CHANGE

IDEAS





Hybrid Workplace

SHHQ Operations

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Introduction / Background

Hybrid working has become increasingly popular in response to the COVID-19 pandemic, which accelerated the adoption of remote work. There is a pressing need to improve the traditional office layout to suit new hybrid working model.

Methodology

The team adopted a structured QI methodology and brainstormed all possible issues faced when implementing hybrid working in a conventional office setup. After identifying the symptoms and root causes, the team categorised them using fish bone cause and effect diagram. From here, primary driver diagram was used to analyse, group the root causes and identify areas of improvement and develop the hybrid workplace design guideline.

SHHQ Facilities Development office renovation was completed based on hybrid working model. Learning points from the completed office were used to further refine the design guidelines.

GOAL

Objectives

Good design for hybrid workplace could enhance collaboration, improve productivity and allow flexibility in work practices while prioritizing employee well-being. Our goal is to develop a hybrid workplace design guide for:

- Flexible workspace
- Wellness and comfort
- Sustainability
- Technology integration
- Supporting Mechanical & Electrical services.

working in a conventional office set up. Machine **Environment Environment Process** Fixed hours when WFO WFO requirement Each staff has their designated (Root cause) (Root cause) workstation with no change to There are days where overall office area and number of majority of staffs are Lack of work (Symptoms) Feeling lost workstations. (Root cause) working from home life balance Lack of flexibility and time No change in operating for personal commitments Staff have different work cost, rental, utilities, etc peer support when arrangement. (Root cause) confined in high cubicle Cost are fixed regardless Long commuting time individual workstation taking individual workstation taking Insufficient AV of number of staffs who too much space (Root cause) too much space (Root cause) from surroundings infrastructure Individual workstations (Symptoms) Empty office, space not well utilized (Symptoms) Feeling stress and burnout (Root cause) Lack of sound system panel (Root cause) Insufficient meeting (Symptoms) No savings in insulation treatment Discussion take place at rooms/pods for virtual WFO requirement (Root cause) Different project WFO requirement the workstations and in-person meetings. (Symptoms) Difficult to program (Root cause) (Root cause) (Root cause) Wider selection of conduct hybrid meetings During hybrid working, Less conducive to social food in the hawker (Symptoms) Could not heat load varies drastically interact with colleagues centre, including Access to exercise Less conducive to social Lack of dedicated Lack of concentrate or focus **Enclosed workstations** is limited. unhealthy meal interact with colleagues collaboration area office space User has no control over the emperature setting due to central air cohesion and bonding Different hybrid con system by landlord (Root cause) (Symptoms) Feeling annoyed with surrounding nois (Symptoms) Feeling isolated (Symptoms) Feeling thermal discomfort (Symptoms) Feeling isolated (Symptoms) Poor health and well-being

> Issues faced when adopting hybrid working in a conventional office set up

The fish bone diagram was used to illustrate and identify

the common problems observed when adopting hybrid

Through the driver diagram, the team was able to group the issues and identify the challenges that can be improved.

To enhance collaboration, improve productivity and allow flexibility for hybrid workplace while prioritizing employee well-being.

PRIMARY Space planning / office **DRIVERS** furniture design Optimize workspace **SECONDARY** Multi function spaces by having more **DRIVERS** efficient layout **Dual function** Hotdesking collaboration

area, meeting Open office layout pods and meeting with sufficient rooms provision of electrical points Disperse breakout and WAP to allow or chill out area flexibility in and corners for working space casual seating

Acoustic comfort Reduce ambient Reduce distractions noise Dedicated meeting

Use of acoustic

materials

pods / rooms • Dedicated collaboration / discussion area Noisy areas to be distanced from workstations

Staff well-being Enhance **Enhance physical** psychological well comfort & provide being and provide conducive work sense of belonging environment

control zoning to allow customization of usage Access to localized control air condition system Height adjustable for events

to promote flexibility and efficient use of space.

Effective lighting

work desk

 Disperse breakout or chill out area to encourage chance AV equipment for encounters Dedicated lockers • Collaboration space

Productivity tools /

Cost Savings

IT adequacy for

discussion

hybrid meeting /

hybrid meeting

1. INTRODUCTION

1.1. 5 KEY DESIGN PRINCIPLES

1.1.5. Technology Integration

1.1.1. Flexible and Adaptable Spaces

1.1.2. Fostering a Sense of Belonging 1.1.3. Encouraging Interactions

Fostering a Encouraging Sense of Interactions

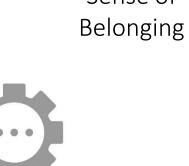
Hybrid Workplace

Design Guideline

The design guideline provides the infrastructure aspect of the

general guide for the architectural and mechanical & electrical

(M&E) provision, technology integration as well as sustainability



considerations for a hybrid workplace.

