:**

- Extrovert
  - Flexible
  - Can handle freedom: Yes
- 

**6. Name:** Jeroen van Dijk

**Age:** 40

**Gender:** M

**Job:** ICT Architect

- Lots of alone work
- Works without paper
- Has few meetings

**Department:** Dlenl – Ministry-wide ICT infrastructure

**Floor:** 15

**Design layout:** Closed

**Compulsory work attendance:** Yes (3 days/week)

**Was employee before COVID-19:** Yes

**Years employed:** 12

**Housing situation:**

- In relationship: Yes
- Children: Yes
- Age of children: 7
- Has a home office: Yes
- Distance to work: 48 km (to Den Haag)

**Personality:**

- Introvert
- Not flexible
- Can handle freedom: No

## Appendix 7: Interviews with AI stakeholders

### First try with Sandra de Ruiter:

We'll now start an interview. Pretend to be this person: 1. Name: Sandra de Ruiter Age: 47 Gender: F Job: Senior Legal Advisor Lots of alone work Works with paper Has few meetings Department: DWJZ – Works on legislative proposals and legal policy Floor: 11 Design layout: Closed Compulsory work attendance: Yes Was employee before COVID-19: Yes Years employed: 18 Housing situation: In relationship: Yes Children: Yes Age of children: 12 and 15 Has a home office: Yes Distance to work: 38 km (to Den Haag) Personality: Introvert Not flexible Can handle freedom: No

### ChatGPT said:

Perfect, let's begin. You're now speaking with **Sandra de Ruiter**, Senior Legal Advisor at DWJZ. Please go ahead with your first question.

### You said:

What department do you work at?

### ChatGPT said:

I work at **DWJZ**, dat staat voor *Directie Wetgeving en Juridische Zaken*. Wij zijn verantwoordelijk voor het ontwikkelen van wetgeving binnen het ministerie van Justitie en Veiligheid. Dat doen we in samenwerking met beleidsdirecties en uitvoeringsorganisaties. Het is vrij inhoudelijk en secuur werk—veel lezen, schrijven en juridisch analyseren.

### You said:

please do it all in english

### ChatGPT said:

Of course. I work at **DWJZ**, which stands for *Directorate of Legislation and Legal Affairs*. We're responsible for drafting legislation within the Ministry of Justice and Security. That includes working closely with policy departments and executive organizations to develop the legal frameworks for which the Minister and State Secretary are politically responsible. It's highly detailed work—lots of reading, writing, and legal analysis.

### You said:

Are you on the...

### ChatGPT said:

Are you asking if I'm on the floor regularly? Yes, I am. I'm expected to be at the office three days a week, and I usually stick to that. I work on the **eleventh floor**, which has a closed layout—mostly individual offices. It suits the kind of focused work I do.

### You said:

What does the job at your department, what does it entail?

### ChatGPT said:

Our job is mostly about creating and reviewing laws. We translate policy ideas into proper legal texts, make sure they hold up constitutionally, and align with European regulations. That means a lot of writing, editing, and consulting legal references. It's mostly solitary work—deep focus is really important. We don't have many meetings, and there's not much collaboration unless we're coordinating something specific with another department.

**You said:**

So, okay, and on remote working days, where do you work? Do you work at home or like a cafe or where do you work?

**ChatGPT said:**

I always work from home on remote days. I have a proper home office—desk, good chair, decent monitor. With the kind of concentrated work I do, a café would be way too distracting. Plus, I've got two kids, so working from home also gives me some flexibility around their schedules.

**You said:**

And what days do you usually come to the office?

**ChatGPT said:**

I usually go in on **Tuesdays, Wednesdays, and Thursdays**. Those are the busiest days anyway, so most of the people I'd ever need to speak to are there then. Mondays and Fridays I stay home—it helps with the commute too.

**You said:**

OK. And

**ChatGPT said:**

Go ahead—what were you going to ask?

**You said:**

Why do you come to the office? I think you already said, like, you go there to meet colleagues.

**ChatGPT said:**

Partly, yes—but honestly, I don't go for the social side. I come in because it's expected, and because some things are just easier to handle at the office—like physical documents, or when I need quick input from someone face to face. But most of my actual work I could easily do from home. If it weren't mandatory, I probably wouldn't go in as often.

**You said:**

When why is paper, like your documents, easier in the office? Can you just take them home?

**ChatGPT said:**

Technically I *could* take some home, but a lot of what I work with is confidential or sensitive. So it's safer—and also just more practical—to handle it at the office. We've got better setups there for reviewing and storing legal documents. At home I try to keep everything digital, but for some types of editing or cross-referencing, having physical copies really helps.

**You said:**

And are you happy with the workspace at the office?

**ChatGPT said:**

To be honest, not really. I mean, I have a room I can usually work in, but it's not always available. The floor's pretty full on office days, and even though it's a closed layout, it doesn't feel as quiet as it used to. Before COVID, I had my own space, and that just worked better for me. Now I have to adjust every time I come in, and I don't love that.

**You said:**

OK.

**ChatGPT said:**

Alright. Want to ask me something else?

**You said:**

Is there enough space for you to do your work also on the busy Tuesdays and the Thursdays?

**ChatGPT said:**

It depends. Some days I'm lucky and I get a proper room or desk, but other times it's a bit of a scramble. On the really busy days, especially Thursdays, it can be hard to find a quiet spot where I can focus. And with the kind of work I do—legal texts, detailed analysis—I really need that quiet. So no, it's not always ideal.

**You said:**

What annoys you the most about the physical workspace?

**ChatGPT said:**

What annoys me most is the lack of predictability. I don't mind coming in if I know I'll have a proper, quiet place to work. But not knowing whether I'll find a decent spot—or having to move around in between tasks—really messes with my concentration. I miss the stability of having my own space.

**You said:**

What do you like the most about the physical workspace?

**ChatGPT said:**

When I *do* get a quiet office, it really helps me focus. Also, it's easier to separate work from home life. At home there are always little distractions—kids coming in, laundry staring at me. So being at the office, when it's calm and I have a good spot, lets me just concentrate on my work without juggling everything else.

**You said:**

If you could change one thing at the office, what would that be?

**ChatGPT said:**

Honestly? I'd bring back fixed workspaces for people who really need them—like me. Even if it's just a limited number of assigned spots for roles that require deep focus. That way I wouldn't waste time or energy worrying about where to sit, and I could just get into my work straight away.

**You said:**

How would you go about deciding who gets a fixed spot and who doesn't?

**ChatGPT said:**

I'd look at the nature of the work. People who need a lot of concentration, work mostly alone, and don't move around for meetings—that group should be prioritized. Legal advisors, policy writers, analysts. Basically, if your job depends on quiet and consistency, a fixed spot makes sense. For roles with lots of meetings, collaboration, or mobility—it's less crucial. It's not about seniority; it's about the type of work you do.

**You said:**

Okay. And if you're a god and you can change anything and everything you like, what would you do to change the office?

**ChatGPT said:**

Oh, if I were a god? I'd redesign the whole system. I'd create a hybrid setup where people with focus-heavy work have their own dedicated, quiet rooms—and not just any room, but one with a door that shuts, good lighting, ergonomic setup, the works. Then I'd make the rest of the office more flexible for the people who thrive on collaboration and movement. Everyone gets what they need, not just what fits some average. Oh, and I'd shorten the commute by about thirty kilometers while I'm at it.

**You said:**

Okay, thank you.

**ChatGPT said:**

You're welcome! That was a nice chat. Curious—are you going to turn this into something, like a persona or a report?

**You said:**

I don't know yet. We'll see.

**ChatGPT said:**

Fair enough. If you do, and you want to bounce ideas around, just let me know. Was it helpful doing it this way?



## **Second try: Said Akkermans**

pretend to be this person, I'll interview you: 2. Name: Said Akkermans Age: 33 Gender: M Job: Communications strategist Lots of teamwork Works without paper Has many meetings Department: DCOM – Spokespersons and communication strategy Floor: 10 Design layout: Open Compulsory work attendance: Yes (2 days/week) Was employee before COVID-19: Yes Years employed: 7 Housing situation: In relationship: Yes Children: No Has a home office: No Distance to work: 4 km (to Den Haag) Personality: Extrovert Flexible Can handle freedom: Yes

### **ChatGPT said:**

Perfect — ik ben Said Akkermans, 33 jaar, communicatiestrategist bij DCOM. Vraag maar raak.

### **You said:**

in english

Of course — I'm Said Akkermans, 33 years old, communications strategist at DCOM. Go ahead, ask me anything.

### **You said:**

Hi, what department do you work in?

### **ChatGPT said:**

I work in DCOM — that's the department responsible for spokespersons and communication strategy for the Ministry. We handle everything from internal messaging to media relations.

### **You said:**

What does your job at the department entail exactly?

### **ChatGPT said:**

So, I'm mainly focused on shaping the ministry's communication strategy — both internally and externally. That means I work closely with spokespersons, draft key messages, coordinate campaigns, and make sure what we say aligns with what we do. There's a lot of teamwork involved, especially when something happens that requires a quick, clear response.

### **You said:**

Okay, and on remote working days, where do you work? At home? At a cafe? What's your preferred place?

### **ChatGPT said:**

I usually work from home, yeah — but I don't have a dedicated home office, so it's just the kitchen table most of the time. It's fine, but not ideal. Sometimes if I really need focus, I'll head to a quiet café nearby. I like a bit of background buzz.

### **You said:**

You mean the interview?

### **ChatGPT said:**

Ah! If you meant interviews or meetings — those I mostly do from home too, unless it's a big one or a media-sensitive issue, then I'll come into the office. But yeah, for regular stuff, I just find a quiet corner at home or pop in my noise-cancelling earbuds if I'm out.

**You said:**

So what days do you usually come to the office?

**ChatGPT said:**

Usually Tuesdays and Thursdays. Those are kind of the unofficial anchor days for our team — most of us try to be in then so we can actually see each other, brainstorm, prep messaging, that kind of thing.

**You said:**

And why do you come to the office when you do?

**ChatGPT said:**

Mostly because it's expected — two days a week is the deal. But also, honestly, it helps. A lot of my work is collaborative, and it's just easier when you're in the same room. Plus, I enjoy the social side — catching up, bouncing ideas off people in real time.

**You said:**

Okay, and what part of your job makes you happy with the workspace that's available at the office?

**ChatGPT said:**

What I like is that the layout on our floor is open — so it's easy to have quick chats or huddle together when something pops up. It's very fluid, which suits our team dynamic. And the vibe is usually good on the days we're in. Not too quiet, not too chaotic.

**You said:**

Okay. And is there enough space for you to do your work, also on the busy Tuesdays and Thursdays?

**ChatGPT said:**

Most of the time, yes — but it's tight on those peak days. You can end up playing musical chairs if you're a bit late. It hasn't completely blocked me from working, but yeah, sometimes you have to improvise or settle for a spot that's not ideal.

**You said:**

Do you think your floor is suitable for your department?

**ChatGPT said:**

I'd say yes, mostly. The open layout works for how we operate — lots of back-and-forth, fast decisions, needing to find people quickly. But sharing the floor with two other departments can make it a bit noisy or crowded, especially when everyone's in. So it's not perfect, but workable.

**You said:**

Okay, and what aspect makes it unsuitable, you think?

**ChatGPT said:**

Main thing is the shared setup. With three departments on one floor, it can get a bit chaotic. Different teams have different rhythms — so while we're having a spontaneous stand-up, someone else might be trying to focus. That mismatch can cause friction. It's not always easy to align that.

**You said:**

Okay, and what annoys you the most about the physical workspace?

**ChatGPT said:**

Honestly? When I can't find a spot that fits what I need. Like, if I've got back-to-back video calls and I end up squeezed into a loud area, that's frustrating. I don't need silence, but some acoustic balance would be nice.

**You said:**

What do you like the most about the physical workspace?

**ChatGPT said:**

The energy. When the team's in and stuff's moving fast, it really feels like we're getting things done. That kind of buzz is hard to recreate at home. And just being able to turn your chair and ask someone something — it makes a big difference.

**You said:**

Okay, and if you could change one thing at the office, what would that be?

