



Preparing Your Office and Employees for Returning to the Workplace

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RECOVERY READINESS

RETURN TO THE OFFICE

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COVID-19 Workplace Response Dashboard



2.7M data points

7 Key Factors

- Inspire through culture
- Leverage tech to collaborate

'Renew'
Lagging 10-15% behind



average **office use** pre COVID19

SOURCE: CUSHMAN & WAKEFIELD

EPISODE 1



LISTEN TO EPISODE 1



RECOVERY READINESS



BE WELL, BE SOCIAL, TAKE BREAKS, TURN IT OFF, TAKE MEALS, KEEP MOVING, CONNECT, HAVE PURPOSE, VIDEOS FOR INSPIRATION

1M people 800M sq.ft. 10k companies

Back to work in China post C19



WELL LIVING LAB

“It’s not just an office. It’s an ecosystem”

By CUSHMAN & WAKEFIELD

How to Guide a Living Document

New tools:



XSF@home
Remote working calculator



FEET OFFICE

eBook

Prototype Experiment



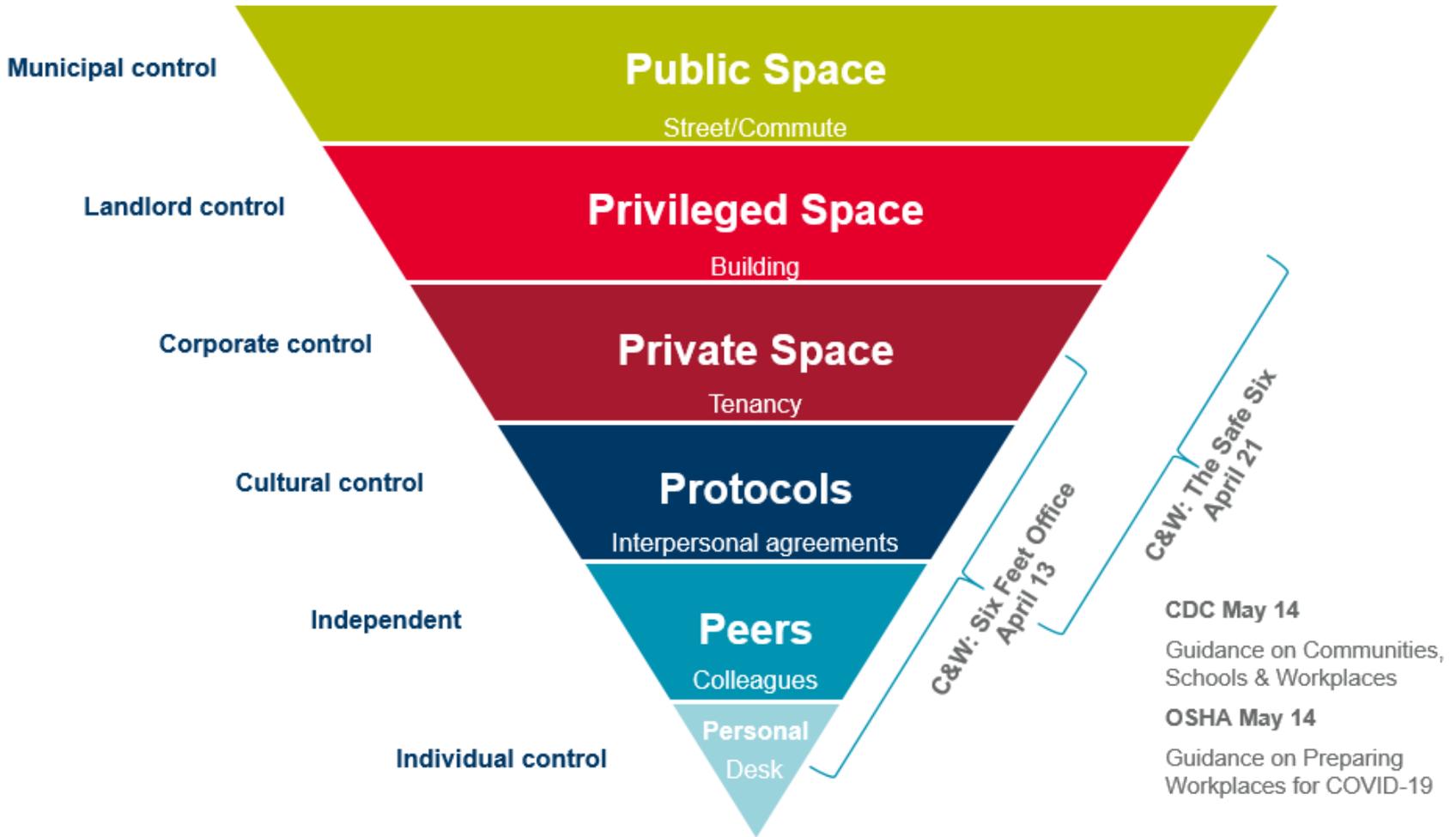
CushmanWakefield.com





The Context

WHERE ARE YOU?



Recovery Readiness

ACT NOW



RESPOND

- Understand critical terms, conditions and dates in leases
- Address rent relief and lease modifications
- Understand employee needs with **XSF@Home** surveys
- Deploy cost containment efforts
- Determine excess or distressed assets to be addressed

REOPEN

- Actively assess portfolio, leases, employees' needs, and space demand & supply to make plans
- Space plan for social distancing using **6 Feet Office** principles
- Modify workspaces where needed
- Implement enhanced cleaning and maintenance protocols
- Source and procure critical supplies, signage and specialty services
- Deliver change management and ongoing employee engagement

REIMAGINE

The **new role of the workplace**, employee experience & wellness, strategic planning and landlord investment in a new environment through:

- Health & safety
- Future work pattern development
- Workplace strategy
- Portfolio & location strategy
- Technology enablement
- Environmental influences



Short Term: The Safe Six

WORKPLACE READINESS ESSENTIALS

1. PREPARE THE BUILDING
2. PREPARE THE WORKFORCE
3. CONTROL ACCESS
4. CREATE A SOCIAL DISTANCING PLAN
5.  TOUCH POINTS &  CLEANING
6. COMMUNICATE FOR CONFIDENCE

