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1	වැඩ ස්ථානයේදී අත් අයගේ කට්ටික ඔබගේ වැඩට බලපාන ආකාරය								වැඩ ස්ථානයේ වලදායීතාව හා එහි ඔබගේ පොදුගැලීඹත්වය
2	දිනකදී අත්අයගේ කටයුතු මාගේ වැඩවලට අහිතකර ලෙස බලපාන වාර ගණන								
3	අවට ඇති ඔත්ති, ගෘහභාණ්ඩ ආදිය මගින් වැඩ ස්ථානය ආවරණය වීම තුළ මාගේ පොදුගැලීඹත්වය ආරක්ෂා වී ඇති ප්‍රමාණය								
4	වැඩ ස්ථානයේ දෘශ්‍ය පොදුගැලීඹත්වය ආරක්ෂාවී ඇති ප්‍රමාණය								
5	ඔබත්, ඔබ අසල ඇති අන් අයගේ වැඩ ස්ථානත් අතර පරතරය								
6	වැඩ ස්ථානය තුළ සුරක්ෂිතව සාකච්ඡා කිරීමේ හැකියාව								
7	වටපිටාවේ යම්දු කිසි ඔබගේ වැඩකටයුතු වලට සිදුවන බාධාවීම් වල ස්වභාවය								
8	වැඩ ස්ථානයේ රාජකාරි කටයුතු වලට, පොදුගැලීඹ බහුමානවීමටද හෝ හැකිමට, අමුත්තන් සඳහා ඉඩ පහසුකම් සලසා ඇති ප්‍රමාණය								
9	වැඩ ස්ථානයේ සිත්ගන්නා සුළු ප්‍රමාණය								
10	සපයා ඇති ගෘහභාණ්ඩ වල ස්වභාවය								
11	වැඩ කරන අතරතුර වඩා කිහිප හැකිමට කිදහස් ස්ථාන සපයා ඇති ප්‍රමාණය								
12	ඔබ කණ්ඩායමේ අනෙකුත් සාමාජිකයින් (උසස්, සම, පහළ පිළිබදවත්) ඔබට ආසන්නව ස්ථාන ගතකර තිබීම								කණ්ඩායම් කැමැත්තක්වන වැඩ ස්ථානයේ පිටුවහල
13	කණ්ඩායම් සාමාජිකයින් සමග හදිසි සාකච්ඡාවන් පැවැත්වීමට සලසා ඇති පහසුකම්								
14	කාර්යාලය තුළ සාකච්ඡා කටයුතු සඳහා කාමර පහසුකම් තිබීම								
15	කණ්ඩායමේ සමබන්ධතාවයන් පැවැත්වීමට සලසා ඇති පහසුකම්								
16	වැඩ ස්ථානයට ලැබෙන ආලෝකයේ ප්‍රමාණවත් බව								වැඩ ස්ථානයට ලැබෙන ආලෝකය
17	පරිගණක තිරය මතට වැටෙන ආලෝකයේ ප්‍රමාණවත් බව								
18	පරිගණක තිරයෙන් වන පරාවර්තනය මගින් බාධාවීම්								
19	කිදහස් සුරක්ෂිතව වෙතට පහසුවෙන් යාමට ඇති හැකියාව								
20	වැඩ ස්ථානයේ උෂ්ණත්වය පාලනය කිරීමට ඇති හැකියාව								වැඩ ස්ථානයේ වාතාශ්‍රය
21	වැඩ ස්ථානයේ වාතාශ්‍රය සතුටුදායකද?								
22	සමස්ථයක් ලෙස ඔබගේ වැඩස්ථානයේ කාර්මිකත්වය පිළිබඳ ඔබගේ හැඟීම								



25	රාජකාරි ස්වභාවය	පරිපාලන	තාක්ෂණික	මුදල්මය	වෙළඳ	මානව සම්පත්
26	උසස්ම අධ්‍යාපනික සුදුසුකම	උ/පෙළ	ඩිප්ලෝමා	උපාධි	පශ්චාත් උපාධි	ආචාර්ය

- 27 වැඩසටහනේ පහසුකම් හා එහි ඔබගේ පෞද්ගලිකත්වය පිළිබඳව අදහස් හා යෝජනා.
- 28 වැඩසටහනේ පහසුකම් හා ස්වභාවය කණ්ඩායමක් ලෙස කටයුතු කිරීම පහසු කරයිද? යන්න ගැන ඔබගේ අදහස් හා යෝජනා.
- 29 වැඩ සටහනේ ආලෝක ස්වභාවය ප්‍රමාණවත් නාවය පිළිබඳ අදහස් හා යෝජනා.
- 30 වැඩසටහනය තුළ වාතාශ්‍රය පිළිබඳ ඔබගේ අදහස් හා යෝජනා.