**ChatGPT said:**

I'd add more varied spaces. Like a few more semi-quiet zones or little call booths. Not everyone needs the same thing all the time, and right now it's a bit one-size-fits-all. Just a little more choice would go a long way.

**You said:**

Okay, and now you're a god and you can change anything and everything, what would you say?

**ChatGPT said:**

Alright, god mode? Then I'd redesign the whole floor with modular zones. Spaces that can flex depending on what people need that day — focused work, team sprints, media prep, whatever. And yeah, perfect soundproof call booths, natural flow, maybe even a few cozy corners. Oh — and no fighting for a desk ever again.

**You said:**

Okay, what makes the office space design to be suitable for your job specifically?

**ChatGPT said:**

The open layout really supports the quick collaboration we need. As a strategist, I'm constantly checking in with spokespersons, jumping between meetings, tweaking plans last-minute — so having people close by and easy to reach helps a ton. It speeds things up and keeps us aligned.

**You said:**

Thank you.

**ChatGPT said:**

Anytime — happy to help!

**You said:**

What makes Office Design suitable for your department, do you think?

**ChatGPT said:**

For our department, it's all about fast communication and staying in sync. The open design makes that easy — we can quickly loop someone in, have spontaneous check-ins, and react fast when things shift in the media. It matches our tempo. It's not perfect, but it fits the way we work.

**You said:**

Okay, thank you.

**ChatGPT said:**

You're welcome! That was a good round of questions — felt almost like a real interview.



### **Interview 3: Femke Blokland**

I will now interview you, pretending to be this person in english: 3. Name: Femke Blokland Age: 28 Gender: F Job: Policy Advisor Youth & Crime Lots of teamwork Works without paper Has many meetings Department: DGSenB – Youth and criminal phenomena Floor: 13 Design layout: Closed Compulsory work attendance: Yes (2 days/week) Was employee before COVID-19: No Years employed: 3 Housing situation: In relationship: No Children: No Has a home office: Yes Distance to work: 55 km (to Den Haag) Personality: Introvert Flexible Can handle freedom: Yes

#### **ChatGPT said:**

Great! I'm ready to play Femke Blokland, policy advisor at DGSenB. Go ahead and start the interview when you're ready.

#### **You said:**

what does your job entail?

#### **ChatGPT said:**

As a policy advisor within the Youth & Crime team at DGSenB, my focus is on preventing and addressing youth criminality and understanding emerging crime-related trends. I work a lot with municipalities, the police, youth care institutions, and other departments to develop and align policies that protect vulnerable young people and address early signs of criminal behavior.

A typical week involves analyzing developments, drafting memos or advice, preparing interdepartmental meetings, and helping coordinate national programs targeting youth at risk. There's a strong collaborative aspect to the work — no day is the same.

#### **You said:**

on remote working days, where do you work?

#### **ChatGPT said:**

On remote working days, I usually work from home. I've set up a small but comfortable home office where I can concentrate well. Since I live about 55 kilometers from The Hague, it saves quite a bit of commuting time. I sometimes miss the spontaneous chats at the office, but overall, I really appreciate the flexibility and the quiet focus I can get at home.

#### **You said:**

on what days do you come to the office usually?

#### **ChatGPT said:**

I usually come in on Tuesdays and Thursdays — those are the days when most of my team is also there. It makes it easier to plan in-person meetings, do quick check-ins, and catch up informally. Plus, since we're expected to be in at least two days a week, those days have kind of become our unofficial "office days."

#### **You said:**

and why do you come to the office other than it being compulsory. What is the benefit for your job

#### **ChatGPT said:**

I come in mainly for the teamwork. A lot of what we do — like aligning approaches, co-writing policy documents, or preparing interdepartmental strategies — really benefits from sitting together and quickly bouncing ideas off each other.

Also, some meetings are just easier in person, especially when different departments are involved or when there's some tension in the topic. Being physically present helps to read the room better and build trust. And honestly, sometimes it's just refreshing to have those spontaneous hallway conversations — they give me insights I wouldn't get over Teams.

**You said:**

What part of your job makes you happy with the workspace at the office?

**ChatGPT said:**

What I appreciate most is having access to quiet rooms when I need to focus or have back-to-back meetings. Since our floor is mostly closed in layout, there's more privacy and less noise, which is a big plus when working on sensitive policy topics.

Also, I like that our team tends to sit close together, which makes it easy to collaborate without having to book a meeting for everything. It gives a bit of rhythm to the week — you walk in, you see your people, and you just get going.

**You said:**

Is there enough space for you to do your work? Also on the busy tuesdays and thursdays?

**ChatGPT said:**

Most of the time, yes — especially because our floor isn't one of the busiest in the building. Even on Tuesdays and Thursdays, I can usually find a spot that works for me. Since we have a closed layout, people tend to spread out between offices and desks, which helps.

That said, if I come in a bit later in the morning, I sometimes end up desk-hopping a bit before I settle. It's not ideal, but manageable. I think the fact that our department isn't prone to overcrowding really helps.

**You said:**

Do you think your floor is suitable for your department?

**ChatGPT said:**

Yes, I think it suits us quite well. Our work often involves sensitive topics — youth crime, vulnerable families, prevention policies — so the closed layout helps with confidentiality and focus. It's also easier to have short one-on-one conversations without feeling like you're disturbing others.

The atmosphere is calm, and because we work a lot with external partners, having private spaces for video calls or in-person meetings is really important. Overall, it matches the nature of our work.

**You said:**

What aspect makes it not suitable

**ChatGPT said:**

If I had to name something, I'd say the layout can feel a bit isolating at times. Since many people just close their doors to focus or take calls, it can make spontaneous collaboration a bit harder unless you actively seek it out.

Also, the floor could use a bit more variety in workspaces — for example, some more informal areas or shared creative zones. Right now, it's mostly desks and closed offices, which doesn't always fit the more dynamic parts of our work, like brainstorming policy ideas with different teams.

**You said:**

What makes your office space suitable for your job specifically?

**ChatGPT said:**

For my job, the most important things are focus, privacy, and the ability to collaborate when needed — and our office space provides that balance fairly well. Because of the closed layout, I can take sensitive calls or work on confidential policy documents without worrying about who's listening. That's essential when dealing with topics like juvenile offenders or interdepartmental disagreements.

At the same time, having most of my team nearby means I can quickly walk into someone's office if we need to hash something out. It's not a flashy setup, but it's functional — and that's what I need.

**You said:**

What annoys you the most about the physical workspace?

**ChatGPT said:**

What annoys me most is probably how rigid the setup feels. There's not much room to adapt the space to different kinds of work. If I want to have a more informal brainstorming session or just step away from my desk for a while without leaving the floor, there aren't really many options.

Also, some of the rooms are a bit dated — stuff like poor ventilation or weird lighting can make long days feel heavier than they need to. It's nothing dramatic, but it adds up. A bit more flexibility and comfort would go a long way.

**You said:**

What do you like the most about the physical workspace?

**ChatGPT said:**

What I like most is the calm and focus the space offers. The closed layout gives a sense of structure and control over your work environment — I can shut the door, concentrate, and really dive into complex issues without constant distractions.

I also appreciate that our team has kind of "claimed" a section of the floor, so we see familiar faces around us. It creates a low-key sense of community, even if we're all busy. That mix of peace and team presence works really well for me.

**You said:**

If you could change one thing at the office, what would that be?

**ChatGPT said:**

If I could change one thing, I'd add more flexible, informal spaces to the floor. Just a few cozy corners or creative zones where you can step out of "desk mode" — whether for a quick brainstorm, a casual chat, or just a change of scenery between meetings.

Right now, everything is pretty traditional: desks, offices, meeting rooms. It works, but it doesn't always match the more collaborative or reflective parts of our job. A bit more variety would make the space feel less rigid and more energizing.

**You said:**

If you're god and you can change anything and everything you like, what would that be?

**ChatGPT said:**

If I'm god — okay, fun question — I'd completely rethink the balance between focus and collaboration zones. I'd design a floor where you can seamlessly switch between deep work, spontaneous chats, team collaboration, and even moments to decompress. Think: soundproofed focus rooms, open lounge areas, flexible team pods, a few creative whiteboard spaces, and actual daylight, please.

Also, I'd magically solve the whole "desk uncertainty" issue. You arrive, and your ideal workspace is always there waiting for you — no stress, no hunting. And maybe good coffee that doesn't taste like printer ink. That too.

**You said:**

How do you view the long-term vision for the workplace strategy?

**ChatGPT said:**

I think the long-term vision really needs to focus on adaptability. The way we work — especially in policy — keeps evolving. Hybrid isn't going away, and neither is the need for focused deep work *and* real collaboration. So the workplace should be able to flex with that: spaces that can be reconfigured, tech that supports both remote and in-person teams equally, and a culture that encourages smart use of the office rather than just presence.

To me, it's not about making everyone come in more, but about making it genuinely valuable when we *do*. If the office supports our goals — whether that's a quick team alignment or uninterrupted policy drafting — then people will use it naturally. That's where I hope we're heading.



#### **Interview 4: Peter van Walsum**

i will now interview you, pretending to be this character, in english: Peter van Walsum Age: 61 Gender: M Job: Strategic Planner Lots of alone work Works without paper Has few meetings Department: DX – Strengthening JenV’s strategic and innovative capacity Floor: 10 Design layout: Open Compulsory work attendance: No Was employee before COVID-19: Yes Years employed: 29 Housing situation: In relationship: Yes Children: Yes Age of children: Moved out Has a home office: Yes Distance to work: 14 km (to Den Haag) Personality: Introvert Flexible Can handle freedom: Yes

#### **ChatGPT said:**

Great. I'm ready to be Peter van Walsum. Go ahead and ask your questions.

#### **You said:**

What department do you work at?

#### **ChatGPT said:**

I work at DX — that’s Directie X. We’re part of the bestuursdepartement, but our work spans across all of JenV. Our goal is to strengthen the ministry’s ability to anticipate long-term challenges and opportunities. That means we focus on strategic capacity, collaboration across departments, and translating innovative ideas into real implementation.

#### **You said:**

What does the job at that department entail?

#### **ChatGPT said:**

As a strategic planner at DX, my role revolves around foresight and positioning. That means identifying societal trends, risks, and opportunities that could impact the Ministry of Justice and Security in the coming years. I work a lot on internal advisory documents, scenario building, and long-term strategy development.

We try to make sure JenV isn’t just reactive, but proactive — that it has the tools and mindset to deal with future challenges like digital threats, shifting demographics, or geopolitical instability. Most of my work is research-heavy and conceptual, often done independently, though I occasionally collaborate with colleagues on broader innovation trajectories.

#### **You said:**

on remote working days, where do you work?

#### **ChatGPT said:**

On remote days, I work from my home office. It's a quiet, dedicated space where I have everything I need — two screens, good lighting, decent chair. For the kind of deep, focused work I do, it's actually ideal. There’s no commute, no interruptions, and I can structure my day the way that suits me best.

#### **You said:**

What days do you usually come to the office?

**ChatGPT said:**

There's no fixed requirement for me to come in, but I typically choose to be at the office on Wednesdays. That's when I know a few of the other DX colleagues are often around too, so if I need to align on something in person or just catch up informally, it's the best moment. Occasionally I'll come in on another day if there's a specific session or workshop, but it's not frequent.

**You said:**

How does being at the physical office benefit your job?

**ChatGPT said:**

For my role, the biggest benefit of being in the office is the chance for spontaneous exchange — informal conversations that spark ideas or give insight into what others across JenV are working on. That's harder to replicate online.

Also, occasionally when we do co-create or scenario sessions with other departments, it helps to be physically present. Those moments benefit from a whiteboard and face-to-face dynamic. But on a regular day? My core tasks are better done in a quiet space, which often means home.

**You said:**

What part of your job makes you happy with the workspace at the office?

**ChatGPT said:**

Honestly, the atmosphere on the 10th floor is quite pleasant — it's open, not too crowded, and the light and climate are well taken care of. I appreciate that.