THE SAFE SIX: WORKPLACE READINESS ESSENTIALS

The migration from furloughed and Work From Home (WFH) workforces back to places of business will look different for every organization. How can real estate owners most effectively prepare their assets for the return of building occupants? And how can employers make sure they are prepared to receive their workforce—and make sure their employees are prepared? Faced with many of the same challenges, owners and occupants have a unique opportunity to come together following a handful of operational guiding principles to help navigate the return to the workplace.

01 PREPARE THE BUILDING

- Consider cleaning plans, pre-return inspections, HVAC & mechanicals checks
- Ensure safety of all workers
- Ready Mechanical, HVAC, Fire/Life Safety systems
- Clean with products from approved lists from governing authorities
- Ensure compliance with owner/landlord requirements/policies
- Engage vendors in back-to-work plan
- Review and prepare plans regarding changes to cleaning scope or any additional services
- Ensure all inspections, remediations, repairs and communications are complete before re-opening

02 PREPARE THE WORKFORCE

- Policies for deciding who returns, when/schedule management, employee communications
- Mitigate anxiety of returning to the workplace through change management/planning and communications
- Consider why people can benefit from returning to work
 - Productivity from proximity to colleagues, socialization, amenities, and work tools & resources
 - Health and family priorities, reduced commute time, technology enables WFH without loss of productivity
- Develop and execute detailed plan on how to return to work
- Advise on alternate means of safe commuting
- Prepare and post reminders of social distancing and cleaning protocols

03 CONTROL ACCESS

- Protocols for safety and health checks, building reception, shipping/receiving, visitors, visitor policies
- Control the entry points including deliveries
- Reconfigure gathering and lobby areas for social distancing
- Clearly communicate building protocols through signage and floor markings
- Consider temperature screening
- Provide sanitiser, soap, PPE as appropriate
- Disable touchscreens

