

Healthy Workplace Design for Hybrid Work Arrangements

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INTRO

- COVID-19 has taught us **the importance of addressing employees' basic needs** AND has opened the door to **new ways of working**.
- Surveys show overwhelmingly that **employees don't want to go back** to the way it was.
- Working from home and returning to the office creates an opportunity to study **what works, what doesn't, and why**.
- This is an exploratory examination of the **need-fulfilling features** employers can introduce into their organizations **to increase employee satisfaction** with their work environment and to **promote their health and well-being**.
- We present **evaluation criteria for assessing and then redesigning current work environments** (at home and on-site) to achieve these outcomes.

METHOD

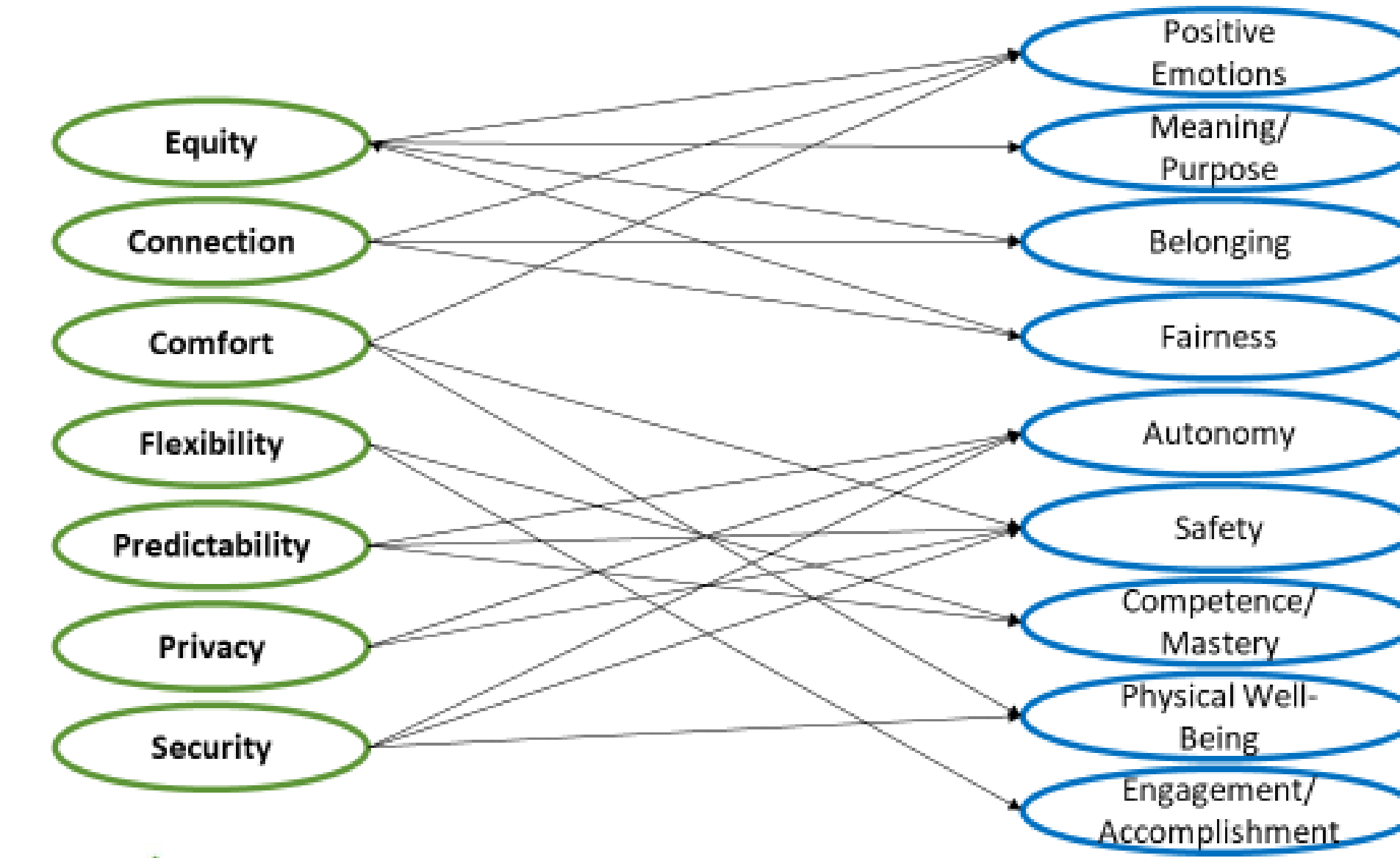
1. Identified 6 most relevant work-related needs
2. Identified 7 design factors that supported the 6 needs
3. Developed evaluation criteria derived from the design factors to assess typical home office and on-site work environments.
4. Applied evaluation criteria to descriptions of each work environment to identify design factors present and absent in each.

