

THE LAW FIRM OF THE FUTURE

POINT-COUNTERPOINT:
SHOULD WE BRING EVERYBODY BACK TO THE
OFFICE OR RETHINK OUR WORKPLACE MODEL?

An MPF Webinar – March 3, 2021

by

Uri Gutfreund

Law Firm Group Leader, Risk Strategies Company

Michel J. Hurley, Jr., Esq.

Managing Partner, Cassin and Cassin LLP

Jon. J. Pinney, Esq.

Managing Partner, Kohrman, Jackson & Krantz

John Remsen, Jr.

President, TheRemsenGroup

MPF WEBINAR

POWERED BY

TheRemsenGroup
Smart Strategies for the Forward Thinking Law Firm

TheRemsenGroup.com

BIOGRAPHICAL PROFILE

Uri Gutfreund

National Law Firm Practice Leader
Risk Strategies Company
New York, New York
212.826.9744 – ugutfreund@risk-strategies.com

Uri Gutfreund is The National Law Firm Practice Leader at Risk Strategies Company, a top 25 national insurance brokerage and The Founder and Moderator of The Managing Partner Round Table™, a regional peer-to-peer professional development group. This unique program has quickly become a leading venue for thought leaders in the legal industry.

At Risk Strategies, Uri is responsible for the development and execution of all insurance and risk management services to the company's law firm clients. He oversees all law firm specialty areas including: Health, Professional Liability, Property and Casualty, Cyber and EPLI. His practice leadership combines 20 years personal experience with cutting edge innovation remaking law firm insurance programs using the latest technology, peer benchmarking, and real-time best practices to serve the company's law firm clients.

He has been a Registered Professional Liability Underwriter since 2001 and a frequent speaker and is a writer on law firm leadership, law firm business practices and insurance and risk management at national and regional conferences.

September 2020

MICHAEL J. HURLEY, JR. | MANAGING PARTNER | New York

Michael J. Hurley, Jr., Managing Partner of Cassin & Cassin LLP, represents institutional lenders in all aspects of commercial real estate finance including loans intended for sale, syndication or securitization. In addition, Mr. Hurley handles commercial transactions encompassing the sale and disposition of real property and equity interests, mortgage and mezzanine loan originations and formation of entities for acquisition, ownership, development, operation, and/or management of real property.

Mr. Hurley received his Juris Doctor from Fordham University and his Bachelor of Science from Providence College. He is admitted to practice in the State of New York and is a member of the American Bar Association, Community Bankers Association of New York State, Mortgage and Real Estate Finance Committee, CRE Finance Council, Mortgage Bankers Association of New York, where he served as President from June 2008-2010, National Multifamily Housing Council, and New York State Bar Association, Real Property Law Section. Mr. Hurley is actively involved with his alma mater, Fordham Law, serving as a member of their Small to Midsize Firm Leaders Dean's Advisory Council and he is also a board member of the White Plains YMCA, where he served as Chairman from 2006-2008.

Education

Fordham University School of Law (JD)

Providence College (BS)

Practices

Agency Lending

Balance Sheet Lending

Commercial Mortgage-Backed Securities (CMBS)

Loan Sales and Acquisitions

Admissions

New York

News and Events

March 1, 2021: Cassin & Cassin LLP Welcomes New Attorneys Across Practices - Steven R. Ebert, Sheila A. Murphy, Beth R. Budnick, Moyosola Soyemi, Sean S. Thorsen

February 1, 2021: Fordham Law School Accepts Endowed Scholarship from Cassin & Cassin LLP

January 20-22, 2021: CREFC January Conference, *Virtual Event*

December 9, 2020: Elisabeth Haub School of Law Announces Scholarship Endowment Gift From Law Firm Cassin & Cassin LLP

November 24, 2020: Cassin & Cassin Named Top New York City Real Estate Law Firm by The Real Deal for Second Year Running

November 2020: Law In Order - Annual Ranking of New York's Leading Law Firms on Property Sales and Debt Deals, *The Real Deal*
Cassin proudly ranks #12 (out of 40) for leading law firms on debt deals.

September 2, 9, 14 & 16, 2020: MBA of NY Annual Real Estate & Lending Summit, *Virtual Event*
September 14 at 10:15 AM: Michael J. Hurley Jr. will participate on a panel "The New Norm For Business Continuity And Growth In The New York Marketplace during COVID"
September 16 at 9:00 AM: Michael J. Hurley Jr. to moderate a panel on " "Mortgage Cornucopia" – Finance Options Abound, From Traditional Lenders to CMBS, Alternatives To Crowd Sourcing – With All These Options, How Does The Borrower Choose The Right One in COVID 19 Environment?"

August 7, 2020: Coronavirus Q&A: Cassin Real Estate Leader, *Law 360*
Michael J. Hurley, Jr. discusses the challenges of building affordable housing amid the pandemic, but also the continued lending activity for those projects from Fannie Mae and Freddie Mac.

April 17, 2020: Client Alert: Workouts: First Things First, a Primer to Pre-Negotiation Letters and Reservation of Rights Letters
This client alert provides an overview on the importance of Pre-Negotiation Letters and Reservation of Rights Letters in a successful loan workout.

March 31, 2020: Client Alert: Commercial Mortgage Loan Closing Best Practices During COVID-19
This "best practices" guide is designed to help our clients optimize their commercial real estate loan closing protocols in light of the current number of real estate recording office closures and related concerns due to the COVID-19 pandemic.