04 CREATE A SOCIAL DISTANCING PLAN

- Decreasing density, schedule management, office traffic patterns
- Protocols for safety and health checks, building reception, shipping/receiving, visitors, visitor policies
- Staggering arrival/departure times in the office and WFH
- Staggered arrival/departure times
 - Disable teams to negotiate their own 'stuffed' schedule
- Introduce planning to support social distancing/6 Feet Office Protocols
- Monitor space usage
- Specify seating assignments for employees to ensure staff adheres to minimum work distances
- Reconfigure spaces, alternate desk/char tables, etc. for social distancing
- Add panels between desks including height adjustable panels for sit/stand desks
- Enforce stringent cleaning protocols for shared spaces
- Reduce capacity of spaces—e.g., remove some chairs from large conference rooms
- Remove high touch shared tools such as whiteboard markers, remote controls, etc.
- Institute a clean desk policy
- Create secured, designated storage areas for personal items
- Designate and signpost the direction of foot traffic in main circulation paths

05 REDUCE TOUCH POINTS & INCREASE CLEANING

- Touchless ingress/egress, clean desk policy, food plan, cleaning common areas
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- Maintain enhanced cleaning and disinfecting practices
 - Supply disinfectants near or on each desk or work area, specifically those that are shared
- Remove food/beverages, consider networking with single serving items
- Enable DIY cleaning through hand sanitiser, disinfectant wipes, and other such products
- Sanitize all workplace areas, including office, conference room, breakroom, cafeteria, restroom, and other areas prior to opening. Ensure equipment/equipment are in working order
- Limit in person meetings
- Consider low touch or no touch switches, doors, drawers and other things
- Remove high touch shared tools such as whiteboard markers, remote controls, etc.
- Institute a clean desk policy
- Create secured, designated storage areas for personal items
- Designate a specific enclosed room to isolate of any person identifying themselves with symptoms

06 COMMUNICATE FOR CONFIDENCE

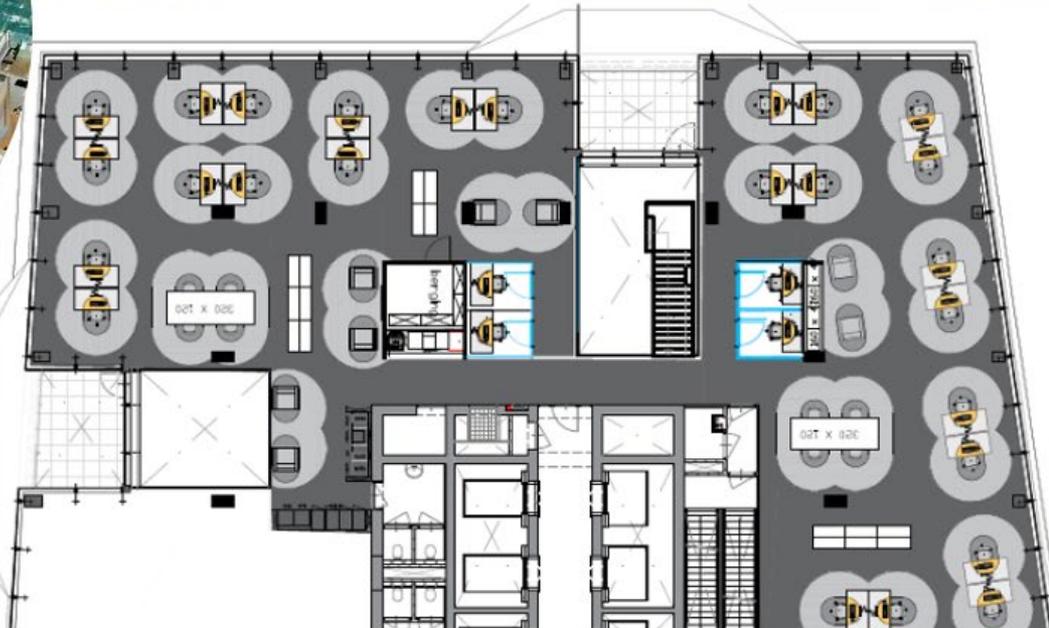
- Recognize the fear in returning, communicate transparently, listen/actively regularly
- Ensure leadership alignment on entry
- Establish two-way communication
- Ensure a trusting and transparent culture
- Clearly set employee expectations, with an emphasis on making them feel secure
 - Return to work/WFH policies and incentives
 - Guest and visitor policies
 - Employee travel policies
 - HR policies regarding illness, support for caregivers, etc.