5 key design principles are:









Readiness

Image source from www.placemakingplus.com

2. ARCHITECTURAL 2.1. FLEXIBLE WORKSPACE LAYOUT & ZONING 2.1.1. Type of Space and Spatial Inter-relationship 2.1.2. Overall Zoning Concept and Diagram 2.1.3. Requirements for Hot Desks 2.1.4. Hot Desk Configuration 2.1.5. Comfort and Ergonomics 2.1.6. General Requirements for Meeting Rooms & Call Pods 2.1.7. General Requirements for Discussion & Collaboration Area 2.1.8. General Requirements for Pantry 2.2. WELLNESS & COMFORT 2.2.1. Acoustic Design and Noise Managemen Basic Sound Level Standards Spatial Arrangement Use of Insulating Materials and Design

2.2.2. Natural Light and Glare Control Basic Lighting Standards Choosing Right Type of Lighting 2.2.3. Views and Natural Daylighting Strategies for Maximizing Daylighting 2.3. SUSTAINABILITY INITIATIVES 2.3.1. Green Building Materials

2.4. UNIVERSAL DESIGN FEATURES 3. MECHANICAL & ELECTRICAL (M&E)

3.1. AIR-CONDITIONING AND MECHANICAL VENTILATION (ACMV) 3.1.1. Flexible Zoning 3.1.2. Enhanced Ventilation 3.1.3. Temperature Control 3.1.4. Noise Control 3.1.5. Energy Efficiency 3.1.6. Integration with Technology 3.1.7. Adaptability 3.1.8. Employee Well-Being

3.2.2. Light Quality
3.2.3. Use Motion Sensors and Timers 3.2.4. Implement Natural Light Optimization 3.2.5. Task Lighting 3.2.6. Occupancy-based Controls 3.2.7. Zoning and Diming 3.3. ELECTRICAL POWER PROVISION 3.3.1. Power Outlets 3.3.2. Power Distribution 3.3.3. Futureproofing 3.4. IT INFRASTRUCTURE 3.4.1. Wi-Fi Network Coverage 3.4.2. Internet Port Readiness 3.5. OTHER SUSTAINABILITY INITIATIVES 3.5.1. Sustainable Procurement 3.5.2. Staff Awareness 3.5.3. Waste Reduction 3.5.4. Water Conservation

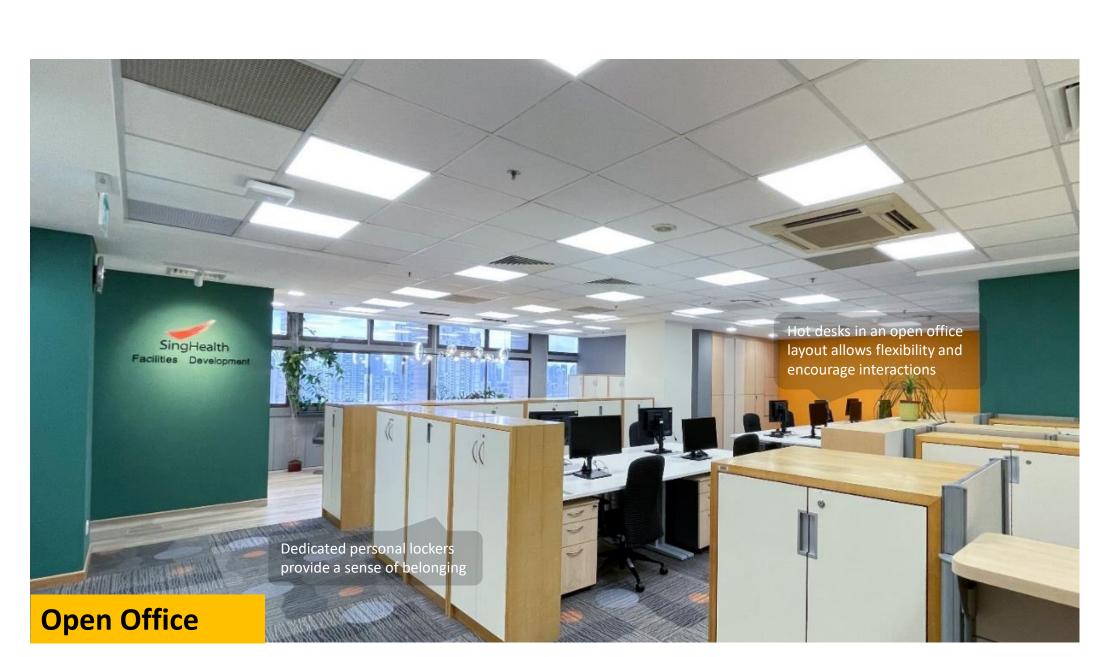
3.2. ELECTRICAL LIGHTING SYSTEM 3.2.1. Utilize LED Lighting