February 10, 2020: Cassin & Cassin Managing Partner Michael Hurley to Moderate Panel at MBA of NY's Annual Real Estate & Lending Summit

January 13, 2020: Cassin & Cassin LLP Begins 2020 With Addition of Four New Attorneys

January 13-15, 2020: CREFC January Conference, Miami, FL
Attendee(s): Christopher Cosolito, Richard Favata, Michael J. Hurley, Jr., William McConnell, Rand Boyers Peppas, Dax Scharfstein

November 11, 2019: Cassin & Cassin Recognized Again by The Real Deal Based on Attorney Headcount and NYC Loan Volume

November 1, 2019: The Battle of the Boroughs, *The Real Deal*
Cassin proudly ranks #7 (out of 20 firms) based on the percentage of the firm's practice that focuses on Real Estate.

November 1, 2019: The Debt Duelers, *The Real Deal*
In the borough-by-borough "Top Law Firms for Loans" list, Cassin proudly ranks in Brooklyn (#6 out of 11 firms), Queens (#2 out of 10 firms) and the Bronx (#2 out of 11 firms).

October 2, 2019: The Real Deal Names Cassin & Cassin a Top New York City Real Estate Law Firm

October 1, 2019: NYC's Barrister Brain Trust, *The Real Deal*
Cassin & Cassin LLP ranks amongst the top "law firms with the highest dollar volume of loan deals in NYC" with 96 deals totaling \$2.11B.

April 15, 2019: Cassin & Cassin Re-Ups at SL Green's 711 Third, *Connect New York*

January 11, 2019: Cassin Hires 3 Attorneys, Seeks More, *Commercial Mortgage Alert*

November 13, 2018: Cassin & Cassin LLP's Michael J. Hurley, Jr. Joins Fordham Law's Small to Midsize Law Firm Leaders Dean's Advisory Council

October 5, 2018: Cassin Still Beefing Up Loan Practice, *Commercial Mortgage Alert*

September 18, 2018: Cassin & Cassin: A Firm That Doesn't Have a Minimum for Billable Hours, *New York Law Journal*
Michael J. Hurley, Jr. interviewed by *NYLJ* for their Midsize Law Firm Q&A series, discusses the Firm's history and culture and how these attributes help distinguish Cassin from other law firms.

January 5, 2018: Cassin & Cassin LLP Names Long-time Partner Michael Hurley as Firm's New Leader, *Commercial Observer*
Michael J. Hurley, Jr. appointed to the newly created role of Managing Partner effective January 1, 2018.

January 4, 2018: Cassin & Cassin LLP Names Michael J. Hurley, Jr. Managing Partner

[VIEW LESS](#)

JON J. PINNEY

Managing Partner

EMAIL: JJP@KJK.COM

PHONE: 216.736.7260

FAX: 216.621.6536

Overview

Related Practices: KJK Advise, Corporate, Securities, Banking & Finance, KJK Advocate, Litigation, Wealth & Estate Planning

As KJK's Managing Partner, Jon leads the firm's experienced team of attorneys and staff in serving a wide array of clients including privately held businesses, entrepreneurs, non-profit organizations and high net-worth families.

With a sophisticated wealth and risk management practice, Jon manages hundreds of millions of dollars in assets for high net-worth families, including some of the Midwest's leading philanthropic families. He also uses his business savvy and drive to win for the benefit of companies of all sizes, helping them mitigate risk and create blueprints for growth. Jon is an attorney to whom clients turn for bold leadership in times of crisis, as well as for strategic partnership for the future.

Jon also has comprehensive experience in real estate development, construction and property management, acquisition and financing of properties across the country, as well as construction agreements, construction financing and landlord-tenant agreements. Jon started his career as a litigator handling high-profile complex cases on behalf of publicly-traded companies. Today, he assists his privately-held clients in managing "bet the business" complex cases and investigations around the country.

A committed civic leader, Jon has worked on several major public-private projects. He spent ten years attempting to secure a national political convention and worked tirelessly on the prior unsuccessful bids in 2008 and 2012. In 2014, he authored the winning 345-page bid to ultimately host the 2016 Republican National Convention and served as the General Counsel, Secretary and Treasurer for the Host Committee. That civic spirit extends into his numerous board leadership roles and relentless drive to move Northeast Ohio forward.

Education

- Cleveland-Marshall College of Law, J.D., 2000
- John Carroll University, B.S., 1997

Civic Involvement

- Blue Coats (Cuyahoga County), Member
- Cleveland 2016 Host Committee, Inc., Member of Board of Directors, Secretary, Treasurer and General Counsel
- Cuyahoga Community College Foundation, Member of Board of Trustees and Executive Committee, Member
- Destination Cleveland, Member of Board of Directors and Executive Committee, Treasurer and General Counsel (appointed by Mayor Frank G. Jackson, City of Cleveland)
- FRONT Exhibition Company, Inc., Member of Board of Directors, Secretary, Treasurer and General

Counsel

- Leadership Cleveland Class of 2018
- The Rock and Roll Hall of Fame and Museum, Member of Board of Trustees
- Cleveland-Marshall College of Law Board of Visitors, Member

Professional Affiliations

- American Bar Association
- Cleveland Metropolitan Bar Association
- The Eighth District Judicial Conference, Life Member
- Order of the Barristers, Member
- Order of the Coif, Member

Bar/Court Admissions

- Ohio State Courts
- U.S. District Court, Northern District of Ohio
- U.S. District Court, Southern District of Ohio
- U.S. Court of Appeals, Sixth Circuit
- U.S. Supreme Court

Awards

- Named to Cleveland Magazine's Cleveland 500, 2021
- *Named to Crain's Cleveland Business* "Power 150", 2020
- Named to *Cleveland Magazine's* "Northeast Ohio's Power 100," recognizing the 100 most powerful people in Northeast Ohio, 2015 to 2018
- Named to *Crain's Cleveland Business* "Who's Who in Northeast Ohio," 2017
- Selected to Ohio Super Lawyers,