MOST IMPORTANTLY Constantly reinforce hand washing, social distancing and staying home when ill



Six Feet Office Principles

- 6 Feet Quick Scan:** Analyze current work environment
- 6 Feet Rules:** Set simple and clear protocols that put safety first
- 6 Feet Routing:** Visually display the circulation route
- 6 Feet Workstation:** Address distances, surfaces and panels
- 6 Feet Experience:** Change management, training & guidance to operate effectively



Workplace Assessment

SOCIAL DISTANCING, OCCUPANT CAPACITY, CIRCULATION, TOUCHPOINTS

PANTRY

- 5 **Distancing:** remove stools; consider single use occupancy.
Touchpoints: use gloves to access shared equipment; support with a day porter; pre-packaged food; single use supplies

OPEN SEATING

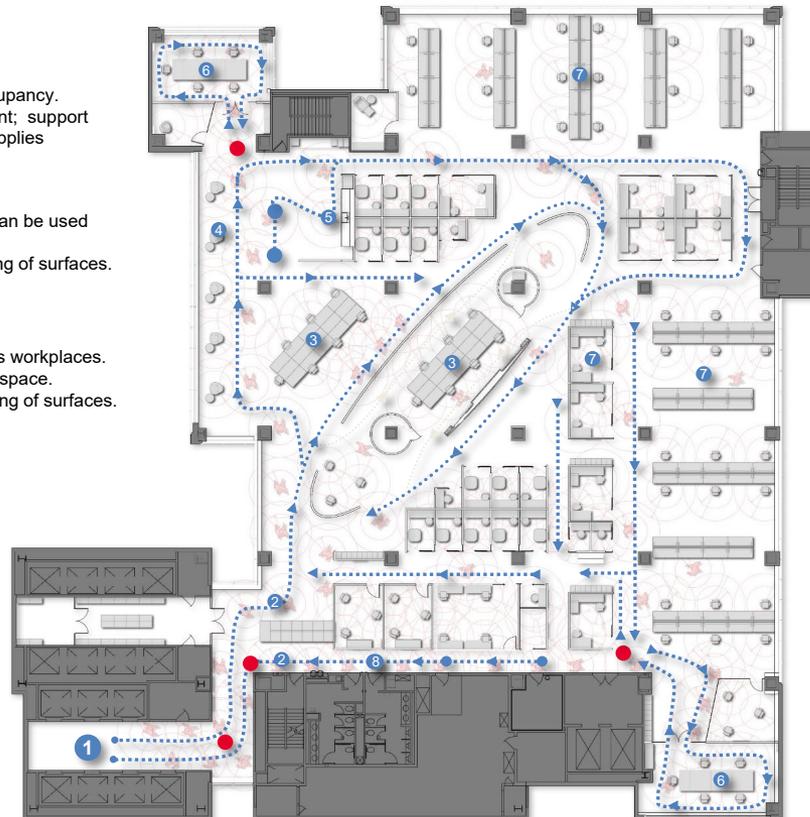
- 4 **Distancing:** significant furniture reduction: 6 seats can be used simultaneously while respecting distancing.
Touchpoints: disinfectant wipes available for cleaning of surfaces.

COMMUNITY SPACE

- 3 **Distancing:** significant seat reduction: seats used as workplaces.
Circulation: clockwise internal flow; respect others' space.
Touchpoints: disinfectant wipes available for cleaning of surfaces.

ENTRY | EGRESS

- 1 **Distancing:** elevator lobby – coordinate entrance /egress to respect social distancing. Consider up and down elevators only; consider pinch points.
Note: freight elevator could be used but creates a pinch point for bathroom access.
Occupant volume: avoid high occupancy and reduce traffic by staggering arrival and departures.
Touchpoints: new gloves to be worn in elevators
Hygiene: employees to wear masks upon entering and while circulating on the floor. Pick up/disposal of PPE to be available upon entering the space.
- 2



CONFERENCE ROOMS

- 6 **Distancing:** capacity reduction: 12 to 5 people.
Circulation: clockwise flow into the conference room; occupants take the furthest seat first; consider queuing protocol prior to entering the room.
Touchpoints: prop doors open (or remove). Shared tech and writing materials only to be used with gloves.