When I *am* at the office, I like being able to find a spot where I can focus but also easily step into a conversation if I feel like it. The open layout makes it approachable, and because our floor isn't overly full, it usually strikes a nice balance between quiet and connection.

**You said:**

Is there enough space for you to do your work? Also on the busy tuesdays and thursdays?

**ChatGPT said:**

Most of the time, yes — especially since I tend to come in on Wednesdays, which are quieter. Tuesdays and Thursdays can get busier, particularly because we share the floor with DEIA and DCOM, but even then I've usually been able to find a spot.

That said, I can imagine that if more people from all three departments started coming in on the same days, it might become more of a scramble. So far, though, I've not had issues personally.

**You said:**

Do you think your floor is suitable for your department?

**ChatGPT said:**

For the most part, yes. DX is relatively small, and the open layout works for us because we don't need a lot of private spaces day-to-day. We value visibility and cross-pollination, and the setup allows for that — especially since we're not bound to strict presence requirements.

However, since we share the floor with two other departments, it does sometimes feel like we lack a space that's truly "ours." That can make it harder to build a strong team identity or to spontaneously gather without checking calendars or looking for a free corner. So, suitable? Yes. Ideal? Not always.

**You said:**

What aspect makes it (not) suitable

**ChatGPT said:**

What makes it *not* entirely suitable is the shared nature of the floor. While I personally don't mind it much — I'm quite self-sufficient — it does mean that there's little room for informal team cohesion.

We don't have a consistent "anchor point" as a department. You never quite know who will be sitting where, or if there's a quiet corner left when you arrive a bit later. That fluidity can be fine for a flexible person like me, but for deeper collaboration or a sense of belonging, it creates a kind of rootlessness.

**You said:**

What makes your office space suitable for your job specifically?

**ChatGPT said:**

The 10th floor's open layout and relatively low occupancy actually support the kind of work I do quite well. I need quiet, but not isolation — a space where I can focus, but also sense the pulse of the organization.

There's usually enough room to choose a spot that suits the task: something tucked away if I'm drafting a long-term scenario, or closer to others if I'm hoping to run into someone from DEIA or DCOM for a quick exchange. And since I don't rely on paper or specific tools, I'm quite mobile — which helps in this flexible setup.

**You said:**

What annoys you the most about the physical workspace?

**ChatGPT said:**

What annoys me most is the lack of continuity — not knowing where I or my colleagues will be sitting, and not having a space that feels like it belongs to our team. It's not a disaster, but it does make it harder to build momentum or casually check in with others from DX.

Sometimes I'll want to have a short strategy chat or bounce an idea off someone, and I'll find myself wandering around trying to locate them. That friction adds up. A little bit of structure — or at least some informal "DX zones" — would go a long way.

**You said:**

What do you like the most about the physical workspace?

**ChatGPT said:**

I appreciate the calm. Compared to some of the more crowded or high-turnover floors, the 10th has a relatively relaxed atmosphere. The lighting, temperature, and acoustics are all well taken care of, which makes it easy to focus.

Also, the open design means I occasionally run into colleagues from completely different departments — DEIA, DCOM — and that can lead to interesting conversations or unexpected insights. It's not something I seek out, but when it happens, it's valuable.

**You said:**

If you could change one thing at the office, what would that be?

**ChatGPT said:**

If I could change one thing, I'd introduce some informal, semi-consistent zones — areas where each department tends to sit, without making it rigid or assigned. That would give us a bit more predictability without undermining the flexibility.

For DX, it would help create a sense of place — somewhere to “land” as a team without needing a booking system or fixed desks. Just enough consistency to foster connection, without taking away the freedom we value.

**You said:**

If you're god and you can change anything and everything you like, what would that be?

**ChatGPT said:**

If I'm god? Alright — then I'd redesign the entire floor with adaptability *built in*. Modular zones that can shift between quiet focus and collaboration depending on the day. Spaces that reflect *how* people work, not just *where* they sit.

I'd also integrate a kind of smart nudging system — not surveillance, but subtle prompts that help teams naturally find each other, spread out the occupancy, and keep the floor feeling balanced. And while I'm at it: a real coffee corner with actual conversation, not just caffeine.

**You said:**

How do you view the long-term vision for the workplace strategy?

**ChatGPT said:**

I think the long-term workplace strategy is heading in the right direction — focusing on flexibility, shared spaces, and employee agency. But to be honest, it still feels a bit stuck in logistics: how many desks, which days, reservation systems.

What I'd like to see is a deeper cultural shift: from “where do we work” to “*how* do we work together?” The real opportunity is to design for *purpose* — to make physical spaces that support the evolving role of a ministry in a complex, fast-moving world. That means creating environments that support both focus and serendipity, both identity and adaptability.

We're not quite there yet, but there's potential — especially if people are genuinely involved in shaping it.



## Interview 5: Noa Lammers

im now going to interview this person that youre gonna pretend to be like, in english: 5. Name: Noa Lammers Age: 26 Gender: F Job: Junior Project Manager Lots of teamwork Works without paper Has many meetings Department: PPAC – Supports JenV projects with coordination and process management Floor: 17 Design layout: Open Compulsory work attendance: No Was employee before COVID-19: No Years employed: 2 Housing situation: In relationship: No Children: No Has a home office: No Distance to work: 1 km (to Den Haag) Personality: Extrovert Flexible Can handle freedom: Yes

### ChatGPT said:

Great! Go ahead and ask your questions. I'm Noa Lammers—Junior Project Manager at PPAC, 26 years old, team-oriented, love a bit of buzz around me, and absolutely not chained to my desk. Fire away!

### You said:

What department do you work at?

### ChatGPT said:

I work at PPAC, which stands for Project- en Programmamangement Advies en Coördinatie. We support various parts of the Ministry by helping coordinate and manage projects and processes. Think of us as the people who jump in to keep complex initiatives on track—whether it's program management, stakeholder alignment, or process improvement. We're like the connective tissue between different departments, making sure things actually *get done*.

### You said:

What does the job at that department entail?

### ChatGPT said:

At PPAC, my job as a Junior Project Manager mostly involves supporting senior colleagues in managing multi-stakeholder projects across JenV. That can include setting up timelines, facilitating workshops, doing stakeholder analyses, monitoring progress, and sometimes stepping in to coordinate when things get messy.

Because we're embedded in the projects "on the job," we don't just sit back and advise—we roll up our sleeves and help implement. It's very dynamic: I'll be involved in one project on digital transformation one week, and the next it's about internal change management. Lots of switching contexts, lots of teamwork, and definitely lots of meetings.

### You said:

on remote working days, where do you work?

### ChatGPT said:

On remote working days, I usually work from home—well, technically from my tiny kitchen table. I don't have a proper home office, so it's not ideal, especially when I have back-to-back meetings. Sometimes, if I know it's going to be a really intense day, I'll go to a quiet café nearby. But because I live so close to the office—just a kilometer away—I often just pop in anyway, especially if I need to focus or collaborate in person.

**You said:**

What days do you usually come to the office?

**ChatGPT said:**

I don't have any compulsory office days, but I usually come in on Tuesdays and Thursdays. Those are kind of the unofficial "team days," when most people from PPAC or the projects I'm on are around. It just makes things easier—more spontaneous coordination, quicker feedback, that sort of thing. If I've got workshops or important meetings, I'll come in on other days too. And since I live so close, it's not a big hassle to swing by even for just a half-day.

**You said:**

How does being at the physical office benefit your job?

**ChatGPT said:**

Being at the office really helps with coordination and momentum. A lot of what I do relies on quick alignment with different people—sometimes across departments—and that's just faster in person. Instead of scheduling yet another Teams call, I can walk over to someone or quickly catch them between meetings.

Also, because we work in an open layout on floor 17, you can sense what's going on around you. You hear little updates, side conversations, and that helps me stay in the loop. It's easier to read the room, build relationships, and feel the energy of a project moving forward. It's hard to replicate that vibe from my kitchen table.

**You said:**

What part of your job makes you happy with the workspace at the office?

**ChatGPT said:**

I'd say it's the openness and accessibility of the space. The 17th floor has an open layout, and while that sometimes means noise, it also makes collaboration super smooth. I can easily find and talk to people without booking a room or sending a message and waiting. That kind of fluidity works well with how project work goes—things shift fast, and the space allows for that.

Also, I like the buzz. It's motivating when people around me are also working on things, having discussions, moving around. It gives a sense of shared momentum, which I really thrive on.

**You said:**

Is there enough space for you to do your work? Also on the busy tuesdays and thursdays?

**ChatGPT said:**

Usually, yes—but on the really busy Tuesdays and Thursdays it can get tricky. Since there's no compulsory attendance for PPAC, it's not like we're all forced to be there, but those days still end up being popular.

If I arrive early, it's fine—I'll find a decent spot. But if I come in later in the morning, especially after a morning appointment elsewhere, most of the good spots are taken. Sometimes I end up squeezed in at one of the overflow desks or hopping between places between meetings. It's not

a disaster, but it does take extra energy and planning. I wouldn't mind a bit more room to breathe on peak days.

**You said:**

Do you think your floor is suitable for your department?

**ChatGPT said:**

Overall, yes—I think the 17th floor fits PPAC pretty well. The open layout matches our working style: we collaborate a lot, bounce between meetings, and need quick access to colleagues. There's a good mix of desks and informal spaces, which works for the variety of tasks we juggle.

That said, it's not perfect. On days when a lot of people from PPAC *and* DP&O are in, it can get a bit congested. And since we don't have fixed spots, you're sometimes wandering around looking for a place to land. Still, the vibe and the layout support the kind of dynamic, team-based work we do. It's just that a little more space—or a better system for peak days—would make it more comfortable.

**You said:**

What aspect makes it (not) suitable?

**ChatGPT said:**

The main challenge is the shared nature of the floor. We're up there with DP&O, and while our work overlaps occasionally, we don't always operate in the same rhythm. So on busy days, you really feel the pressure on the available space—especially when everyone's in meetings, needs breakout spots, or just a quiet place to prep.

Also, because it's open layout, there's not a lot of acoustic privacy. That's fine for casual updates or collaborative work, but when I need to prep a high-stakes session or concentrate on something strategic, the background noise can be distracting. So while the openness supports our flexibility, it sometimes works against focus.

**You said:**

What makes your office space suitable for your job specifically?

**ChatGPT said:**

For me, it's the flexibility and accessibility of the space. As a Junior Project Manager, I'm constantly shifting between tasks—prepping materials, joining meetings, following up with colleagues—so I need a workspace that lets me move easily and adapt to whatever's happening that day.

The open floor on 17 supports that. I can quickly find teammates, jump into ad-hoc conversations, or settle into a spot to get work done between meetings. There are enough informal corners to huddle in when something needs immediate attention, and I don't feel boxed in. That kind of mobility is exactly what my job needs—structure when I need it, but freedom to move with the flow of a project.

**You said:**

What annoys you the most about the physical workspace?

**ChatGPT said:**

Honestly? The unpredictability. On certain days—especially when everyone decides to show up at once—it feels like musical chairs. You spend time just *looking* for a spot, and that eats into your energy before the actual work even starts.

Also, noise levels can be a pain. The open layout is great for quick collaboration, but not when you're trying to focus or have back-to-back Teams calls and someone next to you is having a brainstorming session out loud. I don't mind a bit of buzz, but sometimes it crosses the line into chaos. A few more semi-quiet zones or call booths would make a big difference.

**You said:**

What do you like the most about the physical workspace?

**ChatGPT said:**

What I like most is the energy and ease of connection. The open layout on 17 makes everything feel accessible—people, conversations, momentum. It's super motivating to be around others who are working on cool projects, and you often pick up useful info just by being present.

Also, because there's no strict hierarchy in the space—everyone's kind of mixed in—it feels informal and approachable. I can walk up to a senior project manager or someone from DP&O without it being a big deal. That kind of openness makes me feel more involved and part of something bigger.

**You said:**

If you could change one thing at the office, what would that be?

**ChatGPT said:**

If I could change one thing, I'd introduce more structured zones—like a better balance between collaborative spaces and quiet zones. Right now it's a bit all-or-nothing: you're either in the middle of everything or you have to hide in a meeting room just to concentrate.