RESULTS

- Analysis showed strengths and weaknesses in each environment.

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How do we design for need satisfaction?



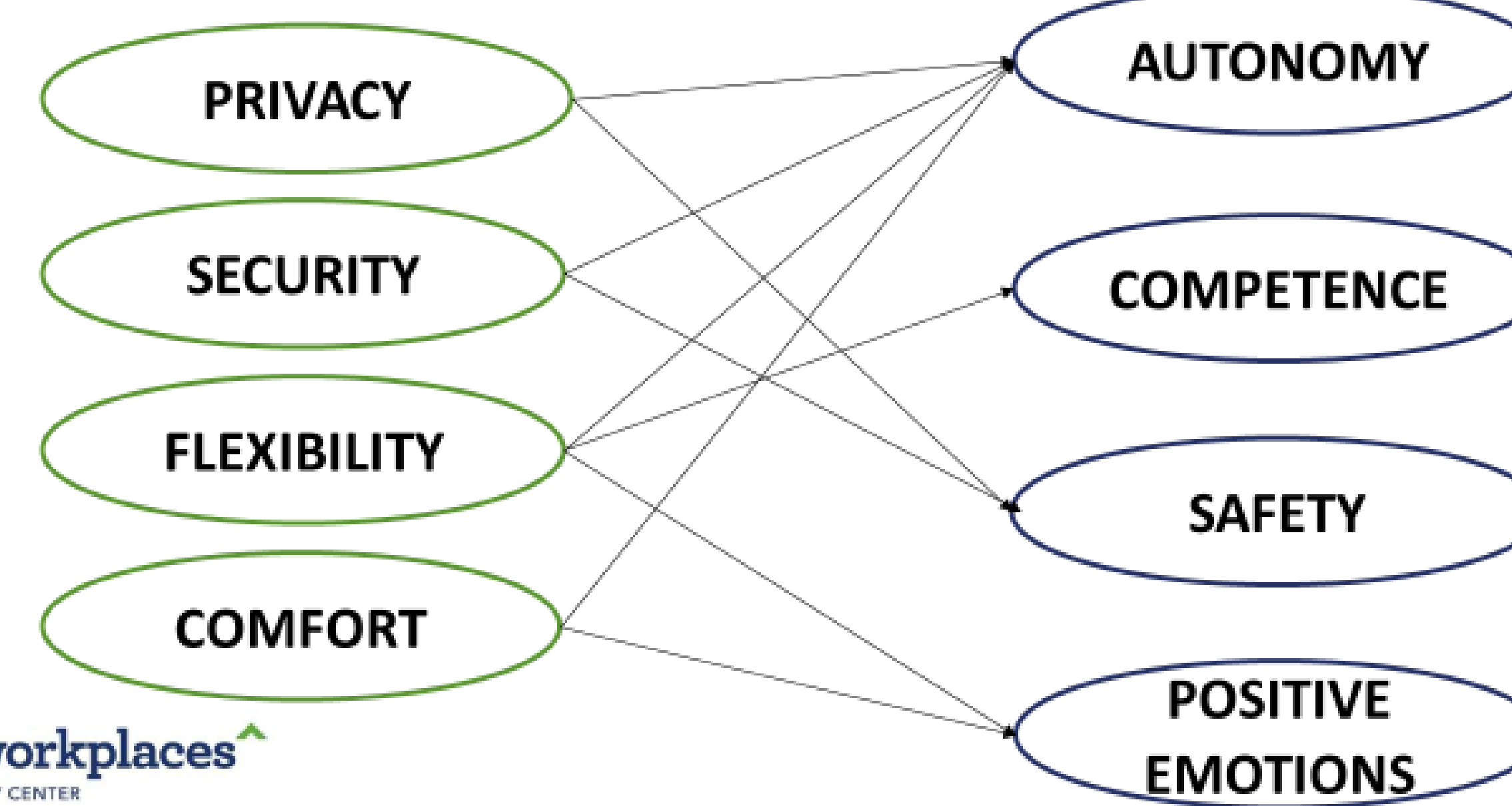
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Relationships between Design Features and Need Satisfaction

What needs are satisfied working from home?