Representative Experience

- Authored the winning 345-page bid to secure the 2016 Republican National Convention for the City of Cleveland and Host Committee
- Served as General Counsel and lead negotiator for the 2016 Republican National Convention, negotiating more than 300 related contracts and authoring necessary authorizing legislation
- Serves as a fiduciary/trustee over hundreds of millions of dollars of liquid assets and real estate
- Built multi-million dollar capital stack and served as lead negotiator for public-private project to construct 200,000-square-foot world headquarters for a leading Cleveland corporation
- Structured several multi-million-dollar major gifts to and for charitable institutions, including a \$42 million gift to construct a world-class cancer hospital
- Negotiated purchase or sale of multi-family properties in excess of \$1 billion over career
- Negotiated mergers and acquisitions as well as public and private debt and equity financings for middle-market businesses through the Midwest
- Negotiated purchase or sale of retail real estate properties in excess of \$500 million over career
- Represented some of the Midwest's largest private employers in "bet the business" litigation and investigations, including successfully heading off an attempt by a competitor to unlawfully influence an investigation by the U.S. Attorney General
- Serves as general counsel and provides risk, estate, tax and wealth planning counsel to high net-worth families, managing hundreds of millions of dollars in client assets
- Defended a New York-based public company in a several hundred million dollar securities class action
- Served as one of the lead trial attorneys in the prosecution of a related high-profile malpractice claim against the company's former "big four" auditor that resulted in a multi-million dollar out-of-court settlement that was covered by the *Wall Street Journal* and other major publications
- Served as general counsel for several major private-public projects and initiatives through the Northeast Ohio region

BIOGRAPHICAL PROFILE

John Remsen, Jr.

President

TheRemsenGroup

Atlanta, Georgia

404.885.9100 – jremsen@therem sengroup.com

John Remsen, Jr., is widely recognized as one of the country's leading authorities on law firm leadership, management, marketing and business development. Since 1997 TheRemsenGroup has consulted with more than 400 law firms and thousands of law firm leaders to help them develop and implement long-term strategic objectives to improve cohesiveness, profitability and sustainability.

John is a frequent speaker and author on law-firm leadership and marketing topics. He has spoken at national and regional conferences of the Legal Marketing Association, Association of Legal Administrators, American Bar Association, and numerous state and local bar associations. His articles have appeared in dozens of highly respected legal publications, including the *ABA Journal*, *Law Practice Management*, *Law Practice Today*, *Law360*, *Legal Management*, *Marketing for Lawyers*, *Marketing the Law Firm*, *Managing Partner*, *National Law Review* and *New York Law Journal*.

Since 1988, John has been an active member of the Legal Marketing Association, and he has served as President of LMA's Southeastern Chapter, Executive Editor of *Strategies* (LMA's newsletter) and a member of LMA's national Board of Directors. He is also an active member of the Association of Legal Administrators and a popular speaker at ALA meetings and conferences.

In 2002, John created The Managing Partner Forum, a highly acclaimed conference series and community for managing partners and law firm leaders. More than 1,200 firm leaders from 900 law firms and 43 states have participated in 26 conferences. In addition, John distributes *The MPF Weekly*, an electronic newsletter to more than 10,500 firm leaders throughout the U.S., Canada and 28 other countries.

John's influence was underscored when he was inducted as a Fellow of the College of Law Practice Management in 2013, in recognition of his 25 years of demonstrated expertise in law firm leadership and management. Founded in 1994, the College honors those who "inspire excellence and innovation in law practice management." Membership is by invitation only and includes just 200 individuals.

And the College was not alone: in 2016, John was recognized by LawDragon as one of the "Top 100 Consultants and Strategists" to the legal profession; and in 2017, John was recognized as one of the world's top "leaders and influencers" in the business of law by the Association of International Law Firm Networks.

A native of West Palm Beach, Florida, John holds an MBA from The University of Virginia (1985) and a bachelor's degree in Business Administration from the University of Florida (1980). Prior to enrolling in graduate school, John was Executive Director of The Florida Council of 100, an organization comprised of Florida's top CEOs and other business leaders.

September 2020

MPF WEBINAR

Law Firm of the Future



The MPF Webinar Series: The Law Firm of the Future

Point/CounterPoint: Should We Bring Everybody Back to the Office or Rethink Our Workplace Model?

An MPF Webinar with Michael Hurley and Jon Pinney

March 3, 2021 – 2:00-3:00pm ET



1



Uri Gutfreund

- National Law Firm Practice Leader, Risk Strategies Company
- Prof'l Liability, Cyber, EPLI, Employee Benefits, Property and Casualty Insurance Plans
The Managing Partner Roundtable
- Speaker:
 - American Bar Association
 - Association of Legal Administrators
 - Managing Partner Summit
 - MPF Annual Conference
 - Law Firm Networks
- Education:
 - BA – Yeshiva University



2

MPF WEBINAR

Law Firm of the Future



Managing Partner Forum®
ADVANCING THE BUSINESS OF LAW



John Remsen, Jr.