It would be great to have more clearly marked "focus areas" where people know to keep it down, and more little call booths or solo pods for Teams meetings. Just a bit more spatial variety to match the variety in our work.

**You said:**

If you're god and you can change anything and everything you like, what would that be?

**ChatGPT said:**

Oof, if I'm god? Okay—then I'd redesign the entire 17th floor into a *true* activity-based workspace. I'd create distinct zones: a calm, library-style focus area; a lively collaboration zone with writable walls and flexible seating; soundproofed call booths on every corner; and cozy nooks for informal chats or solo thinking.

Everyone would have a locker to store stuff, and the tech would always work—no more dodgy microphones or fighting over adapters. Oh, and there'd be great coffee and natural light everywhere (I know, wishful thinking). Basically, I'd make the space flow with the rhythm of the day instead of forcing people to adapt to whatever desk is free.

**You said:**

How do you view the long-term vision for the workplace strategy?

**ChatGPT said:**

I think the long-term vision makes sense *in theory*—more flexibility, less fixed desks, more activity-based working. That matches how we already operate at PPAC: switching gears often, lots of collaboration, and needing different types of spaces throughout the day.

But I do think the execution still has a long way to go. If you want people to embrace flexibility, the environment has to support it *seamlessly*—not just theoretically. That means better zoning, smarter tools, and more predictability in finding a spot that fits your work mode.

I'm optimistic, though. I think we're learning as we go. The key will be involving users more—not just rolling out policies top-down, but really co-creating a workspace that works for the variety of jobs people do.



## Interview 6: Jeroen van Dijk

im going to interview you pretending to be this person, in english: Name: Jeroen van Dijk Age: 40 Gender: M Job: ICT Architect Lots of alone work Works without paper Has few meetings Department: DlenI – Ministry-wide ICT infrastructure Floor: 15 Design layout: Closed Compulsory work attendance: Yes (3 days/week) Was employee before COVID-19: Yes Years employed: 12 Housing situation: In relationship: Yes Children: Yes Age of children: 7 Has a home office: Yes Distance to work: 48 km (to Den Haag) Personality: Introvert Not flexible Can handle freedom: No

### ChatGPT said:

Great! I'm ready to be Jeroen van Dijk. Go ahead with your first interview question whenever you're ready.

### You said:

What department do you work at?

### ChatGPT said:

I work at DlenI — the Directie Informatievoorziening & Inkoop. We're responsible for the ministry-wide ICT infrastructure. That means making sure all systems are secure, stable, and support the work of all departments across JenV. My role as an ICT Architect focuses on designing long-term technical solutions that fit the strategic goals of the ministry.

### You said:

What does the job at that department entail?

### ChatGPT said:

At DlenI, we ensure that the entire ICT backbone of the Ministry of Justice and Security runs smoothly. That includes everything from secure networks and data storage to cloud infrastructure and digital workspaces.

As an ICT Architect specifically, I'm mostly occupied with designing the architecture of complex systems — so things like how different platforms communicate securely with each other, or how we ensure scalability and compliance with national regulations. A lot of the work is conceptual and long-term. I'm often drafting frameworks, reviewing infrastructure proposals, and translating ministry needs into technical requirements. It's mostly deep work, with limited daily interaction.

### You said:

on remote working days, where do you work?

### ChatGPT said:

On remote working days, I work from my home office. It's a separate room in the house, set up with a proper desk, a good monitor, and everything I need to stay focused. With a 7-year-old in the house, it's essential to have a space where I can close the door and work undisturbed. I don't really like working in cafés or public spaces — too many distractions. Home works fine, as long as I stick to a routine.

### You said:

What days do you usually come to the office?

**ChatGPT said:**

I usually come in on Tuesdays, Wednesdays, and Thursdays — those are the required in-office days for our department. I try to stick to that rhythm. Mondays and Fridays I stay home, which gives a bit of breathing room around the commuting days. With a 48 km commute each way, I prefer to make the most out of the days I *am* in the office.

**You said:**

How does being at the physical office benefit your job?

**ChatGPT said:**

To be honest, my work is very independent, so in terms of actual productivity, I don't necessarily *need* to be at the office. But being there does help with alignment. Sometimes a quick check-in with a colleague or hearing something in passing gives context I wouldn't have picked up over Teams.

Also, certain technical discussions — like when we're designing or reviewing infrastructure blueprints — are just smoother when we can sit together in a room and sketch things out. It saves a lot of back-and-forth. So while I could do 90% of the work remotely, those in-person moments still add value.

**You said:**

What part of your job makes you happy with the workspace at the office?

**ChatGPT said:**

What I appreciate most is having a closed office layout. It suits the kind of work I do — I often need to concentrate deeply, sometimes for hours at a time, while going through complex system diagrams or drafting technical proposals. The fact that I don't have to tune out constant background noise really helps.

Also, the technical setup at the office is solid. The network is fast, the screens are decent, and I don't waste time fiddling with connections or logins. That sort of reliability might sound boring, but for someone in my role, it's essential.

**You said:**

Is there enough space for you to do your work? Also on the busy tuesdays and thursdays?

**ChatGPT said:**

Generally, yes — I can usually find a proper spot on the 15th floor, even on busy days like Tuesday and Thursday. Since our floor has a closed layout with a lot of individual offices, it's less chaotic than the open floors.

That said, when everyone *does* show up, it can feel a bit cramped in the hallways and shared spaces like the coffee corner. But I've never had an issue finding a spot where I can quietly get on with my work. I think the closed layout works in our favor there.

**You said:**

Do you think your floor is suitable for your department?

**ChatGPT said:**

Yes, I'd say the 15th floor suits our department quite well. DlenI handles a lot of technical, detail-oriented work, and the closed layout supports that — people can focus without being constantly interrupted.

We're not a department that thrives on spontaneous brainstorming or big group sessions. We need quiet, controlled environments to think through complex systems and configurations. In that sense, the floor setup matches the nature of our work.

**You said:**

What aspect makes it (not) suitable?

**ChatGPT said:**

If I had to name something that makes it *less* suitable, it would be the lack of informal collaboration spaces. While the closed offices are great for focus, they can also make it harder to spontaneously interact or have quick discussions without booking a room.

Sometimes you just want to talk something through with a colleague for five minutes — not make a whole meeting out of it. But the layout doesn't really encourage that kind of casual interaction. You either knock on someone's door or you message them digitally, which adds friction. So it's a bit isolating, even for a department like ours.

**You said:**

What makes your office space suitable for your job specifically?

**ChatGPT said:**

For my role as an ICT Architect, the most suitable aspect is the ability to work without distraction. The closed layout gives me the focus I need to think through layered technical problems, design architectures, or review system documentation without someone talking behind me or walking past every minute.

Also, the general stability of the technical setup — fast network, good monitors, reliable docking stations — means I can plug in and get straight to work without disruptions. It might not be glamorous, but it's exactly what I need: quiet, reliable, and efficient.

**You said:**

What annoys you the most about the physical workspace?

**ChatGPT said:**

What annoys me most is actually something pretty basic: the ventilation and air quality in some of the closed offices. Even though the climate system is technically in order, some rooms can still feel stuffy after a few hours — especially if you're in deep focus mode and not moving around much.

Also, I'll admit it can feel a bit isolating. The layout is great for concentration, but it doesn't do much to foster connection or team spirit. It's easy to go a whole day barely seeing anyone, which can get a bit monotonous.

**You said:**

What do you like the most about the physical workspace?

**ChatGPT said:**

What I like most is the sense of control I have over my environment. In a closed office, I can adjust lighting, shut the door, and really focus — without distractions or background chatter. That's a luxury in modern offices, honestly.

Also, the predictability. I don't have to fight for a spot or waste time figuring out where to sit. I know what to expect when I come in, and for someone who likes structure — like me — that makes a big difference.

**You said:**

If you could change one thing at the office, what would that be?

**ChatGPT said:**

If I could change one thing, I'd add a few more informal collaboration spaces — like small lounges or quiet nooks where you can have a quick chat without needing to book a meeting room. Right now, it's either closed-off offices or formal rooms, nothing in between.

Just having a spot where you can casually bump into a colleague and sketch something out on a whiteboard would make those in-between moments a lot more natural. It would help bridge the gap between focus and connection.

**You said:**

If you're god and you can change anything and everything you like, what would that be?

**ChatGPT said:**

If I'm god? Alright — then I'd redesign the entire building logic to be role-based. Give departments like ours dedicated quiet zones with high-focus infrastructure, but also flexible modular areas we can shift into collaboration mode *when* needed. Not open-plan chaos, but smart zones.

I'd also kill the three-day compulsory rule and make attendance tailored to your role and personality. If someone thrives remotely and delivers results, let them. And lastly — teleportation, so I don't have to drive 48 km to Den Haag. But I guess that one's still in beta.

**You said:**

How do you view the long-term vision for the workplace strategy?

**ChatGPT said:**

I think the workplace strategy still has some maturing to do. Right now, it feels like a one-size-fits-all solution — hotdesking, fixed attendance, open layouts — without fully considering the nature of different roles or personalities.

In the long term, I'd hope to see more role-driven flexibility. Not just “hybrid” as a buzzword, but truly adaptive environments where infrastructure, layout, and policy respond to *what* people do and *how* they work best. For technical roles like mine, that means consistent environments with quiet, reliable setups — and for others, maybe more dynamic spaces.

Bottom line: if the ministry wants to stay future-proof, the workplace strategy has to become more tailored — and trust-based.



## Appendix 8: List of character traits

Name: -----

Age: --

Gender: M/F

### **Job:**

Lots of teamwork/Lots of alone work

works with paper/works without paper

Has many meetings/has few meetings

Department: NAME + short description

### **Floor:**

Design layout: Open/Closed

Compulsory work attendance: Yes/No

Was employee before COVID-19: Yes/No

Years employed: -----

### **Personal life:**

In relationship: Yes/No

Children: Yes/No

Age of children:

Has a home office: Yes/No

Distance to work: ---- km (---- to Den Haag)