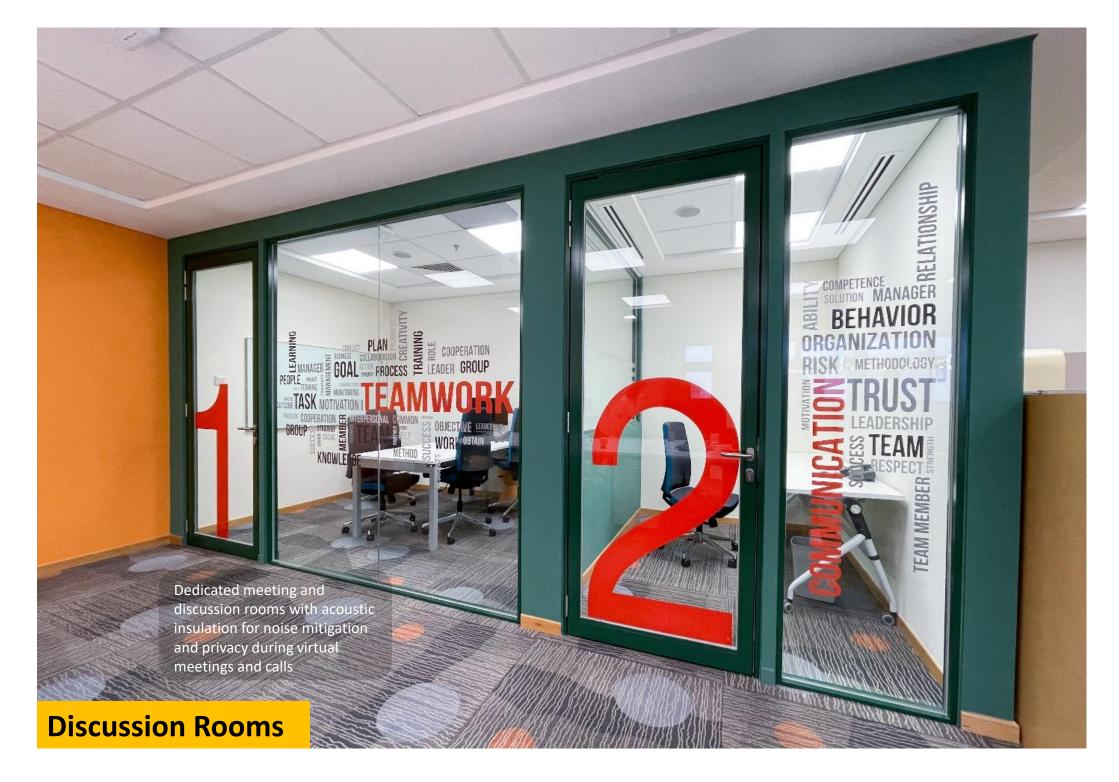
3.6. TECHNOLOGY INFRASTRUCTURE 3.6.1. Type of Hybrid Work Model 3.6.2. Type of Hybrid Workplace Technology Communication and Collaboration Smart Offices 3.6.2.4. People Analytics Document Management Employee Learning Applications Leveraging the Power of Al 3.6.3. Hybrid Meeting Communication & Connection Understanding Hybrid Meetings Video Conferencing and AV Equipment

The content page of the hybrid workplace design guideline is shown above.

Conclusion

Hybrid work model can positively impact employee well-being and work-life balance. Employees can then experience reduced commuting stress, managing personal obligations and better integration of work and personal life. An ideal hybrid work environment can increase job satisfaction of employees. It may enhance employee to portray their capabilities and attain full potential, so it is imperative that employee works in a good hybrid workplace.







- Open office with linear and interactive hot desk configuration
- Meeting room and pods were designed to accommodate both virtual and in-person meetings with movable furniture and flexible seating arrangements. The meeting room and pods provide private and quiet spaces for individuals or small group setting.
- Collaboration area was designed as a central space where employees can come together to brainstorm ideas, collaborate and engage in informal discussions.