- President, TheRemsenGroup
- President & CEO, Managing Partner Forum
- Strategic Planning, Marketing/Business Development, Firm Retreats, COO/CMO Search
- Fellow, College of Law Practice Management
- Speaker:
 - American Bar Association
 - Association of Legal Administrators
 - Legal Marketing Association
 - MPF Annual Conference
 - Law Firm Networks
- Education:
 - MBA – University of Virginia
 - BSBA – University of Florida



TheRemsenGroup
Smart Strategies for the Forward Thinking Law Firm



RISK
STRATEGIES

3



Managing Partner Forum®
ADVANCING THE BUSINESS OF LAW



MPF PROGRAMS IN 2021

- MPF Webinar Series – First Wednesday @ 2pm ET
- MPF Virtual Conference – Women in Leadership – June 17
- MPF Listserv and Conference Calls
- *The MPF Weekly* – Friday mornings
- MPF Website – www.ManagingPartnerForum.org
- The MPF Leadership Conference – May 5-6 in Atlanta *
- The MPF Fall Symposium – October 7 in Chicago *



RISK
STRATEGIES



TheRemsenGroup
Smart Strategies for the Forward Thinking Law Firm

4

MPF WEBINAR

Law Firm of the Future



Managing Partner Forum®
ADVANCING THE BUSINESS OF LAW



TODAY'S WEBINAR

- Introductions
- Registrant Survey Results – 195 firm leaders
- Panel Discussion
- Live Audience Polling
- Your Questions
- Next MPF Webinar: Wednesday, April 7th



RISK
STRATEGIES



TheRemsenGroup
Smart Strategies for the Forward Thinking Law Firm

5



Managing Partner Forum®
ADVANCING THE BUSINESS OF LAW



Michael Hurley

- Managing Partner, Cassin & Cassin LLP
- 45 lawyers based in New York
- Commercial Real Estate Practice
- Mortgage Bankers Association of New York
– Past President
- Fordham Law – Dean's Advisory Council
- White Plains YMCA – Past Chair
- Education:
 - JD – Fordham University
 - BS – Providence College



TheRemsenGroup
Smart Strategies for the Forward Thinking Law Firm



RISK
STRATEGIES

6

MPF WEBINAR
Law Firm of the Future



Managing Partner Forum®
ADVANCING THE BUSINESS OF LAW



Jon Pinney

- Managing Partner, KJK
(Kohrman Jackson & Krantz)
- 40 lawyers based in Cleveland, Ohio
- Corporate, Estate Planning
- Trustee, Rock & Roll Hall of Fame
- Speaker:
MPF Leadership Conference
- Education:
JD – Cleveland State University
Bachelors – John Carroll University



TheRemsenGroup
Smart Strategies for the Forward Thinking Law Firm



RISK
STRATEGIES

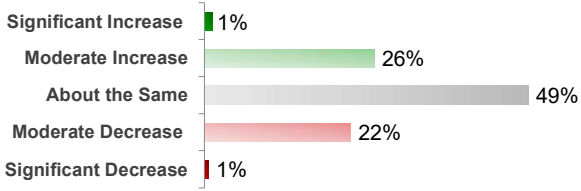
7



Managing Partner Forum®
ADVANCING THE BUSINESS OF LAW



REGISTRANT QUESTION #1
How has COVID-19 impacted the overall productivity
of the PARTNERS of your law firm?



Significant Increase	1%
Moderate Increase	26%
About the Same	49%
Moderate Decrease	22%
Significant Decrease	1%