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## **Annexure II :- Discussion with DGM/Environment**

### **Open Office Layouts : Their Impact for the employees, Problems encountered and Suggestions for Improvement**

- Discussion with** :- Mr. K.N. Weerakkon (C. Eng, MIESL) , DGM/Env, SLT
- Date** :- 11<sup>th</sup> May 2015.
- Location** :- DGM/Env office, 2<sup>nd</sup> Floor , CTO Building, SLT-HQ,  
Colombo 01.
- Aim of Discussion** :-
1. No.of concerns were highlighted by the executives participated for the questionnaire in HQ-6<sup>th</sup> Floor, 3FL- Asset arcade building. Accordingly it is required to verify their concerns with an experience personality of the subject.
  2. Identify the problems encountered with executing the Open Office arrangements in SLT.
  3. Identify possible recommendations for betterment of Open office Layouts in future.

Following are the highlights of the Discussion with Mr. K. Weerakoon, DGM/Env.

#### **1. Open Office Layouts in SLT.**

- Office space within SLT-HQ and Colombo Metro area is very scarce resource and hence a prime concern in SLT.
- Meantime regular changes in the organization structure are a common aspect in SLT.
- Accordingly Open office arrangements were introduced and adopted over the past decade within SLT to cater the requirements of the higher management and the requirements and needs of the employees.

#### **2. Collecting required information from the users**

- Planning is the key for success or a failure for office layout also.

- Hence to design a proper and user friendly layout, gathering of necessary data relevant to user requirements and their inter-dependencies within office is very important.
- Proper requirements are communicated at the very first instance of gathering data. Often users are not clear about what they need. However it is the duty of the FM team member to dig the actual requirements of the user through a fruitful discussion.
- On the other hand so many inter-dependencies may exist within workstations inside an office. Such dependencies are to be carefully studied and catered for in designing office layouts.

### **3. Verification of the Proposals**

- User department verification for the proposal is a must in developing a proposal for office layout.
- This should be done at several stage and the concerns from the User Department has to be accounted for the proposal. The final proposal too to be verified and confirmed by the User department before implementation.

### **4. Space allocation and Occupants Satisfaction.**

- Most of the time occupants are not satisfied with the space they are allocated with.
- Exact reasons for their dis-satisfaction are not clear. But the untold, possible reasons are as follows.
  - \* Always compare with the space allocated for them several years back.
  - \* Not align with company objectives.
  - \* People feel that the space is an expression of his status core.
  - \* Reluctant to dispose the un-necessary documents. (Although a circular is issued).

### **5. Privacy for an Occupant in Open Office Layout.**

- Executives are not placed in cluster arrangements. However FM promotes clustering the non-executives where ever possible.
- However occupants oppose clustering arrangements providing no.of reasons. Threat for information security, working on the computer screen is visible to others, Telephone conversations are heard by the others are few of them.
- The said concerns are debatable considering following.
  - # In designing office layouts, outsiders are always discouraged to enter into the non-executive workstations.



# If meeting of visitors is a business requirement, particular occupant will be given with visitor chairs and will be separated from clustering arrangements. However a justification should be there from his/her superior.

# On the other hand, if the occupants require to meet visitors regularly, a separate customer area outside the office space will be provided with the recommendation of the relevant chief officer.

# Hence only the team mates of the cluster can see the workings of an occupant or can hear a conversation. Hence it is not an information security threat.

#### **6. Disturbance from surroundings.**

- Maximum possible measures will be taken to prevent / minimize surrounding noise, unwanted light etc, when designing and implementing office layouts.

#### **7. Disturbance from Piers / Team mates**

- Self-discipline within team mates to be maintained to minimize the disturbances, because provisioning of separate cubicles to everybody is not practicable.

#### **8. Improved Team work in Open Office Layouts**

- In an open office layouts most of the members of the team are located close by. Hence the problems can be discussed freely at any time and the cohesiveness of the team will improve accordingly.
- However care should be taken if a left hander is occupying a position in the cluster.