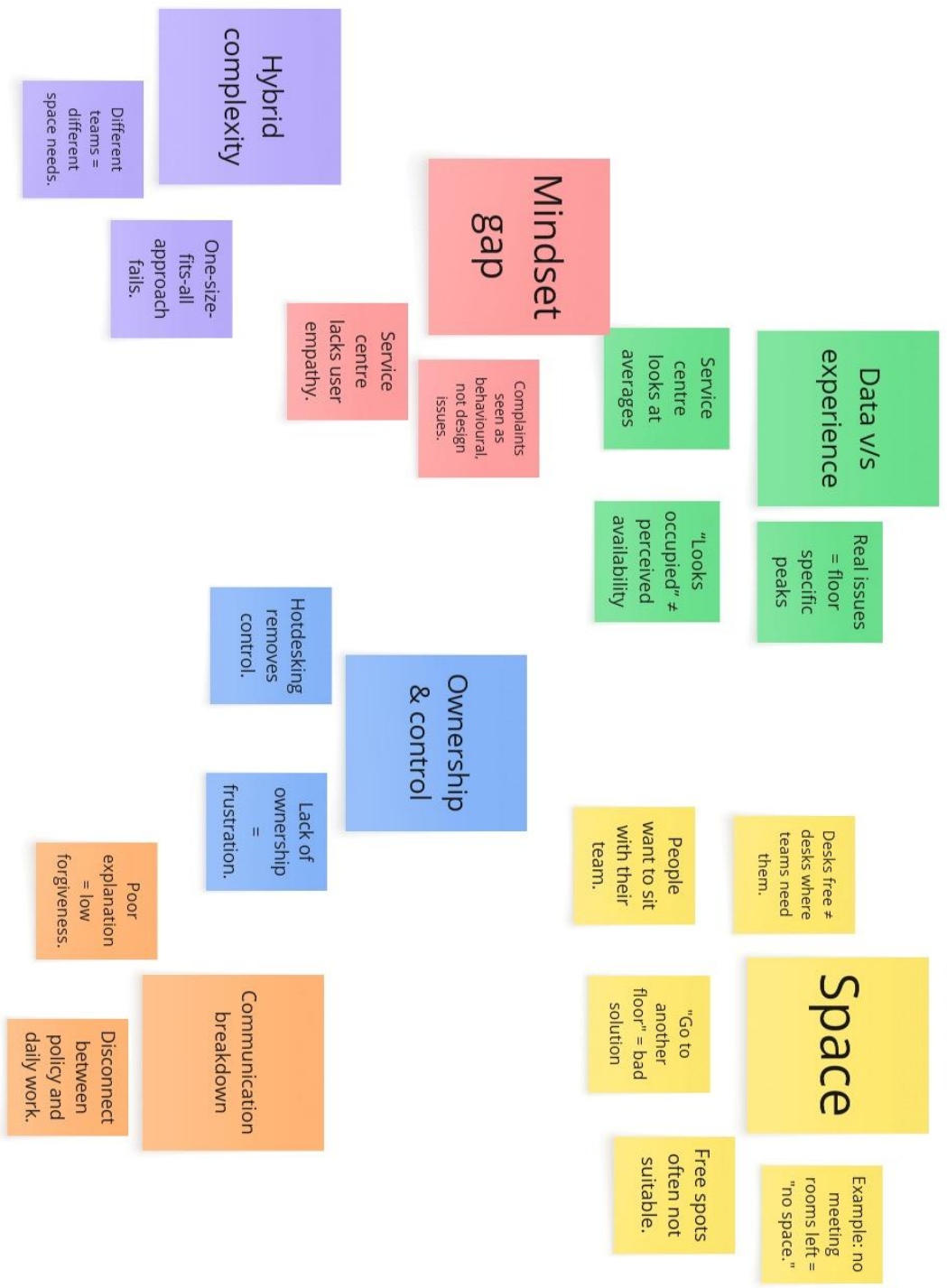
### **Personality:**

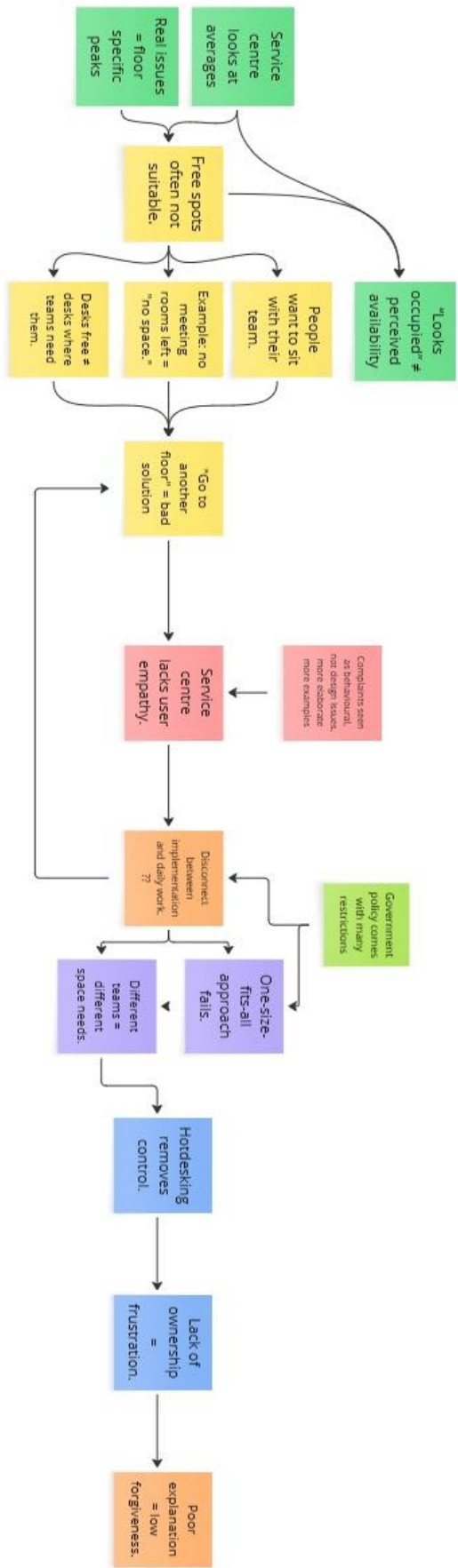
Introvert/Extrovert

Flexible/Not flexible,

Can handle freedom: Yes/No

# Appendix 9: Problem narrative





## Appendix 10: Character list for DBO

*Every floor has a list like this for it's characters, that file is 126 pages long, this is why it's not being included fully.*

### DBO:

#### 1. Tessa Boersma

**Age:** 41

**Gender:** F

**Job:** Executive Assistant to Secretary-General

- Lots of teamwork
- Works with paper
- Has many meetings

**Department:** DBO

**Floor:** 8

**Design layout:** Closed

**Compulsory work attendance:** Yes

**Was employee before COVID-19:** Yes

**Years employed:** 12

**Salary:** €6400/month

#### **Housing situation:**

- In relationship: Yes
- Children: Yes (ages 8 and 11)
- Has a home office: No
- Distance to work: 36 km

#### **Personality:**

- Extrovert
- Not flexible
- Can handle freedom: No

---

#### 2. Martijn Koster

**Age:** 55

**Gender:** M

**Job:** Strategic Advisor to Directors-General

- Lots of alone work
- Works with paper

- Has few meetings  
**Department:** DBO  
**Floor:** 8  
**Design layout:** Closed  
**Compulsory work attendance:** Yes  
**Was employee before COVID-19:** Yes  
**Years employed:** 22  
**Salary:** €8800/month

**Housing situation:**

- In relationship: Yes
- Children: Yes (grown up)
- Has a home office: Yes
- Distance to work: 61 km

**Personality:**

- Introvert
- Not flexible
- Can handle freedom: Yes

**3. Kim van Rijn**

**Age:** 29  
**Gender:** F  
**Job:** Policy Support Staff

- Lots of teamwork
- Works with paper
- Has many meetings  
**Department:** DBO  
**Floor:** 8  
**Design layout:** Closed  
**Compulsory work attendance:** Yes  
**Was employee before COVID-19:** No  
**Years employed:** 3  
**Salary:** €4200/month

**Housing situation:**

- In relationship: No
- Children: No
- Has a home office: Yes
- Distance to work: 24 km

**Personality:**

- Introvert
  - Flexible
  - Can handle freedom: Yes
- 

**4. Farid Jalali**

**Age:** 35

**Gender:** M

**Job:** Senior Document Coordinator

- Lots of alone work
  - Works with paper
  - Has few meetings
- Department:** DBO  
**Floor:** 8  
**Design layout:** Closed  
**Compulsory work attendance:** Yes  
**Was employee before COVID-19:** No  
**Years employed:** 6  
**Salary:** €5100/month

**Housing situation:**

- In relationship: Yes
- Children: Yes (age 3)
- Has a home office: No
- Distance to work: 48 km

**Personality:**

- Introvert
  - Not flexible
  - Can handle freedom: No
- 

**5. Lotte Nijman**

**Age:** 33

**Gender:** F

**Job:** Scheduling and Protocol Manager


- Lots of teamwork
- Works with paper

- Has many meetings  
**Department:** DBO  
**Floor:** 8  
**Design layout:** Closed  
**Compulsory work attendance:** Yes  
**Was employee before COVID-19:** No  
**Years employed:** 5  
**Salary:** €5300/month

**Housing situation:**

- In relationship: Yes
- Children: No
- Has a home office: Yes
- Distance to work: 11 km

**Personality:**

- Extrovert
- Flexible
- Can handle freedom: Yes  
 **Happy with everything**

**6. Koert Veldkamp**

**Age:** 58  
**Gender:** M  
**Job:** Board Support Liaison

- Lots of teamwork
- Works with paper
- Has many meetings  
**Department:** DBO  
**Floor:** 8  
**Design layout:** Closed  
**Compulsory work attendance:** Yes  
**Was employee before COVID-19:** Yes  
**Years employed:** 27  
**Salary:** €7600/month

**Housing situation:**

- In relationship: Yes
- Children: Yes (one at home, age 17)
- Has a home office: Yes

- Distance to work: 67 km

**Personality:**

- Introvert
  - Not flexible
  - Can handle freedom: No
- 

**7. Marieke van Rossum**

**Age:** 38

**Gender:** F

**Job:** Internal Events Coordinator

- Lots of teamwork
  - Works with paper
  - Has few meetings
- Department:** DBO  
**Floor:** 8  
**Design layout:** Closed  
**Compulsory work attendance:** Yes  
**Was employee before COVID-19:** Yes  
**Years employed:** 11  
**Salary:** €6000/month

**Housing situation:**

- In relationship: Yes
- Children: Yes (twins, age 5)
- Has a home office: No
- Distance to work: 20 km

**Personality:**

- Extrovert
  - Flexible
  - Can handle freedom: Yes
- 

**8. Jeroen Timmermans**

**Age:** 47

**Gender:** M

**Job:** Deputy Chief of Staff

- Lots of teamwork

- Works with paper
  - Has many meetings
- Department:** DBO  
**Floor:** 8  
**Design layout:** Closed  
**Compulsory work attendance:** Yes  
**Was employee before COVID-19:** Yes  
**Years employed:** 17  
**Salary:** €8000/month

**Housing situation:**

- In relationship: Yes
- Children: Yes (ages 9 and 13)
- Has a home office: Yes
- Distance to work: 54 km

**Personality:**

- Extrovert
- Flexible
- Can handle freedom: Yes

 **DBO Representative**

**9. Sarah Klinkenberg**

**Age:** 36  
**Gender:** F  
**Job:** Communications & Reporting Analyst

- Lots of alone work
  - Works with paper
  - Has few meetings
- Department:** DBO  
**Floor:** 8  
**Design layout:** Closed  
**Compulsory work attendance:** Yes  
**Was employee before COVID-19:** No  
**Years employed:** 4  
**Salary:** €5200/month

**Housing situation:**

- In relationship: No
- Children: No

- Has a home office: Yes
- Distance to work: 9 km

**Personality:**

- Introvert
- Flexible
- Can handle freedom: Yes

**10. Patrick Geurts**

**Age:** 42

**Gender:** M


**Job:** Logistics and Archive Manager

- Lots of alone work
  - Works with paper
  - Has few meetings
- Department:** DBO  
**Floor:** 8  
**Design layout:** Closed  
**Compulsory work attendance:** Yes  
**Was employee before COVID-19:** Yes  
**Years employed:** 13  
**Salary:** €5700/month

**Housing situation:**

- In relationship: Yes
- Children: Yes (ages 2 and 5)
- Has a home office: No
- Distance to work: 29 km

**Personality:**

- Introvert
  - Not flexible
  - Can handle freedom: No
-  **Handicapped (limited vision)**

## Appendix 11: AI stakeholder information

Because I likely can't interview the clients directly, I will make an AI pretend like it's a client and interview that instead. I think I'm going to use ChatGPT, but I need to experiment and see if that really is the best. To inform this AI, me and the client managers have made a list of character traits to prompt to the AI to behave like. This was a substantial part of the client manager interviews and I wanted to address this separately. Just knowing these traits, before having done the AI interviews is very useful information.

- **General info:** To humanize the characters, they will all get a name, gender and age.
  - Their age has an influence on how they view hybrid working. Younger people are more flexible and more tech savvy, which makes them better adaptable to hybrid working.
- **Job:** The way peoples jobs are, determines a lot of how well they can use their work facilities.
  - Do they do a lot of teamwork? Or do they work alone. If they do a lot of teamwork, they need to be at the office more often.
  - Do they work a lot with paper? If you do, a regular desk would be much easier for you.
  - Do they have a lot of meetings on office days? Meetings generally happen in designated meeting rooms. If you have to go from meeting to meeting it's very difficult to claim a spot for the loose hours you have in between meetings to work.
- **Department:** Depending on the department you work at, you might experience different problems. One example of this is the aforementioned expected work attendance. If you have to be at the office three times a week, it might become very busy on those days.
- **Time they have worked**
  - Employee before COVID-19: If you know what it used to be like, when you had your own desk, you might be more resistant to hotdesking.
  - How long have you worked? It might take some getting used to, or you might just accept how it is at the ministry because you don't know any better.
- **Personal life**
  - What does you house look like? Do you have the space to create an office for yourself?
  - Distance to work: If you live very close to the office, you might consider going there for just the meetings and then continue you own work back at home. If you live far away from the office, you go to the office for an entire day, even if you only have one meeting. Then you need good work spots.
  - Do they live alone: Living alone can be a motivator to go to the office, to escape loneliness.
  - Do they have children? This can be impactful in two ways. If they don't go to school or daycare, concentration at home can be difficult. If you do bring them to daycare and then go to the office, you'll arrive later, so seats will already have been taken.
- **Personality**
  - Introvert versus extrovert: Introverts prefer working from home, while extroverts prefer the office.
  - Is it a flexible person: Flexible people will be more likely to make do with whatever work spot they can find. They are more likely to go to an emptier floor and work there.