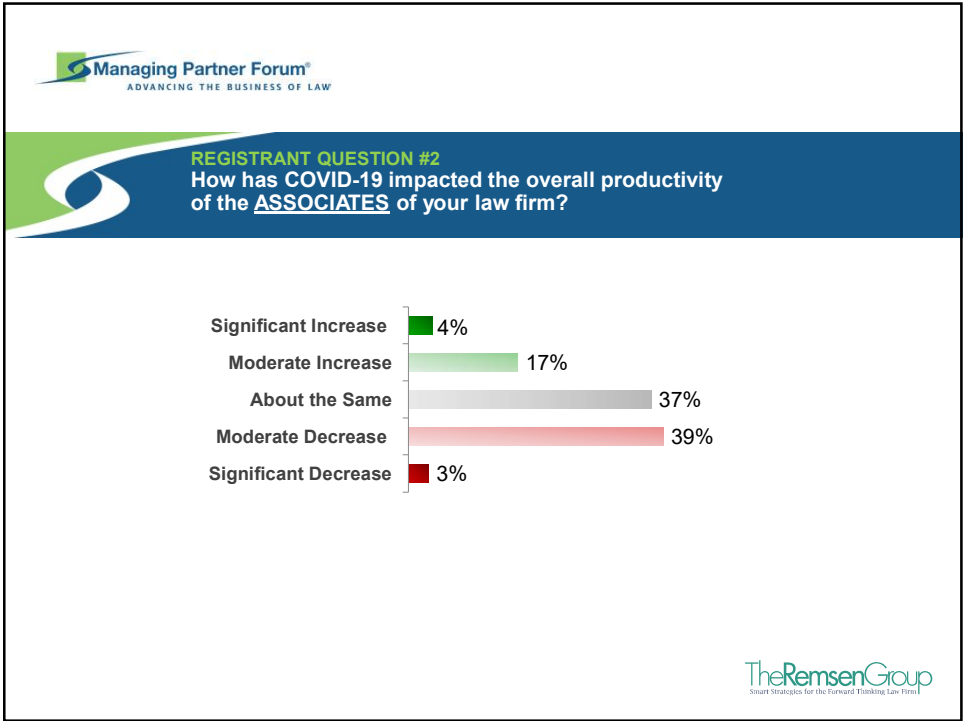


TheRemsenGroup
Smart Strategies for the Forward Thinking Law Firm

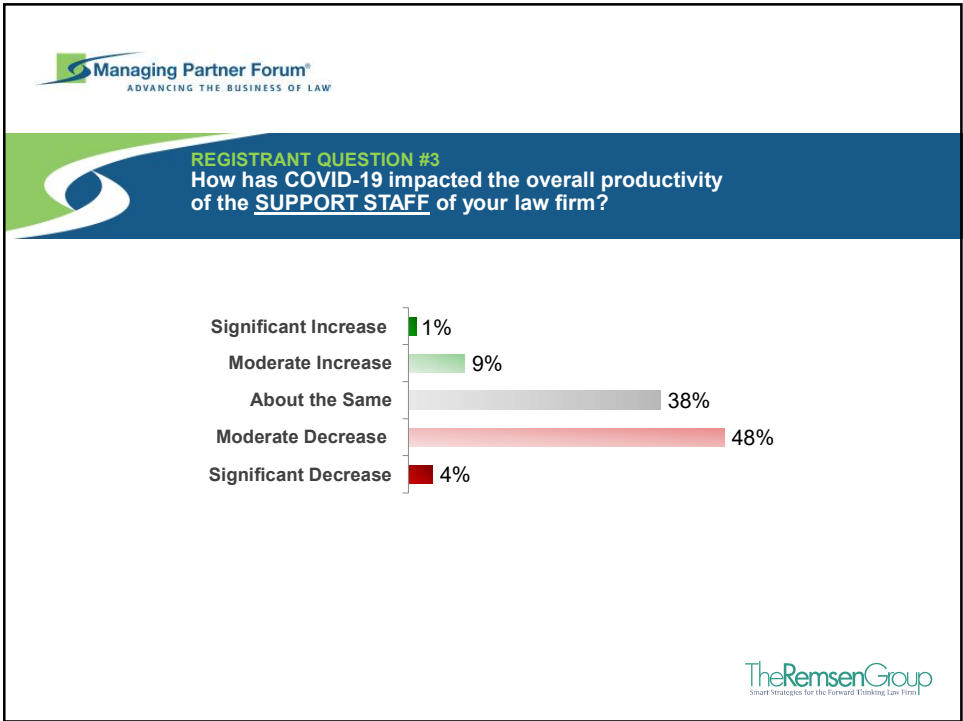
8

MPF WEBINAR

Law Firm of the Future



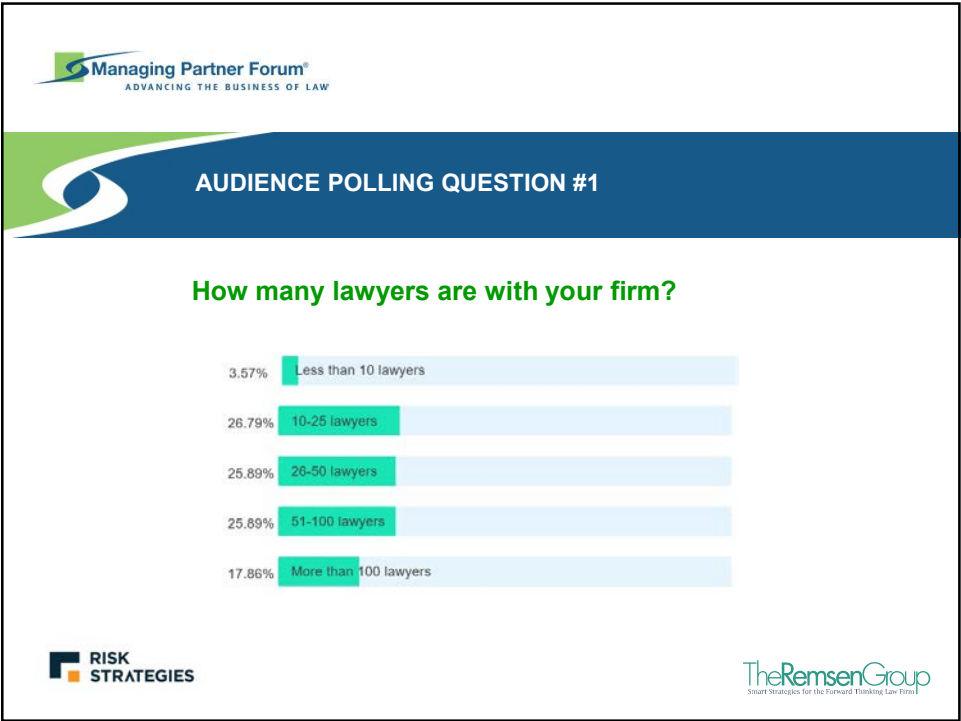
9



10

MPF WEBINAR

Law Firm of the Future



11

RETURN TO OFFICE: YES, NO OR MAYBE?

- Unique to Every Law Firm
- Firm Culture
- Geography
- Types of Practice/Clients
- Firm Size
- Productivity Concerns
- Current Lease Situation



12



13

RETURN TO OFFICE IS CRITICAL

- Firm Culture
- “Office Buzz”
- New Hires/Onboarding
- Productivity
- Collaboration/Teamwork
- Mentoring/Training
- Marketing/Business Development
- Social Responsibility

CASSIN

14



15



16



17



18



RETURN TO OFFICE: YES, NO OR MAYBE?

- Pros and cons
- Very firm-specific and employee specific
 - Some have thrived under work-from-home environment, want to continue WFH
 - Others have struggled without structure of office environment
- COVID is still an issue; office spread still a concern

19



THE TRADITIONAL LAW OFFICE IS DEAD

- Law firm evolution acceleration caused by COVID-19
- Technology and cybersecurity investment will continue to increase
- 30% to 50% reduction in office space
- Travel costs down significantly
- Hybrid remote workplace
- File-less, paperless and automated
- 100% cloud-based remote environment
- Focus on efficiency – some meetings could have been an email
- Centralized administrative services

20



IMMEDIATE & LONG-TERM IMPLICATIONS

- Obsolescence has become apparent
- Cyber breach/ransomware attack heightened risk
 - Addressing data security necessary to stay competitive and retain client trust
- Culture/morale and training/mentoring challenges
- Marketing and business development strategies have shifted
- Law firms will evolve into quasi-technology firms
- ALSPs and AFAs will see continued growth
- Non-lawyer headcount will rise
- Remote work implemented within business structure
- Erosion of licensure jurisdictional boundaries