#### **9. Proper analysis of customer requirements – key to success of the layout.**

- Prior to design the layouts, it is very vital to understand the requirements and needs of the users and their interdependencies. Hence a proper analysis and verification from the user department is a must.

#### **10. Flexibility of the layout**

- Open office layouts are always flexible than the cellular layouts. Flexibility of the layout is higher when it is considered in civil and power perspective. However it is not so when considered about data and AC arrangements.

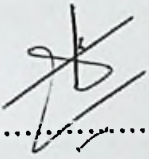
#### **11. Lighting arrangements**

- Lighting arrangements within SLT are acceptable to the requirements. No mechanisms to adjust the light intensities as per the preference of users, switching off the unwanted lights when required (due to coupling several lights to one switch) are some drawbacks exist within the arrangements. The FM team always

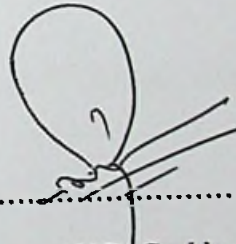
tries to accommodate natural lighting to the office layouts where ever possible. However glare on computer screens is a major challenge.

## 12. AC Arrangements

- Most occasions, existing spaces are converted to new office arrangements which are not intentionally designed for the purpose. This is true even for rented out premises also. We the SLT, hardly construct buildings to cater the requirements like developing office spaces.
- Accordingly office spaces may contain barriers to proper AC flow ( eg :- height restrictions, isolated or covered areas etc). In such situations traditional design may not suited. The AC system has to be designed considering all of those details etc.
- In such situations several no. of small capacity AC's are preferred rather than the limited no. of high capacity machines although it may affect the power consumption.



DGM/Env  
RANJANA WEERAKOON  
DGM / Environment  
Facility Management Division  
Sri Lanka Telecom PLC



V.D/ Geekiyanage

## Annexure III – Discussion with GM/FM

### Open Office Layouts : Their Impact for the employees, Problems encountered and Suggestions for Improvement

- Discussion with** :- Mr. J. A. M. Wijerathna (C. Eng, MIESL) , GM/FM, SLT
- Date** :- 15<sup>th</sup> May 2015.
- Location** :- GM/FM office, 2<sup>nd</sup> Floor , CTO Building, SLT-HQ, Colombo 01.
- Aim of Discussion** :-
1. No.of concerns were highlighted by the executives participated for the questionnaire in HQ-6<sup>th</sup> Floor, 3FL- Asset arcade building. Accordingly it is required to verify their concerns with an experience personality of the subject.
  2. Identify the problems encountered with executing the Open Office arrangements in SLT.
  3. Identify possible recommendations for betterment of Open office Layouts in future.

Following are the highlights of the Discussion with Mr. J. A. M. Wijerathna, GM/FM.

#### **1. Space a Key Resource within SLT.**

- Office space within SLT – HQ and Colombo metro area is identified as one of the most scarce and valuable resource. Hence the space has to be manage with special care considering the business requirements of the organization while fulfilling the requirements and needs of the employees.
- Having identified the importance of space a circular has already been published standardizing the work space allocation of the offices.
- Deviations from the allocations provided in the circular to be approved by the CAO on recommendations of the relevant Chief Officer.

#### **2. Gathering correct information; a major problem**

- Collecting the required information prior to design is the most important aspect of developing office arrangements. The actual requirements of the User department as well as the interdependencies within the office are to be clearly identified prior



to design. The same are to be catered very carefully for the effectiveness and success of an office layout.

- It is experienced that the proper requirements are not communicated due to various reasons. Hiding the actual requirements purposely, visualization problems of the layouts, difficulties in forecasting the actual requirements are some important reasons.

### **3. Change requirements, a major issue.**

- Change requirements once the proposal is finalized are the most common and biggest problem encountered by FM division.
- However this to be minimized as far as possible since it will incur additional cost as well as delays to the total project which is sometimes unbearable.
- It is always encourage including few members from the User department for the design phase. Comments of these members are always encouraged and attempts are to be made to cater such fare comments where ever possible. On the other hand such members will be the communicators towards the User department about the proposal in the pipeline. Accordingly the needs of the others of the User department can also be included through them.