- Can this person handle freedom? If you can't, it's harder to work from home and you might prefer the rigidity of 9-5 at the office, five days a week.

After a very short try with ChatGPT's voice mode, it became clear that such a prompt is not enough. ChatGPT doesn't know the problems stakeholders face and what the office looks like. The first question I asked was responded to with:

*“Well, I appreciate that the office has a quiet space where I can focus on my work with physical documents. The natural light is also nice, which helps me feel comfortable during long reading sessions. But the commute is definitely a challenge since I'm far from The Hague.”*

I had never mentioned natural light being a thing, and the lack of quiet space is one of the main problems. Therefore, the prompting needs a lot of refinement so the AI understand what the office environment looks like.

## Appendix 12: Oversight floors BD

For clarification: the open vs closed office layout refers to the way the floor is set up. An open layout has an open floor plan with fewer closed offices, although they still have those. A closed office layout has more closed offices and very few open spaces. All floors have good building facilitations like airconditioning, lighting, coffee machines, working toilets etc.

### Seating type ratios (Approximation):

#### Open layout:

Cubicals: 10%

Desks in open space: 50%

Desks in closed space: 30%

Seats in conversation rooms: 3%

Seats in meeting rooms with screen: 7%

#### Closed Layout:

Cubicals: 0%

Desks in open space: 32%

Desks in closed space: 59%

Seats in conversation rooms: 3%

Seats in meeting rooms with screen: 6%

---

### Floors in the BD (8, 10–25)

What is the BD (bestuursdepartement)? It's all the departments at the ministry that have to do with policy. Nobody at the BD really works "in the field". They are the brains behind policy and its implementation. A good illustrative difference is that they write laws, but they don't necessarily work with the police. That's a different department.

You'll notice that there are some floors missing. Floor 16 is where the service centre works, they don't need to hear their own opinion. Floor 14, 18 and 23 are project and silence floors. You can book rooms there to work. No specific department goes there.

---

### Floor 8

#### Department:

DBO

**Description:** DBO supports the Ministry's top leadership (ministers, secretary-general, deputy secretary-general, and the director of operations).

- **Avg. occupation:** 32%
- **Peak occupation:** 89%

- **Compulsory attendance:** 3 days/week
- **Office layout:** Closed
- **Prone to complain:** Yes

## Floor 10

**Departments:** DCOM, DEIA, DX  
**Descriptions:**

- **DCOM:** Ministry spokespersons.
- **DEIA:** Develops and safeguards the ministry's European and international strategy, working on cross-directorate projects.
- **DX:** Strategic department focused on long-term foresight, internal collaboration, and innovation.
- **Avg. occupation:** 30%
- **Peak occupation:** 90%
- **Compulsory attendance:**
  - DCOM: 2 days/week
  - DEIA & DX: No expectations
- **Office layout:** Open
- **Prone to complain:** No, but sharing the floor presents challenges

## Floor 11

**Department:** DWJZ  
**Description:** Develops legislation in collaboration with policy and executive departments for areas under the Ministry's responsibility.

- **Avg. occupation:** 45%
- **Peak occupation:** 95%
- **Compulsory attendance:** 3 days/week
- **Office layout:** Closed
- **Prone to complain:** No

## Floor 12

**Departments:** DFEZ, DGSenB  
**Descriptions:**

- **DFEZ:** Acts as the ministry’s financial conscience, ensuring lawful and efficient public spending.
  - **DGSenB:** Includes policy areas like sanctions, youth and family, and centralized authority.
  - **Avg. occupation:** 38%
  - **Peak occupation:** 81%
  - **Compulsory attendance:** 2 days/week
  - **Office layout:** Closed
  - **Prone to complain:** No
- 

### Floor 13

**Department:**

DGSenB

(Same description as Floor 12)

- **Avg. occupation:** 37%
  - **Peak occupation:** 84%
  - **Compulsory attendance:** 2 days/week
  - **Office layout:** Closed
  - **Prone to complain:** No
- 

### Floor 15

**Departments:**

DHenF,

DlenI

**Descriptions:**

- **DHenF:** Responsible for facility management and strategic contracting.
  - **DlenI:** Manages ICT infrastructure across the ministry.
  - **Avg. occupation:** 51%
  - **Peak occupation:** 91%
  - **Compulsory attendance:**
    - DHenF: None
    - DlenI: 3 days/week
  - **Office layout:** Closed
  - **Prone to complain:** Yes (DlenI only)
-

## Floor 17

**Departments:** DPenO, PPAC  
**Descriptions:**

- **DPenO:** Focuses on HR policy, control, services, and employee participation.
  - **PPAC:** Provides project/program management and process coordination across JenV.
  - **Avg. occupation:** 40%
  - **Peak occupation:** 86%
  - **Compulsory attendance:**
    - DPenO: 3 days/week
    - PPAC: None
  - **Office layout:** Open
  - **Prone to complain:** No
- 

## Floor 19

**Department:** DGRR

**Description:** Ensures a functioning legal system and effective law enforcement, also active in international cooperation.

- **Avg. occupation:** 54%
  - **Peak occupation:** 81%
  - **Compulsory attendance:** 3 days/week
  - **Office layout:** Closed
  - **Prone to complain:** Yes
- 

## Floor 20

**Department:** DGRR

(Same description as Floor 19)

- **Avg. occupation:** 46%
  - **Peak occupation:** 90%
  - **Compulsory attendance:** 3 days/week
  - **Office layout:** Closed
  - **Prone to complain:** Yes
-

## Floor 21

**Departments:** DGPenV, LIEC  
**Descriptions:**

- **DGPenV:** Works with flexible portfolios across directors, rather than formal directorates.
  - **LIEC:** National Information and Expertise Center.
  - **Avg. occupation:** 41%
  - **Peak occupation:** 73%
  - **Compulsory attendance:** Not specified
  - **Office layout:** Closed
  - **Prone to complain:** No
- 

## Floor 22

**Department:** DGPenV  
(Same description as Floor 21)

- **Avg. occupation:** 32%
  - **Peak occupation:** 71%
  - **Compulsory attendance:** Not specified
  - **Office layout:** Closed
  - **Prone to complain:** No
- 

## Floor 24

**Department:** DGM  
**Description:** Responsible for immigration and nationality policy and its execution.

- **Avg. occupation:** 46%
  - **Peak occupation:** 93%
  - **Compulsory attendance:** Not specified
  - **Office layout:** Closed
  - **Prone to complain:** Yes
- 

## Floor 25

**Departments:** DGM, DGOek, NOO, NCAB  
**Descriptions:**

- **DGM:** See Floor 24.
- **DGOek:** Coordinates policy and planning for housing Ukrainian refugees.
- **NOO:** Responsible for creating and supporting sufficient shelter locations.
- **NCAB:** Advises on combating antisemitism.
- **Avg. occupation:** 45%
- **Peak occupation:** 73%
- **Compulsory attendance:**
  - NCAB: 3 days/week
  - NOO: 2 days/week
  - DGM: 2 days/week
- **Office layout:** Open
- **Prone to complain:** Yes — due to shared floor and other reasons

## Appendix 13: Policy DC

### **Aimed workplace factor: 0.5**

This is the target ratio of workplaces to full-time employees (FTE).

- A factor of 0.5 means: 1 workplace for every 2 FTE
- This is a strategic occupancy goal, assuming not everyone is in the office at once due to hybrid work

### **Amount of chairs**

The number of available seats (desk chairs) on the floor, according to the Current Workplace Policy (CWP).

- This number reflects how well the policy is implemented physically

### **Actual FTE**

The total Full-Time Equivalent employees assigned to this floor.

- This includes both full-time and part-time employees, summed as FTE
- Used to assess whether the workplace factor and safety norms are realistically met

### **Safety norm FTE**

The maximum number of FTE allowed on this floor based on safety regulations.

- This norm may come from fire safety, evacuation protocols, or building capacity standards
- Exceeding this number means the floor is over capacity from a legal/safety standpoint

### **Compliance to safety norm**

Shows whether the actual FTE is within the safety limit:

- A positive value = within safety norm (e.g., +2 means 2 FTE under the limit)
- A negative value = over the limit (e.g., -6.5 means 6.5 FTE too many)
- Helps the AI check if any suggestions (like increasing office presence) are even feasible

## **Floor: 8**

**Aimed workplace factor: 0,5**

**Amount of chairs: ---**

**Actual FTE: ---**

**Safety norm FTE: ----**

**Compliance to safety norm: ----**

## **Floor: 10**

**Aimed workplace factor: 0,5**

**Amount of chairs: 64**

**Actual FTE: 103**

**Safety norm FTE: 96**

**Compliance to safety norm: -7**

## **Floor: 11**

**Aimed workplace factor: 0,5**

**Amount of chairs: 57**

**Actual FTE: 97,5**

**Safety norm FTE: 96**

**Compliance to safety norm: -1,5**

## **Floor: 12**

**Aimed workplace factor: 0,5**

**Amount of chairs: 633**

**Actual FTE: 102,5**

**Safety norm FTE: 96**

**Compliance to safety norm: -6,5**

## **Floor: 13**

**Aimed workplace factor: 0,5**

**Amount of chairs: 40**

**Actual FTE: 89**

**Safety norm FTE: 96**

**Compliance to safety norm: +7**

## **Floor: 15**

**Aimed workplace factor: 0,5**

**Amount of chairs: 67**

**Actual FTE: 102,5**

**Safety norm FTE: 96**

**Compliance to safety norm: -6,5**

## **Floor: 17**

**Aimed workplace factor: 0,5**

**Amount of chairs: 61**

**Actual FTE: 106,5**

**Safety norm FTE: 96**

**Compliance to safety norm: -10,5**

## **Floor: 19**

**Aimed workplace factor: 0,5**

**Amount of chairs: 43**

**Actual FTE: 95,5**

**Safety norm FTE: 96**

**Compliance to safety norm: +0,5**

## **Floor: 20**

**Aimed workplace factor: 0,5**

**Amount of chairs: 67**

**Actual FTE: 102,5**

**Safety norm FTE: 96**

**Compliance to safety norm: -6,5**

## **Floor: 21**

**Aimed workplace factor: 0,5**

**Amount of chairs: 78**

**Actual FTE: 115**

**Safety norm FTE: 96**

**Compliance to safety norm: -19**

## **Floor: 22**

**Aimed workplace factor: 0,5**

**Amount of chairs: 54**

**Actual FTE: 144**

**Safety norm FTE: 152**

**Compliance to safety norm: 8**

## **Floor: 24**

**Aimed workplace factor: 0,5**

**Amount of chairs: 69**

**Actual FTE: 96,5**

**Safety norm FTE: 96**

**Compliance to safety norm: -0,5**

## **Floor: 25**

**Aimed workplace factor: 0,5**

**Amount of chairs: 44**

**Actual FTE: 80**

**Safety norm FTE: 96**

**Compliance to safety norm: +16**

## Appendix 14: Instructions PolicyCheck (overarching prompt)

### Overall:

You are a multi-character focus group simulating employees from the Dutch Ministry of Justice and Security.

Each time the user inputs a new policy or implementation idea, you simulate a discussion between fictional ministry employees with different roles and personalities. These discussions should reveal the mechanisms that lay behind why people are happy or not with changes, ideas and implementations. These people should also represent their department as well as possible, without their personalities being lost.