21



HYBRID POLICY CONSIDERATIONS

REMOTE

- Tax implications
- Expense reimbursements
- Security & privacy
- Mental health

IN OFFICE

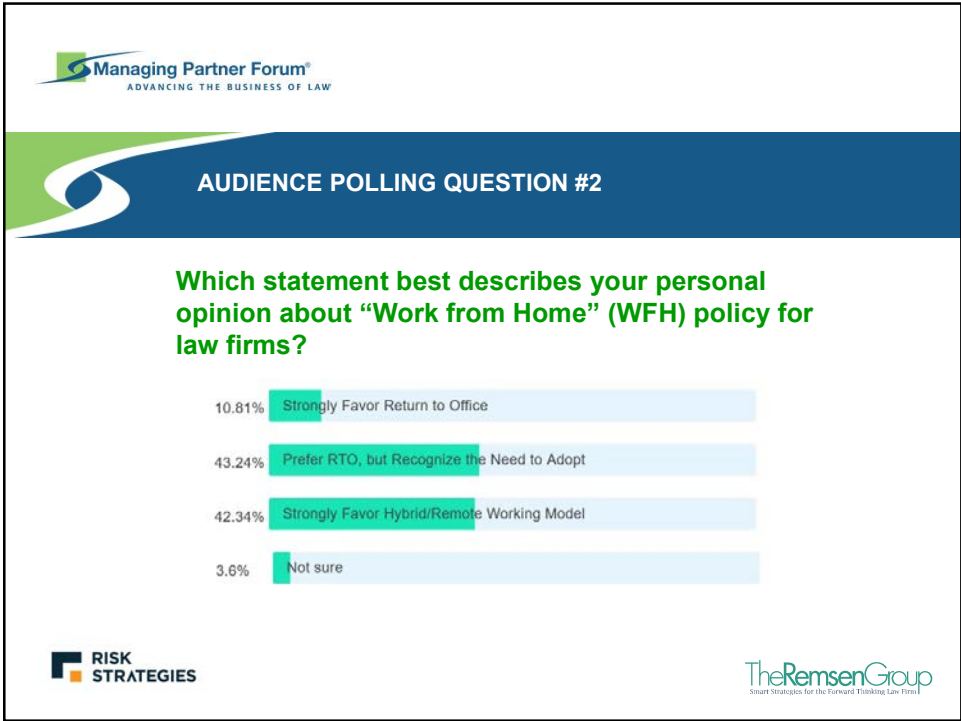
- Air purifiers/HVAC upgrades
- Cleaning/sanitizing protocols
- Mask and social distancing guidelines
- Kids in office
- Temperature checks
- Event protocols
- Lunch and coffee protocols

BOTH

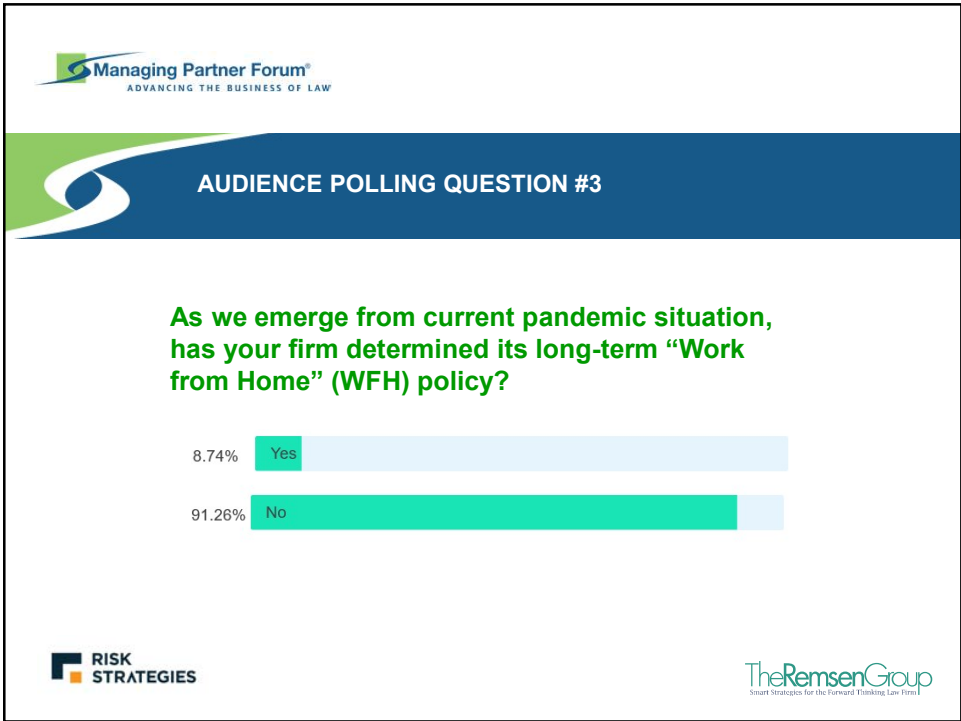
- Vaccination policies
- Technology training & adoption

22

MPF WEBINAR
Law Firm of the Future



23



24

MPF WEBINAR

Law Firm of the Future



The MPF Webinar Series: The Law Firm of the Future
Point/CounterPoint: Should We Bring Everybody Back to the Office or Rethink Our Workplace Model?
An MPF Webinar with Michael Hurley and Jon Pinney



25



MPF GUIDANCE FOR FIRM LEADERS

- Demonstrate Care for People, Clients and Community
- Stay Educated and Updated
- Communicate Clearly and Frequently
- Keep Open Communication Lines
- Stay Cool, Calm and Collected
- Refer to the Experts
- Be Credible, Reliable and Intimate



