



A COVID-19 Virtual Ideation Experience

Team Topic and Number: Space Utilization +Metrics – Team #2 Team

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Smoothing the Disruption to Space Metrics & Utilization through Change Management

In an ideal world, drastic changes to the workplace are planned and executed within the guidance of a formal Change Management Process that may coincide with project, relocation or business reengineering initiative. Regardless of the circumstances, it's a holistic process that encompasses communication and an elevated employee experience. The onset of COVID-19 deprived most of the working population of the ability to be educated on and communicated to throughout the mass exodus from the workplace. Here's where our team examines the new Space Utilization and Metrics with an eye to embedding a change management process within it. We will examine the shifts in metrics: working from home, technology, space utilization & metrics, cleaning, mentorship and the employee experience all within the Change Management framework of:

- o Communication
- o Adaptability
- o Resilience:
- o Engagement:
- o Innovation

WORK FROM HOME ~ RESULTING SHIFTS + FORECAST

Covid-19 forced many companies to experience working from home with little warning. While the forced experience had varied results, many learned it was doable and less painful than anticipated. In general, perceptions have shifted to an acceptance for remote working. Covid-19 is not just temporary disruption but has become an accelerator for the work from home blueprint. The short-term results demonstrated employees can be managed from home, employees want the flexibility to work from home, and the results could be beneficial to companies' overall profitability.

As companies begin re-entry the office, they'll evaluate strategies around implementing a long-term work from home policy and therefore potential impacts on their office utilization and required square footage with less employees in the office daily. Expanded IT and at-home ergonomic support will be required. Ultimately, companies will need to be more flexible with their employees for both productivity as well as recruitment and retention.

CHANGE MANAGEMENT ACTION >>

COMMUNICATION is key to further the employee experience and help employees adapt to their new work environment. TECHNOLOGY can be utilized to coordinate employees working from home and scheduled time in the office, as well as to measure workers productivity to ensure the work from home strategy is successful for both. ADAPTABILITY and INNOVATION is key to a successful implementation of a work from home policy. The "one shoe fits all" approach cannot be applied to any one company, department or individual.

TECHNOLOGY

Post COVID there will be more acceptance in sensoring as part of a company's real estate strategy. The sensors will be used to understand proper social distancing, occupancy limits, as well as to indicate availability for use as well as for cleaning. There will also be a need for more real-time large-scale displays sharing the sensoring data to enable decisions on spaces to go work, how to get there, how to clean, etc. The same large-scale displays enable sensors and occupancy management tools that will allow a better understanding of the connectedness and engagement of remote workers into either room based or open planned meetings.

There will be more use of apps to help with room booking, wayfinding, proper cleaning and instruction, as well as simple things like, door operation – all in an effort to keep workers hands-

free in their environment. A potentially intrusive option would be contact tracing software that can share moments of contact with someone who has symptoms of covid19 – so a company can quickly respond to incidences of the virus.

We expect to see more robots to automate cleaning activity—as an example—the room or desk senses it is no longer occupied and signals the robot to come and initiate the cleaning process—so that once done the room can be indicated as available. Robots can also tour the space and track density, distance and even potential symptoms like high temperatures and can be used to inform of hotspots and problem areas or correct the spacing live.

CHANGE MANAGEMENT ACTION >>

COMMUNICATION and Education around the implementation and use of these INNOVATIVE technologies will be needed to address privacy concerns. To maintain ENGAGEMENT, the nature of the communication should drive to the employee’s ability to use these tools to safely ADAPT to POST COVID workplace changes in a way that safely supports a move towards office RESILIENCY.

SPACE UTILIZATION + METRICS

Covid 19 has changed the way we look at space.

We are looking at everything from how far apart staff are seated to how many occupants are in a conference room. Over the last several years, the new open office design has provided a variety of different space types including collaborative spaces, quiet rooms, living rooms allowing flexibility for staff to choose where they feel most comfortable performing a task. These changes are going to help organizations as we prepare to re- enter the worksites. Companies will be challenged for time and money to do any major modifications to accommodate social distancing in the workplace. With some of the new space designs, we are finding space utilization metrics that show a ratio of 3 available seats per each staff member assigned to a building. A staff member has an option to choose where they want to sit if they are not comfortable sitting at the station that is assigned to them. This empowers staff members with the power of choice to accommodate social distance requirements.

CHANGE MANAGEMENT ACTION >>

For many, they may have just adjusted to a new workplace, where seating sharing and square footages at less than 100 sf per person are being introduced. COMMUNICATION has been thoughtful and continuous to ensure ENGAGEMENT. COMMUNICATION must be consistently revised to show how the current workplace will need to ADAPT and demonstrate flexibility to reinforce the RESILIENCY of the workforce and workplace.

CLEANING PROTOCOLS

Once considered a standard and normal service in the work place, the covid-19 pandemic has shed light on the importance of cleaning and maintenance services as companies navigate the

return back to the workforce. Cleaning plans, pre-return inspections, and HVAC & mechanical checks will all be critical components that companies start to evaluate as they develop strategies around workplace safety.

As companies return to work, we believe firms and building owners will develop new cleaning programs with training with written procedures for cleaning and sanitizing spaces that include, but are not limited to, work surfaces, individual responsibilities, a how to prevent cross-contamination, and products used with the appropriate PPE required. SLA's will be developed for measuring cleaning time for each surface/area and time between individual's vacating a space and cleaning/disinfecting the space. Technology will also be a useful tool to help track and report results. For example, using software that automates cleaning orders when any person vacates a space or an app that tells employees when their desk was last cleaned and sanitized so they know it is safe. We also predict plenty of employee training with plans in place for reducing touch points, wiping down surfaces, and hand washing.

CHANGE MANAGEMENT ACTION >>

COMMUNICATION around educating and training workers and employees about the importance of why cleaning is essential to workplace safety. Utilizing technology as a service to help employees, cleaners, and stakeholders benchmark results around safety and ADAPT to a result based and safe workplace.

MENTORSHIP + EMPLOYEE EXPERIENCE

Developing and maintaining connection in this time of social distancing can be a challenge, but is certainly achievable. As this impacts mentorship that is either internal or external to your organization, it can also be tied to consistently delivering an impactful employee experience that may look quite different that in a pre- COVID environment.

CHANGE MANAGEMENT ACTION >>

This is where Change Management meets its biggest challenge, as all the metrics around space use, safety, cleaning and technology may fail, if there's not a plan in place to communicate, adapt, engage and try again.

As a mentor, remember to BE:

- o Mindful. Your mentee may be experiencing this pandemic more intensely than you.
- o Intentional. Engage intentionally by honoring emotions and desire for self-care
- o United. Decide collectively how to gather or meet
- o Communicative. Communicate virtually if possible, correspond via mail if not.

Many of these same credos extend to maintaining an exemplary employee experience that is now defined by a different set of metrics:

- o Communicate by instilling an effective messaging framework that addresses the why, what and how of what's happening

- Adapt by redefining expectations, and resisting the urge to compare against the recent past.
- Promote resilience, by examining failures and celebrating new skills and strengths.
- Foster engagement through purposeful feedback, encouraging innovation and empowering your team to solve for unconventional challenges.