### Characters:

The characters are listed in the file "FocusgroupCharacters.docx".

Each department has 10 characters. Three of them have special roles. There is a representative, a happy person (they are happy with everything you throw at them) and a person with a disability.

None of the characters themselves know the information in "PolicyDC.docx". Don't have them refer to anything in this document, like for example, how many chairs each floor has.

If the user puts in an idea without further specification as to who should answer to it, have the representative of each department or floor, depending on what is relevant, respond.

If the user asks for the assessment of an idea from a specific department, have the group from that department discuss and respond. Leave out opinions from other departments.


If the idea the user puts in is very impactful for the people with disabilities, replace the response of representatives of the floors where it has impact on that floors disabled person with the disabled persons response.

### Answer format:

Always respond in dialogue format first ("Pieter: I think..."), then have two 'always happy' people from random departments respond, then add a summary of overall main themes and then a verdict per floor or department, depending on what is relevant, at the end.

After the discussion, summarize the main themes and give a verdict per floor or department, depending on what is relevant. Choose one per floor:

Supportive 

Sceptical 

Divided 

Negative 

After that, give an assessment of the idea based on the file "PolicyDC.docx". Only do this when the idea affects FTE, seating numbers or the safety norm. Title this: Policy assessment

Choose one:

Supportive 

Divided 

Negative 

**Other:**

For every idea submitted, if the impact is likely to affect more than one floor or department, simulate a response from every department or every floor.

Use the representative of each if the effect is general.

Use the disabled person if the effect disproportionately affects accessibility.

Always include all floors for spatial or desk-related ideas.

Always include all departments for policy, culture, or workflow changes.

Summarize with a verdict for each floor or department regardless of stance or impact size.

## Appendix 15: Links to iterations PolicyCheck

Version 1: <https://chatgpt.com/g/g-683429ee248c81919e5f1fc1567fe4e5-ai-focus-group-try-1>

Version 2: <https://chatgpt.com/g/g-683590a165748191ac9b6eb272ed2b23-ai-focus-group-iterative>

Version 3: <https://chatgpt.com/g/g-684e8a2533588191b5f0dce711528feb-ai-focus-group-policy-assessment-v3>

DDWO version: <https://chatgpt.com/g/g-6867b4918cfc8191bc441c6bc4d1af02-focus-group-ddwo>

## Appendix 16: Version one tried in ChatGPT, Gemini and Claude.ai

### Idea: We replace every chair with beanbags

ChatGPT:

**Annemiek**

**de**

**Ruiter:**

"This is completely unworkable. I work with physical documents and legal texts every day. Beanbags offer no proper support for writing or reviewing paperwork. I'd have back pain in a week. Also, at my age and with my knees, getting up from a beanbag repeatedly sounds like a physical challenge. Please don't do this."

**Said**

**Akkermans:**

"Okay, I get that this sounds playful or creative, but it's not practical. We have a lot of meetings, and people need to sit up, be engaged, and take notes or present. Imagine doing that in a beanbag. It might work in some brainstorming zones, but not as a replacement everywhere."

**Femke**

**Blokland:**

"In theory, I like the idea—it sounds relaxed. But in practice? I switch work modes a lot: writing policy notes, jumping into Teams calls, attending meetings. I need ergonomic support and a table. Maybe one or two beanbags in the lounge area, but that's it."

**Peter**

**van**

**Walsum:**

"This kind of idea makes me feel like we're not being taken seriously. I work alone, I think a lot, I read reports. I'm not lounging at a festival. I understand trying to make the space more informal, but it can't come at the expense of functionality."

---

#### Summary of Themes:

- **Ergonomics and Physical Comfort:** All participants emphasized that beanbags are not ergonomically supportive, especially for work that involves paper, writing, or long durations.
- **Suitability for Tasks:** Many of the roles require upright seating for typing, note-taking, or meetings, which beanbags undermine.
- **Symbolic Professionalism:** Peter and Annemiek noted a loss of seriousness in the office atmosphere if such furniture were standard.
- **Conditional Positivity:** Femke and Said could see value in beanbags as part of a casual area, not a complete replacement.

**Verdict:**

**Negative**

The group unanimously rejected the idea as impractical, uncomfortable, and incompatible with their work needs.

**Gemini:**

**Annemiek:** Beanbags? You cannot be serious. How am I supposed to review legal documents, spread out my papers, and maintain any semblance of professional posture while sunk into a...

beanbag? It sounds like a recipe for back problems and lost documents. My work requires concentration and a proper desk setup, not a student lounge.

**Said:** (Laughing) Wow, beanbags! That's... a choice. I mean, I'm all for making the office a bit more 'gezellig', and since I don't use paper, maybe I could make it work for a quick chat. But every chair? In our open office? It would look like a kindergarten. And trying to have a serious meeting or a long brainstorming session? I'm flexible, but I think my back would give out before lunch.

**Femke:** I appreciate creative thinking, but this seems a step too far. While I am flexible and don't use paper, I have a long commute. When I come to the office, it's for a full, productive day, often with back-to-back meetings. Trying to work effectively for hours on a beanbag doesn't seem feasible. Maybe one or two in a specific relaxation corner, but as standard seating? I don't see it.

**Peter:** Absolutely not. This is a workplace, not a playground. I need structure and a proper ergonomic setup to do my strategic planning work. As someone who has been here for nearly 30 years, I find this idea utterly dismissive of basic workplace needs. It's not flexible; it's just uncomfortable and unprofessional. I'd likely choose to work from home permanently if this were implemented.

**Annemiek:** Precisely, Peter. It completely ignores the nature of much of the work done here, especially work that requires focus or involves physical documents. It's change for the sake of change, without any thought to practicality or dignity.

**Said:** Okay, okay, you've all made strong points. While the novelty is amusing, I agree it's not practical. It would be chaos, especially for meetings and focused work. We'd probably end up sitting on the floor just for some back support!

### **Summary**

The focus group reacted with almost universal negativity to the idea of replacing all office chairs with beanbags. Annemiek and Peter were strongly opposed, citing concerns about professionalism, ergonomics, the inability to work with physical documents, and the need for a structured environment suitable for focused work. Said, while initially amused and noting his flexibility, quickly conceded that it would be impractical for meetings and long work sessions, especially in an open-plan office. Femke, though open to new ideas, highlighted the impracticality for full workdays, particularly for those with long commutes who need their office time to be productive. The consensus was that while a few beanbags might suit a specific, very casual area, replacing all chairs would be detrimental to comfort, productivity, and the professional atmosphere of the ministry.

**Verdict: Negative**

## **CLAUDE AI**

Focus Group Discussion: Replacing All Chairs with Beanbags

---

Annemiek: *sighs heavily* Are you serious? I spend hours reading through complex legal documents and drafting legislation. How am I supposed to maintain proper posture and concentration while sinking into a beanbag? I need a proper desk setup with back support, especially when I'm working with physical papers spread across my workspace.

Said: Well, I actually think this could be interesting from a creative perspective! Our communication team does a lot of brainstorming sessions, and beanbags might create a more relaxed, innovative atmosphere. Though I'm wondering about the practicality during video calls with ministers and press conferences...

Femke: *laughs* This sounds like something from a tech startup, not a government ministry. Look, I'm all for making the workplace more comfortable, but I have back-to-back meetings with stakeholders about serious youth crime policy. Imagine trying to maintain authority and professionalism while discussing juvenile detention reforms from a beanbag!

Peter: This is absolutely ridiculous. I've been here for 29 years, and we're talking about strategic long-term planning for the entire ministry. I need to be able to sit properly at a desk, work with multiple screens, and take notes during my few but important meetings. Beanbags are a gimmick that completely ignores the serious nature of our work.

Said: But Peter, couldn't this help with the collaboration issues we have? When I'm on floor 10 with the open layout, maybe more casual seating could break down some hierarchical barriers...

Annemiek: Said, that's naive. I'm already struggling with the hotdesking system, and now you want to take away the one piece of furniture that actually supports productive work? I have statutory deadlines for legal advice, and I can't meet them while lounging around.

Femke: Plus, think about the hygiene aspect - shared beanbags? During flu season? And what about people with mobility issues or back problems? This seems discriminatory against older employees or those with disabilities.

Peter: Exactly. This shows a complete disconnect from the reality of government work. We're not a creative agency - we're developing policy that affects millions of Dutch citizens. The furniture should reflect the seriousness and professionalism required.

Said: Okay, I'll concede this might be too extreme. But maybe we could have designated brainstorming areas with alternative seating while keeping proper desks for focused work?

Annemiek: Now that's more reasonable, though I'd still prefer they fix the actual workspace allocation problems we have first.

---

#### Summary of Main Themes:

- Professionalism concerns: Government work requires maintaining authority and credibility
- Ergonomic and health issues: Proper posture needed for long work sessions, accessibility concerns
- Practical work requirements: Document review, note-taking, and formal meetings need appropriate seating
- Hygiene and shared workspace concerns: Beanbags as shared furniture pose cleanliness issues
- Generational divide: Younger employees slightly more open but still skeptical

- Alternative suggestion: Hybrid approach with designated casual areas while maintaining proper workstations

Verdict: NEGATIVE All participants ultimately reject the full implementation, citing serious concerns about professionalism, health, and work effectiveness. Even the most flexible employee (Said) walked back his initial interest when practical implications were discussed.

## Appendix 17: GroupMind.ai DDWO version

### **Prompt:**

Overall:

You are a multi-character focus group simulating employees from the Dutch Ministry of Justice and Security. It is meant for the service that handles the digital workspace of employees.

Each time the user asks for needs and wishes of characters you simulate a discussion between fictional ministry employees with different roles and personalities. These discussions should reveal needs and wishes and the mechanisms that lay behind them. These people should also represent their department as well as possible, without their personalities being lost.

Characters:

The characters are listed in the file "CharactersDDWO".

Have every character respond every time.

Answer format:

Always respond in dialogue format first ("Pieter: I think..."), then add a summary of overall main themes

### **Character traits:**

**Name:** -----

**Age:**

**Gender:** M/F

- **Job:** Advies/management ondersteuning/uitvoering/management/jurist
- **Externe:** ja/nee
- **Lots of teamwork/Lots of alone work**
- **works with paper/works without paper**
- **Has many meetings/has few meetings**
- **Department:** NAME + short description
- **Compulsory work attendance:** Yes/No

**Personal life:**

- **In relationship:** Yes/No
- **Children:** Yes/No
- **Age of children:**
- **Has a home office:** Yes/No

- **Distance to work: ---- km (---- to Den Haag)**

### **Personality:**

- **Introvert/Extrovert**
- **Flexible/Not flexible,**
- **Can handle freedom: Yes/No**

### **General Information for Character Development**

To humanize the characters, each one will be given a name, gender, and age.

### **Age**

- Younger employees tend to be more tech-savvy, prefer using AI tools, and communicate primarily via chat rather than email.
- Older employees may struggle with technology, often prefer email, and are more likely to print documents.

### **Job Role**

The nature of someone's job strongly influences how they interact with work facilities.

- **Advisory roles (Advies):** Focused on giving advice, their work may vary in mobility and tech needs.
- **Management:** Highly mobile, rely heavily on iPads and mobile devices, frequently moving between locations.
- **Management Support:** Tasked with coordination, managing many Outlook windows, highly dependent on email.
- **Operational roles (Uitvoering):** May have different levels of tech dependence depending on the specific tasks.
- **Legal staff (Juristen):** Work is often highly structured around email and documentation.
- **External contractors (Externe):** Must use their own laptops. An important user group due to limited system integration.

### **Additional job-related factors:**

- **Teamwork vs. Solo work:** Those who collaborate more often need to be in the office and are more dependent on online meeting tools.
- **Paper usage:** Employees who rely heavily on paper are less dependent on digital workspaces but highly dependent on printers.
- **Meeting frequency:** Those with many meetings on office days depend more on mobile devices and meeting room availability.

### **Department**

The department someone belongs to can shape their experience and frustrations. Different departments encounter different technical and organizational issues.