INDIVIDUAL SEATS

- 7 **Distancing:** workstation occupancy reduced for distancing and secondary circulation capacity; clear vertical dividers to be installed between workstations; remove guest seating. Convert large offices to accommodate two desks yet maintain required distance. Doors to be propped open or removed.

BATHROOMS

- 8 **Occupant Volume:** each bathroom to be considered single occupant and possibly unisex.
**pinch point for occupants exiting the space.*
Hygiene: trash bins placed next to doors. Wear masks.

PINCH POINTS

- Indicates friction points with higher traffic volume and proximity to adjacent traffic flow which will need to be considered and resolved.



Reactivating Your Headquarters

Mandy Frohlich

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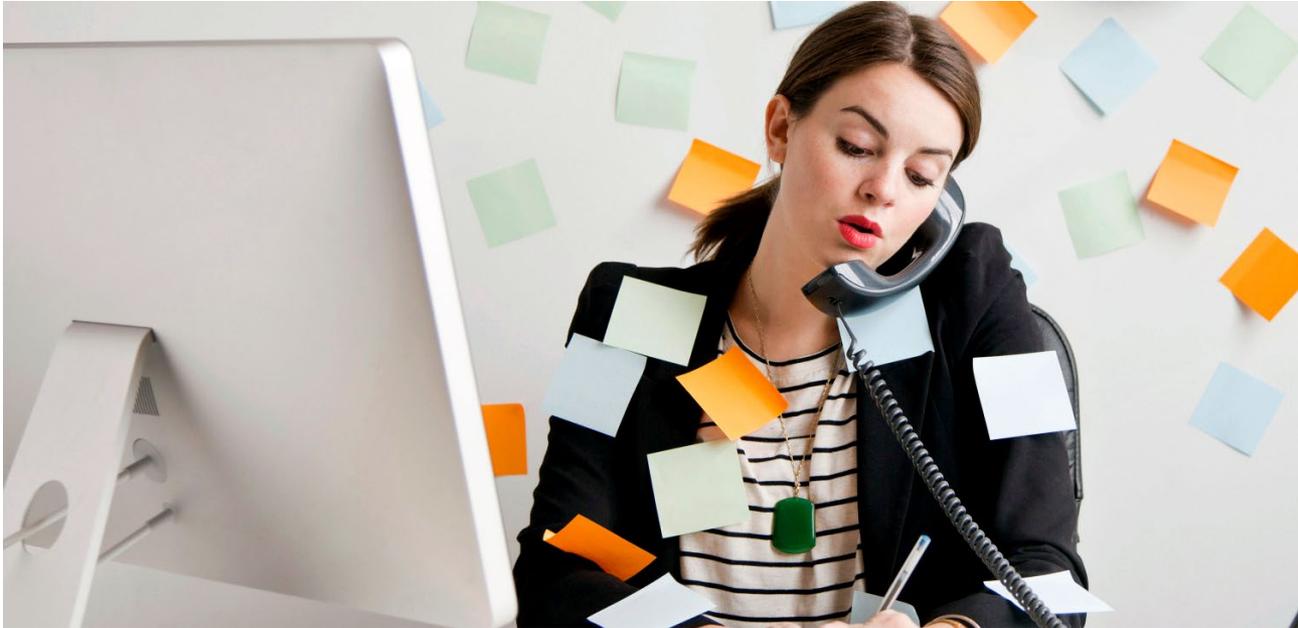


Embarking on the Task: Comfort in Acknowledging the Obvious

- Not all Things are Certain
- We are all Learning as we Go
- This Work Tests all Previous Assumptions
- You will Uncover New Pressure Points