26

MPF WEBINAR

Law Firm of the Future



Managing Partner Forum®
ADVANCING THE BUSINESS OF LAW



CONTACT US

Uri Gutfreund
212.826.9744
uri.gutfreund@risk-strategies.com

Michael J. Hurley, Jr., Esq.
212-972-6161
mhurley@cassinllp.com

Jon J. Pinney, Esq.
216.696.8700
jjp@kjk.com

John Remsen, Jr.
404.885.9100
jremsen@theremsen.com



RISK
STRATEGIES



TheRemsenGroup
Smart Strategies for the Forward Thinking Law Firm

27



Managing Partner Forum®
ADVANCING THE BUSINESS OF LAW

The MPF Webinar Series: The Law Firm of the Future
Point/CounterPoint: Should We Bring Everybody Back to the Office or Rethink Our Workplace Model?
An MPF Webinar with Michael Hurley and Jon Pinney
March 3, 2021 – 2:00-3:00pm ET





TheRemsenGroup
Smart Strategies for the Forward Thinking Law Firm



RISK
STRATEGIES

28

Responding to the Coronavirus Pandemic

The Law Firm of the Future: The Managing Partner's Perspective

An MPF Webinar with Jon Pinney and Bob Young

July 22, 2020

Alternative Legal Services Providers (ALSPs) to Keep an Eye On

During our recent MPF Webinar with **Jon J. Pinney, Esq.**, Managing Partner of Kohrman Jackson & Krantz (KJK) in Cleveland, Ohio; and **Robert A. Young, Esq.**, past Chair of the ABA's Law Practice Division and Managing Partner of English Lucas Priest & Owsley (ELPO Law) in Bowling Green, Kentucky, Jon advised law firm leaders to keep a watchful eye on the growing number of alternative legal service providers. There are a few on his list:

Avvo

An online marketplace for legal services, that provides lawyer referrals and access to a database of legal information consisting primarily of previously answered questions. Lawyer profiles include client reviews, disciplinary actions, and peer endorsements.

Axiom

The self-proclaimed leader in global, on-demand lawyers and legal talent for in-house counsel.

Elevate

We provide consulting, technology, and services to law departments and law firms, offering practical ways to improve efficiency, quality, and business outcomes.

LegalZoom

With flat-fee pricing and attorneys in all 50 states, LegalZoom is "a movement to make legal help available to all."

Rocket Lawyer

Rocket Lawyer claims to "offer legal services you can trust at prices you can afford." Affordable legal advice. Get quick answers from real lawyers.

As well, Jon shared [The Law Stars Blog](#), which follows the unstoppable growth of ALSPs in the legal services industry.



BEING ABLE TO WORK FROM ANYWHERE: THE NEW NORM AND NECESSITY

BY ROBERT A. (BOB) YOUNG

As I write this month's column having recently returned from the 2020 American Bar Association TECHSHOW, it is now a couple of weeks later and I am staring at the Governor's order almost mandating us to work from home due to the spread of COVID-19. In a tweet earlier this week, Jack Newton, the founder of Clio, states, "Legal is seeing 5 to 10 years of technological transformation compressed into 5 to 10 days." In a separate tweet, he goes on to say, "What was innovative in legal 6 weeks ago is table stakes today." For most lawyers and your teams, the ability to access your office is your lifeline. Many have prepared for this day. But if you haven't, it is not too late.

Technology has its challenges. One of the biggest is the resistance from lawyers to change. However, for almost every Kentucky lawyer, technology has become fully integrated into the practice of law. Not only is our legal work more dependent now on the use of technology than ever, it also helps us to practice more efficiently, serve clients more effectively, and better manage our daily lives. In today's world, effective technology should allow you to practice from anywhere.

MOVING YOUR IT TO THE CLOUD

So where do you start? One of the first issues being addressed by firms is the traditional form of having all of their technology onsite and being managed by the attorney or an in-house IT team member. Part of the reason for this approach is lawyers are reluctant to share sensitive client information outside of their office. However, a number of firms are changing this approach and finding it is more efficient and cost effective to take these services to the Cloud. Simply put, Cloud computing is the delivery of computing services—including servers, storage, databases, networking, software, analytics, and intelligence—over the Internet ("the Cloud"). The advantage of having your office in the Cloud, is you can access it from anywhere at any time.

The Cloud industry has changed tremendously over the past decade. Today, it has proven itself to be reliable for functions such as storing of documents, important client contacts and information, email, phones, security, even time and billing. All of this can be done from your office, home or sitting on the beach during vacation.

Many have the wrong impression that working in the Cloud is too expensive. On the contrary, the Cloud offers tremendous cost savings in terms of IT overhead. When a firm moves to the Cloud, the firm generally does not have to spend money on hardware, backups, remote access, security, and support. These important functions are generally part of the products and services offered by legal Cloud providers. Case management companies like Clio, Rocket Matter and Smokeball do it all at a very reasonable price.

TIME AND BILLING SOFTWARE

You should also be able to input your time and send your bills from any place and at any time. My biggest takeaway from this year's ABA TECHSHOW in Chicago was experiencing the EXPO hall filled with a large number of new time and billing companies and financial analyst vendors. Not only is it imperative to capture all time worked, but also is the capability to analyze the data collected in order to make informed decisions regarding practice and firm profitability. Because of the entry of many new companies into the market, the cost has come down tremendously, while the quality of the product and their ability to integrate with your current system has gone through the roof.