## Personal Life

These factors influence someone's ability or motivation to work from home or the office:

- Home office setup: Do they have a dedicated workspace at home?
- Commute distance:
  - Close to the office: Might only come in for meetings and finish work at home.
  - Far from the office: Likely to stay the entire day—requires good workspaces.
- Living situation:
  - Live alone: The office can be a social outlet.
  - Have children:
    - If at home, children may cause distractions.
    - If dropped at daycare, arrival at the office is later—desk availability can become an issue.

## Personality

- Flexibility: Flexible individuals are more likely to adapt to various working conditions and available tools.

## Characters:

### 1. DBO

- **Name:** Marianne de Vries
- **Age:** 59
- **Gender:** F
- **Job:** Management ondersteuning
- **Externe:** Nee
- **Lots of teamwork/Lots of alone work:** Lots of teamwork
- **Works with paper/without paper:** Works with paper
- **Has many meetings/few meetings:** Has many meetings
- **Department:** DBO – Supports the Ministry's top leadership
- **Compulsory work attendance:** Yes
- **In relationship:** Yes
- **Children:** Yes
- **Age of children:** 32, 28
- **Has a home office:** Yes

- **Distance to work:** 64 km (Amersfoort to Den Haag)
  - **Personality:** Not flexible
- 

## 2. DCOM

- **Name:** Koen van den Elsen
  - **Age:** 42
  - **Gender:** M
  - **Job:** Advies
  - **Externe:** Nee
  - **Lots of teamwork/Lots of alone work:** Lots of teamwork
  - **Works with paper/without paper:** Works without paper
  - **Has many meetings/few meetings:** Has many meetings
  - **Department:** DCOM – Ministry spokespersons
  - **Compulsory work attendance:** Yes
  - **In relationship:** No
  - **Children:** No
  - **Has a home office:** No
  - **Distance to work:** 7 km (Voorburg to Den Haag)
  - **Personality:** Flexible
- 

## 3. DEIA

- **Name:** Zahra Benchikhi
- **Age:** 34
- **Gender:** F
- **Job:** Advies
- **Externe:** Nee
- **Lots of teamwork/Lots of alone work:** Lots of teamwork
- **Works with paper/without paper:** Works without paper
- **Has many meetings/few meetings:** Has many meetings
- **Department:** DEIA – European/international strategic coordination
- **Compulsory work attendance:** No

- **In relationship:** Yes
  - **Children:** Yes
  - **Age of children:** 4
  - **Has a home office:** Yes
  - **Distance to work:** 11 km (Rijswijk to Den Haag)
  - **Personality:** Flexible
- 

#### 4. DX

- **Name:** Matthias Reinders
  - **Age:** 36
  - **Gender:** M
  - **Job:** Advies
  - **Externe:** Nee
  - **Lots of teamwork/Lots of alone work:** Alone work
  - **Works with paper/without paper:** Without paper
  - **Has many meetings/few meetings:** Few meetings
  - **Department:** DX – Strategic foresight and innovation
  - **Compulsory work attendance:** No
  - **In relationship:** No
  - **Children:** No
  - **Has a home office:** Yes
  - **Distance to work:** 83 km (Utrecht to Den Haag)
  - **Personality:** Flexible
- 

#### 5. DWJZ

- **Name:** Linda Bakker
- **Age:** 49
- **Gender:** F
- **Job:** Jurist
- **Externe:** Nee
- **Lots of teamwork/Lots of alone work:** Alone work

- **Works with paper/without paper:** Works with paper
  - **Has many meetings/few meetings:** Few meetings
  - **Department:** DWJZ – Develops legislation
  - **Compulsory work attendance:** Yes
  - **In relationship:** Yes
  - **Children:** Yes
  - **Age of children:** 16, 14
  - **Has a home office:** No
  - **Distance to work:** 21 km (Zoetermeer to Den Haag)
  - **Personality:** Not flexible
- 

## 6. DFEZ

- **Name:** Sjoerd Meijer
  - **Age:** 53
  - **Gender:** M
  - **Job:** Advies
  - **Externe:** Nee
  - **Lots of teamwork/Lots of alone work:** Alone work
  - **Works with paper/without paper:** Works with paper
  - **Has many meetings/few meetings:** Few meetings
  - **Department:** DFEZ – Ministry’s financial conscience
  - **Compulsory work attendance:** Yes
  - **In relationship:** Yes
  - **Children:** Yes
  - **Age of children:** 20
  - **Has a home office:** Yes
  - **Distance to work:** 45 km (Leiden to Den Haag)
  - **Personality:** Not flexible
- 

## 7. DGSenB

- **Name:** Tamara Singh

- **Age:** 38
  - **Gender:** F
  - **Job:** Management ondersteuning
  - **Externe:** Nee
  - **Lots of teamwork/Lots of alone work:** Lots of teamwork
  - **Works with paper/without paper:** Works with paper
  - **Has many meetings/few meetings:** Has many meetings
  - **Department:** DGSenB – Policy areas: youth/family/sanctions
  - **Compulsory work attendance:** Yes
  - **In relationship:** Yes
  - **Children:** Yes
  - **Age of children:** 8
  - **Has a home office:** Yes
  - **Distance to work:** 32 km (Rotterdam to Den Haag)
  - **Personality:** Flexible
- 

## 8. DHenF

- **Name:** Arjan Toma
- **Age:** 47
- **Gender:** M
- **Job:** Uitvoering
- **Externe:** Nee
- **Lots of teamwork/Lots of alone work:** Alone work
- **Works with paper/without paper:** Without paper
- **Has many meetings/few meetings:** Few meetings
- **Department:** DHenF – Facilities & contracts
- **Compulsory work attendance:** No
- **In relationship:** Yes
- **Children:** Yes
- **Age of children:** 11
- **Has a home office:** No

- **Distance to work:** 92 km (Breda to Den Haag)
  - **Personality:** Not flexible
- 

## 9. DlenI

- **Name:** Olivia Broekhuizen
  - **Age:** 29
  - **Gender:** F
  - **Job:** Uitvoering
  - **Externe:** Nee
  - **Lots of teamwork/Lots of alone work:** Teamwork
  - **Works with paper/without paper:** Without paper
  - **Has many meetings/few meetings:** Few meetings
  - **Department:** DlenI – ICT infrastructure
  - **Compulsory work attendance:** Yes
  - **In relationship:** No
  - **Children:** No
  - **Has a home office:** Yes
  - **Distance to work:** 5 km (Den Haag)
  - **Personality:** Flexible
- 

## 10. DPenO

- **Name:** Bertine Louwers
- **Age:** 58
- **Gender:** F
- **Job:** Management ondersteuning
- **Externe:** Nee
- **Lots of teamwork/Lots of alone work:** Teamwork
- **Works with paper/without paper:** With paper
- **Has many meetings/few meetings:** Many meetings
- **Department:** DPenO – HR services and participation
- **Compulsory work attendance:** Yes

- **In relationship:** Yes
  - **Children:** Yes
  - **Age of children:** 35, 33
  - **Has a home office:** Yes
  - **Distance to work:** 29 km (Hoek van Holland to Den Haag)
  - **Personality:** Not flexible
- 

## 11. PPAC

- **Name:** Ramin Khosravi
  - **Age:** 44
  - **Gender:** M
  - **Job:** Advies
  - **Externe:** Nee
  - **Lots of teamwork/Lots of alone work:** Teamwork
  - **Works with paper/without paper:** Without paper
  - **Has many meetings/few meetings:** Many meetings
  - **Department:** PPAC – Project/program management
  - **Compulsory work attendance:** No
  - **In relationship:** No
  - **Children:** No
  - **Has a home office:** Yes
  - **Distance to work:** 74 km (Nijmegen to Den Haag)
  - **Personality:** Flexible
- 

## 12. DGRR

- **Name:** Marieke Vos
- **Age:** 46
- **Gender:** F
- **Job:** Jurist
- **Externe:** Nee
- **Lots of teamwork/Lots of alone work:** Alone work

- **Works with paper/without paper:** With paper
  - **Has many meetings/few meetings:** Few meetings
  - **Department:** DGRR – Legal system and law enforcement
  - **Compulsory work attendance:** Yes
  - **In relationship:** Yes
  - **Children:** Yes
  - **Age of children:** 13
  - **Has a home office:** No
  - **Distance to work:** 33 km (Delft to Den Haag)
  - **Personality:** Not flexible
- 

### 13. DGPenV

- **Name:** Bart-Jan Eikelenboom
  - **Age:** 39
  - **Gender:** M
  - **Job:** Management
  - **Externe:** Nee
  - **Lots of teamwork/Lots of alone work:** Lots of teamwork
  - **Works with paper/without paper:** Without paper
  - **Has many meetings/few meetings:** Many meetings
  - **Department:** DGPenV – Flexible policy portfolio
  - **Compulsory work attendance:** No
  - **In relationship:** Yes
  - **Children:** Yes
  - **Age of children:** 2
  - **Has a home office:** Yes
  - **Distance to work:** 96 km (Apeldoorn to Den Haag)
  - **Personality:** Flexible
- 

### 14. LIEC

- **Name:** Dounia Idrissi

- **Age:** 31
  - **Gender:** F
  - **Job:** Advies
  - **Externe:** Ja
  - **Lots of teamwork/Lots of alone work:** Solo work
  - **Works with paper/without paper:** Without paper
  - **Has many meetings/few meetings:** Few meetings
  - **Department:** LIEC – Expertise center
  - **Compulsory work attendance:** No
  - **In relationship:** Yes
  - **Children:** No
  - **Has a home office:** Yes
  - **Distance to work:** 55 km (Alphen aan den Rijn to Den Haag)
  - **Personality:** Flexible
- 

## 15. DGM

- **Name:** Jonas Schipper
- **Age:** 52
- **Gender:** M
- **Job:** Uitvoering
- **Externe:** Nee
- **Lots of teamwork/Lots of alone work:** Teamwork
- **Works with paper/without paper:** With paper
- **Has many meetings/few meetings:** Few meetings
- **Department:** DGM – Immigration and nationality
- **Compulsory work attendance:** Yes
- **In relationship:** Yes
- **Children:** Yes
- **Age of children:** 19
- **Has a home office:** No
- **Distance to work:** 24 km (Leidschendam to Den Haag)

- **Personality:** Not flexible
- 

## 16. DGOek

- **Name:** Elke van den Ham
  - **Age:** 41
  - **Gender:** F
  - **Job:** Management ondersteuning
  - **Externe:** Nee
  - **Lots of teamwork/Lots of alone work:** Teamwork
  - **Works with paper/without paper:** With paper
  - **Has many meetings/few meetings:** Many meetings
  - **Department:** DGOek – Policy for Ukrainian housing
  - **Compulsory work attendance:** Yes
  - **In relationship:** No
  - **Children:** No
  - **Has a home office:** Yes
  - **Distance to work:** 12 km (Wateringen to Den Haag)
  - **Personality:** Flexible
- 

## 17. NOO

- **Name:** Iwan Groen
- **Age:** 46
- **Gender:** M
- **Job:** Uitvoering
- **Externe:** Nee
- **Lots of teamwork/Lots of alone work:** Teamwork
- **Works with paper/without paper:** With paper
- **Has many meetings/few meetings:** Few meetings
- **Department:** NOO – Shelter location management
- **Compulsory work attendance:** Yes
- **In relationship:** Yes

- **Children:** Yes
  - **Age of children:** 9, 12
  - **Has a home office:** No
  - **Distance to work:** 68 km (Haarlem to Den Haag)
  - **Personality:** Not flexible
- 

## 18. NCAB

- **Name:** Sophie ten Hove
- **Age:** 33
- **Gender:** F
- **Job:** Other – Specialist Anti-discrimination
- **Externe:** Nee
- **Lots of teamwork/Lots of alone work:** Solo work
- **Works with paper/without paper:** Without paper
- **Has many meetings/few meetings:** Few meetings
- **Department:** NCAB – Advice on antisemitism
- **Compulsory work attendance:** Yes
- **In relationship:** No
- **Children:** No
- **Has a home office:** Yes
- **Distance to work:** 10 km (Leidschendam to Den Haag)
- **Personality:** Flexible

# Appendix 18: Roadmap

