Preparing Your Office and Employees for Returning to the Workplace

Presenters:

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Managing Director
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American Physical Therapy Association
RECOVERY READINESS
RETURN TO THE OFFICE

Antonia Cardone, Managing Director,
Workplace Strategy & Change Management
Cushman & Wakefield
COVID-19 Workplace Response Dashboard

7 Key Factors
1. Inspire through culture
2. Leverage tech to collaborate

‘Renew’
Lagging 10-15% behind

56% average office use pre COVID19

SOURCE: CUSHMAN & WAKEFIELD

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

Back to work in China post C19

New tools:
XSF@home
Remote working calculator

“IT’S NOT JUST AN OFFICE.
IT’S AN ECO-SYSTEM”

WELL LIVING LAB

6 FEET OFFICE

EBOOK

CushmanWakefield.com

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The Context
WHERE ARE YOU?

Public Space
Street/Commute

Privileged Space
Building

Private Space
Tenancy

Protocols
Interpersonal agreements

Peers
Colleagues

Personal Desk

Independent control

Cultural control

Corporate control

Landlord control

Municipal control

CDC May 14
Guidance on Communities, Schools & Workplaces

OSHA May 14
Guidance on Preparing Workplaces for COVID-19

C&W: The Safe Six
April 21

C&W: Six Feet Office
April 13

@2020 CUSHMAN & WAKEFIELD
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
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**
- **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**
- **Distancing:** significant furniture reduction: 6 seats can be used simultaneously while respecting distancing.
- **Touchpoints:** disinfectant wipes available for cleaning of surfaces.

**COMMUNITY SPACE**
- **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**
- **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.

**CONFERENCE ROOMS**
- **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**
- **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**
- **Occupant Volume:** each bathroom to be considered single occupant and possibly unisex.
- **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
Chief Operating Officer and Executive Vice President, Strategic Affairs
American Physical Therapy Association
Embodying 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

objectives

- 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)

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