### **4. User awareness sessions on handing over.**

- It is experienced that the office elements are not utilized as planned while in operation. Adjusting temperature levels in ACs in improper manner, improper practices in opening and closing window blinds, improper usage of toilet fittings and theft are some common examples.
- Accordingly user awareness sessions regarding the operating methods as well as the intended designing aspects, required operational levels of the equipment, maintenance procedures are always encouraged prior to handover.

### **5. Higher Flexibility is always better.**

- Changes to the organizational structure and hence the office layouts are unavoidable and frequent in today's context.
- Changes to the office layouts are always incorporated with cost and time delays.
- If the office layouts are incorporated with easy to dismantle and easy to assemble materials, there is always a cost saving and time saving to the organization. Hence such elements are to be incorporated with office designs where ever possible.

## 6. Verification of Operational performance of Offices.

- The office layouts are designed upon certain assumptions and operational efficiencies of the equipment fixed.
- May at the time of handing over, the operational levels of the office and its components are as intended. However this may not be the case after certain time period.
- In such situations, the occupants might not be at their comfort levels as intended. Hence it is always better to verify the operational levels of the offices time to time and relevant remedial actions are to be taken to reach the desired comfort levels of the occupants.



GM/EM

J. A. M. Wijeratne  
General Manager  
Facilities Management Division  
Sri Lanka Telecom PLC.



V.D. Geekiyanage



## Annexure IV

## Summerized data from the survey , Asset Arcade Office

Attribute & Occup	Q. No	Privacy and Noise in the work station a										Support for, the Team work, b				Lighting aspects in work station, c				Ventillation Aspects, d		Composite Score				Overall satis. (OES)	
		a1	a2	a3	a4	a5	a6	a7	a8	a9	a10	a11	b12	b13	b14	b15	c16	c17	c18	c19	d20	d21	a	b	c		d
1		6	6	6	6	6	6	6	6	7	7	7	6	7	7	7	6	6	7	6	3	5	69	27	25	8	8
2		2	3	3	5	6	4	3	3	4	5	6	4	6	6	4	6	6	4	5	2	2	44	20	21	4	3
3		2	2	1	2	4	1	2	2	3	4	4	2	4	1	2	4	4	5	4	1	4	27	9	17	5	2
4		2	2	4	4	2	2	2	4	5	3	1	1	1	3	2	4	4	4	1	1	2	31	7	13	3	1
5		4	4	3	2	5	5	3	3	4	4	2	5	4	2	4	3	2	4	7	2	2	39	15	16	4	4
6		1	1	1	1	1	1	1	1	4	4	1	1	4	4	4	6	6	4	1	1	1	17	13	17	2	2
7		4	4	4	4	4	1	4	7	6	6	6	4	6	6	6	4	4	4	4	7	4	50	22	16	11	4
8		4	5	4	4	4	5	4	6	6	6	5	4	6	4	4	5	4	4	1	2	4	53	18	14	6	4
9		1	2	3	3	6	4	3	6	6	6	4	5	6	6	6	6	6	6	2	1	5	44	23	20	6	6
10		4	2	2	2	2	2	3	6	6	6	5	4	4	6	6	6	6	6	6	3	3	40	20	24	6	4
11		1	2	4	4	6	2	2	6	6	6	4	6	6	1	4	4	4	4	1	1	3	43	17	13	4	4
12		1	2	2	3	6	1	2	5	6	5	4	6	4	6	6	6	6	6	2	2	1	37	22	20	3	5
13		4	3	6	6	6	4	3	6	6	6	4	6	4	6	6	6	6	5	5	3	6	54	22	22	9	6
14		4	4	5	5	6	4	6	3	6	6	4	6	6	7	6	2	4	6	6	1	4	53	25	18	5	6
15		6	6	6	5	6	6	6	6	6	5	5	4	6	6	6	6	6	6	5	4	5	63	22	23	9	6