Important Drivers for Tele-Work

Needs Satisfied



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Better at home*:

- Concentrate on tasks
- Deliver individual work
- Switch off after hard task

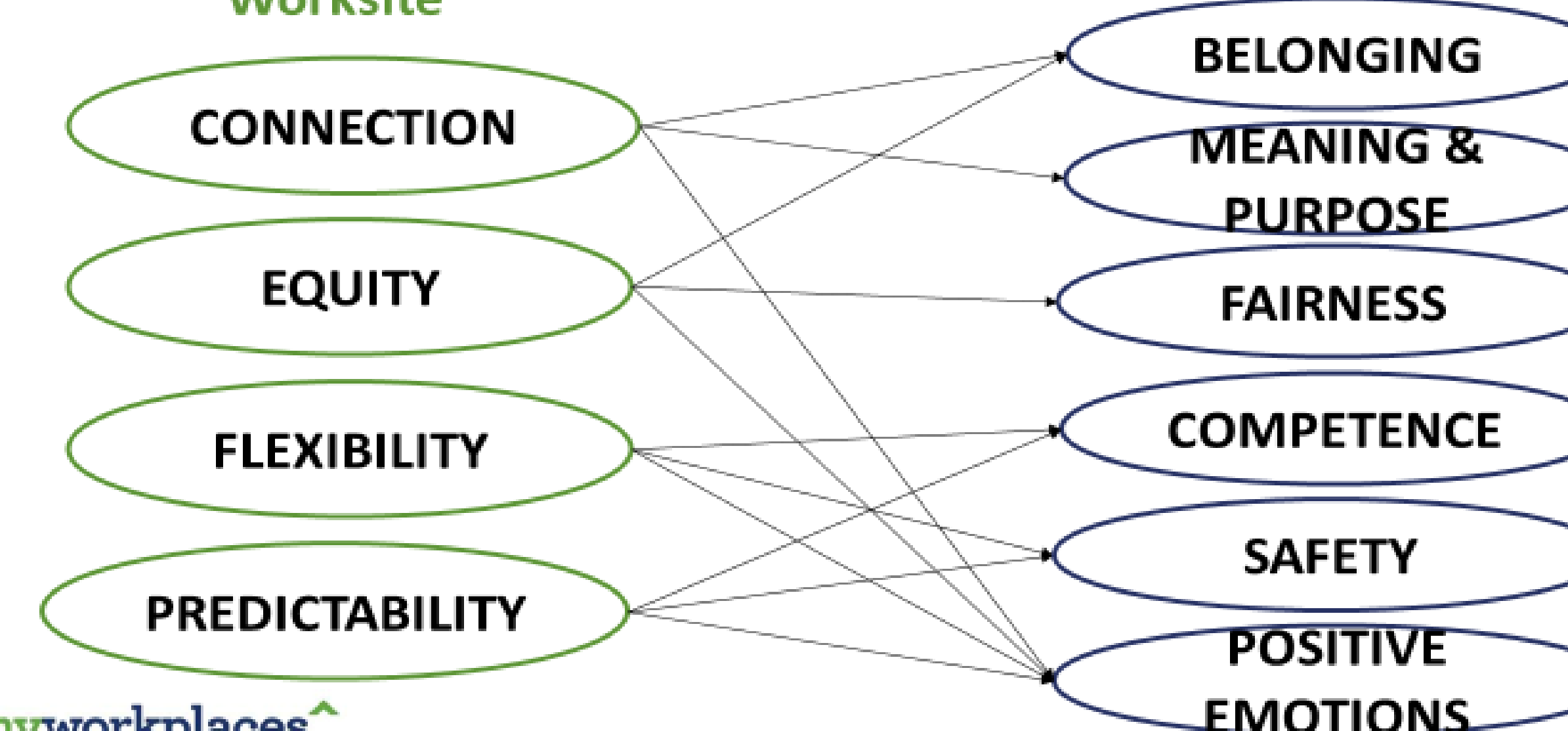
Better in the office*:

- Socialize, form new relationships
- Manage or be supported by management
- Collaborate, run meetings
- Solve work-related issues
- Learn and grow
- Create, innovate
- Be inspired

What needs are satisfied at the worksite?

Important Drivers at the Worksite

Needs Satisfied



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Most Relevant Work Environment Needs:

- Autonomy, Belonging, Competence, Safety, Meaning, Positive Emotions

Work-related Design Factors:

- Connection, Equity, Flexibility, Predictability, Comfort, Privacy, Security

Work Environment Evaluation Criteria:

- Supports employees doing their work well
- Provides opportunities for cognitive refreshment
- Provides comfortable amounts of environmental control
- Supports bonding among employees
- Protects employee safety and security
- Provides choice in place and timing of activities
- Provides opportunities to bond with the organization
- Provides an equitable work environment
- Sends positive non-verbal messages

Home Office Strengths:

- Concentration, cognitive refreshment, safety/security, and choice

On-site Strengths:

- Bonding among employees, bonding with the organization, equitable work environment, positive non-verbal messages

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