Where Did We Begin



Starting is Half the Battle

- Identify Key Resources (both communication style and content needs)
- Cushman, OSHA, Property Management Resources
- Determine a Core Team for Planning and Execution
- Listen to Your Staff and Understand their Needs and Preferences (staff surveys, virtual suggestion box etc)
- Talk to Colleagues in other Organizations
- Let Your Objectives Lead Your Plan



Where are We Now: 5 Steps for Reactivation

bjectives

- To continue to support operations and processes that follow health guidance to provide for safety of APTA's staff
- To continue to be a responsible community partner in addressing COVID-19
- To create clear guidance and protocols that are easily accessible to all staff
- To further promote environments in which APTA staff can best provide value to members and potential members in the APTA community



5 Steps for Reactivation

- Step 1: Prepare North Fairfax for Reactivation
- Step 2: Prepare our Staff Team for Return to North Fairfax
- Step 3: Headquarters Operations
- Step 4: Partnering with our Staff Colleagues
- Step 5: Readiness for Change & Keeping Communications Channels Open



Step 1: Prepare North Fairfax for Reactivation

- Double Check and Ensure Cleaning Protocols
- Update Signage (hand washing, kitchen use, spatial distancing etc)
- Determine Maximum Occupancy per Floor (account for social distancing for offices and workstations)
- Determine Delivery Protocols
- Determine Visitor Protocols - members and other guests
- Procure Supplies - Hand sanitizers, wipes, soap, paper towel, door jams
- Review furniture layout and remove unneeded touch points
- Prepare Phases for Staff Return



Step 2: Prepare our Staff Team for Return to North Fairfax

- Communicate Phases for Staff Return
- Centralized Location for Staff Resources (plans, handouts, training)
- Produce pre-return webinar for staff
- Provide hand outs such as daily staff health checklist
- Resources on Managing the “new” new normal
- Schedule pre-return supervisor touch point or training
- Support staff commuting needs (example: parking)
- Articulate commitment to understanding staff needs



Step 3: Headquarters Operations

- Virtual meetings recommended
- No gatherings over 5 people
- Small meeting rooms closed & chairs removed from large meeting rooms to ensure spatial distancing
- Reiterate Delivery Protocols
- Face masks required outside of personal offices
- Reduce touch points throughout building
- Avoid more than one person in kitchen at once and communal products removed
- Doors remain open (interior passageway doors, stairwells etc)
- Open trash cans for disposal
- Prohibit use of phones or workstations other than your own
- Hand sanitizers and wipes to be made available
- HR to maintain staff role as point of contact for staff that may be ill
- Room identified for staff to isolate if needed



Step 4: Partnering with our Staff Colleagues

- Provide ongoing staff resources to support staff
- Staff surveys
- Staff Daily Health Survey (self assessment)

Staff Daily Health Survey	
Are you currently experiencing, or have you experienced within the past 7 days any of the following symptoms?	
Fever	
Chill with shaking or teeth chattering	
Sore throat	
Frequent Cough	
Shortness of breath at rest	
Pain or tightness in your chest	
Flu like symptoms	
Muscle pain not related to exercise	
Loss of ability to taste or smell	
Are you well, but a member of your household is sick at home with bronchitis or flu like symptoms?	
Are you or a member of your household awaiting COVID-19 test results?	
Have you or a member of your household been asked to self-isolate?	



Step 5: Readiness for Change & Keeping Communications Channels Open

- Commitment to ongoing updates and transparency
- Prepare staff to be ready to adapt if changes need to be made
- Keeping staff up to date on new training or changes
- Maintain connection between supervisors and staff
- If you are phasing staff in, acknowledge that subsequent phases could look different
- Create preparation checklist for return to remote work should that be necessary



Final Thoughts

- Determine Your Decision Tree (HR, Legal, Facilities, Leadership)
- Expect the Unexpected but Know that You Can't Predict Everything
- Think Beyond Reactivation: What will the next new normal be?
- Consider How to Communicate Plans to Board or Members as Appropriate
- Be Ready to Adapt



Contact Us for More Information:

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Thank you for participating!

If you have any suggestions for additional COVID – 19 webcast topics, please email them to Karen Bernstein, ASAE senior learning manager at: kbernstein@asaecenter.org



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