## Annexure V

## Summerized data from survey , HQ - 6th floor

Variable Attribute &		Privacy & Noise in the work station										Support for the Team work, b				Lighting Aspects				Venfillation Aspects,d		Composite Score				Overall satis.	
Respondent	Q. No	a										b				c				d		a	b	c	d	OES	
		a1	a2	a3	a4	a5	a6	a7	a8	a9	a10	a11	b12	b13	b14	b15	c16	c17	c18	c19	d20	d21	a	b	c	d	
1		6	6	7	5	6	5	4	7	7	2	4	4	6	5	6	6	6	3	5	6	3	59	21	20	9	6
2		6	6	5	5	4	5	5	3	5	4	2	4	5	4	5	5	6	5	3	5	4	50	18	19	9	5
3		6	5	6	6	5	5	6	6	6	6	4	5	5	4	7	6	6	6	3	5	5	61	21	21	10	6
4		6	6	5	5	5	4	6	5	6	6	2	6	4	5	6	5	5	4	5	5	4	56	21	19	9	6
5		6	6	7	4	5	6	7	5	5	6	3	6	5	5	6	5	5	4	3	5	5	60	22	17	10	6
6		2	3	4	4	5	4	5	6	6	6	6	5	5	4	6	5	5	4	3	3	2	51	20	17	5	5
7		4	4	5	3	6	5	5	3	5	5	3	4	5	5	6	6	6	6	2	2	3	48	20	20	5	5
8		2	3	4	4	5	5	6	6	6	5	3	4	5	5	6	5	5	4	4	3	4	49	20	18	7	5
9		6	5	6	6	5	5	5	1	4	5	3	4	3	3	4	3	4	2	2	2	2	51	13	13	4	3
10		4	3	2	3	4	5	4	2	6	6	4	5	4	4	4	5	5	4	3	2	3	43	17	17	5	4
11		5	5	4	4	3	3	4	2	6	6	2	4	4	5	6	5	6	4	3	2	4	44	19	18	6	5
13		4	4	3	4	3	4	5	5	6	6	5	6	6	6	7	5	6	5	3	3	4	49	25	19	7	7
14		4	5	5	5	6	5	4	5	7	6	5	6	6	5	6	5	6	5	3	3	4	57	23	19	7	6
16		5	6	6	6	5	5	5	6	6	6	4	5	5	5	6	5	6	5	4	3	4	60	21	20	7	6
17		5	5	5	6	5	5	6	6	5	5	4	5	5	4	5	4	5	3	3	2	4	57	19	15	6	5
18		6	5	6	6	5	5	5	6	7	7	5	6	7	7	6	6	6	5	5	3	5	63	26	22	8	7
19		4	3	4	3	3	4	5	5	6	6	5	6	5	5	5	5	5	4	3	3	4	48	21	17	7	5
20		3	3	2	3	3	4	4	5	6	6	5	3	3	4	6	5	5	5	3	3	4	44	16	18	7	3
22		4	3	3	4	4	4	4	5	5	5	3	4	5	4	4	5	5	4	3	3	4	44	17	17	7	4
23		5	5	6	5	6	6	6	6	7	6	3	5	6	6	5	5	5	3	3	3	4	61	22	18	7	6
24		5	5	5	5	6	6	5	6	6	6	4	5	5	4	5	5	5	4	3	3	4	59	19	17	7	5
25		4	5	3	4	3	5	3	5	6	6	5	5	5	5	4	5	5	3	2	5	4	49	20	17	7	5
26		3	3	2	4	4	3	3	4	5	5	3	4	4	3	3	5	4	4	3	3	5	39	14	16	8	3
27		3	4	5	5	4	3	4	5	5	5	3	4	5	5	4	5	5	4	3	3	5	46	18	17	8	4
28		5	4	5	5	4	4	5	6	6	6	4	5	5	6	6	5	5	6	3	2	4	54	22	19	6	6
29		6	5	4	4	5	4	4	5	6	6	4	6	5	6	5	5	5	6	3	2	4	53	22	19	6	5
30		5	4	5	5	4	5	4	5	6	6	4	5	5	4	5	4	5	5	4	4	4	53	19	18	8	5
31		3	4	3	3	4	3	4	5	5	5	3	3	2	3	4	5	4	4	3	3	3	42	12	16	6	3
32		3	3	4	3	4	4	3	4	5	5	2	2	2	2	3	4	4	3	2	3	2	40	9	13	5	3
33		2	2	3	3	2	3	4	4	5	5	3	2	2	3	2	4	3	3	2	2	1	36	9	12	3	2
34		5	4	5	5	3	3	4	4	5	5	3	3	3	4	3	4	4	3	4	3	2	46	13	15	5	3
<b>Total Score</b>		137	134	139	137	136	137	144	148	177	170	113	141	142	140	156	152	156	136	99	96	115					

115