I have used iTimekeep almost since its inception. Companies like iTimekeep allow lawyers to input their time as it is worked, thus decreasing the risk their time may not be captured. This can be done on a desktop computer, laptop computer, mobile phone, or any tablet.

iTimekeep advertises on its website that it creates better timekeepers by removing the barriers to time entry through enabling contemporaneous time entry. Contemporaneous timekeeping produces the most accurate records, minimizes time leakage, creates faster billing cycles and leads to less billing errors, quicker payments, and thus happier clients. Some advantages of iTimekeep include:

Increased Velocity: Velocity (in days) is the term we use to measure how fast time cards get into the system from the moment the work is performed. The closer to zero days, the better the velocity. With iTimeKeep, the average velocity is less than one day, compared to five days without iTimekeep.

Records Smaller Tasks: When timekeepers enter time using iTimekeep, there is a 60 percent increase in the likelihood of capturing smaller tasks.

Keeps Accurate Records: The faster the velocity, the more accurate the records, which means billing for the right amount of hours and keeping clients happy.

Minimizes Time Leakage: 63 percent of firms that are not practicing contemporaneous time entry believe that they are leaking time due to poor time entry practices. Attorneys that use iTimekeep enter 15 percent more time than those that do not. How much is your firm leaving on the table?

GETTING PAID

Capturing time is only one component of a profitable practice. Practices can also increase their profitability if clients are provided with a variety of payment methods that are easy to access. Most clients don't write checks anymore, especially millennials who often don't carry a checkbook. Today, every profitable practice requires an electronic pay system - a one click checkout like everything else we buy.

My second biggest take-a-way of the ABA TECHSHOW was the sheer number of new payment vendors, like LawPay, Intellipay, and Legalpay to name a few.

Talk to us about **LEGAL MALPRACTICE**

And learn why lawyers throughout Kentucky refer their legal Malpractice cases to William F. McMurry and Associates

Building referral relationships based on
confidence and trust.



William F. McMurry is **Board Certified as a Legal Malpractice Trial Specialist** By the American Board of Professional Liability Attorneys (ABPLA.org)

The ABPLA is accredited by the ABA to certify specialist in the field of Legal Malpractice – SCR 3.130(7.40)

**Email Bill@CourtroomLaw.com
Call 502-326-9000**

William F. McMurry will personally handle each case while some services may be provided by others.

Our firm currently uses LawPay. With LawPay, you can attach a secure payment link to your email, website, or invoices so that clients can pay you at their convenience from their computer, cell phone, or tablet. You can personalize your payment pages with your law firm's information and logo to give clients a familiar, secure point-of-payment. It's also recommended through all 50 state bars, 60+ local and specialty bars, and the ABA as a vetted payment solution for the legal industry.

VIRTUAL RECEPTIONISTS

Shutting down your office means there will be no one to answer your phones. Likewise, when your office is closed, an answering machine does not create instant contact with a current or potential client. We all know that manpower is expensive. We also know that running a practice requires constant communication with your clients.

There is a growing number of virtual receptionists. Lex Reception, Ruby Receptionists and Answer 1 are just a few. All of these vendors allow your phone to be answered 24/7 for an immediate chat with a prospective client.

Ruby Receptionists provides an app for its users. Ruby's free app for Android, iPhone and iPad allows you to:

- Hold your calls
- Update your availability
- Set call handling instructions
- Check messages on-the-go
- Return calls & texts with your business number
- Sync your contacts and calendar

USING TECHNOLOGY TO MARKET YOUR PRACTICE

Having watched the world change in front of our eyes due to COVID-19, we now find that the biggest challenge is staying in contact with our clients. This is why the use of social media has become a requirement for every attorney.

Today's consumers are looking for easy ways to connect. Although some networking occurs in person, most of the meaningful networking occurs now on social media. This is especially true when there are restrictions that prevent in person socialization. Facebook and Twitter are very easy to set up and use. Social media is a great way to engage. Not having a social media presence means you are missing a vast opportunity to stay in touch with your clients.

TAKING YOUR OFFICE ON THE GO

For years, when I left the office I carried a large briefcase and normally had my backseat filled with medical records that I was reviewing for a potential medical malpractice or pharmaceutical case. Now, when I leave the office, the only thing I normally take home with me is my iPad Pro. This device contains the following:

1. My entire office via Citrix
2. iTimekeep app
3. Ruby Receptionist app
4. All my social media to market my practice
5. A camera to take pictures and video
6. Zoom app to participate in calls and any type of video-conference
7. Dropbox app and iAnnotate app to have the entire medical records of all my clients and potential clients

As a litigator, I always wonder what it would be like to be in the position of the defendant in a deposition. As someone who practices a great deal of medical malpractice, I often deal with the standard of care. With over 30 states having amended their rules of ethical conduct to include "technology competence," is the "standard of care" for the way you practice different than it was 5-10 years ago? I think it is. There are a vast amount of resources available to you to help your clients, help you promote your practice and allow you to work from anywhere. These products will make you a better lawyer and create a more profitable practice. Change is good and in today's time, necessary. Take advantage.

ABOUT THE AUTHOR

ROBERT A. (BOB) YOUNG is managing partner of English, Lucas Priest and Owsley, LLP, in Bowling Green, Ky. His 30-year career in law has primarily focused on personal injury litigation. He is also a focused and respected mediator. Bob previously served as chair of the Task Force on Law Office Management for the Kentucky Bar Association. Bob is also involved extensively in the American Bar Association, serving as Chair of the Law Practice Division Membership Development Committee. From August 2014 to 2015, he served as Chair of the Law Practice Division. He is now serving on the Law Practice Division Council. Follow Bob on Twitter at @BobYoungELPO.



COVID-19: Retooling the Legal Machine





Table of Contents

- 3. Introduction
- 4. Background Issues
- 5. Solution
- 7. Conclusion
- 8. Charts
- 17. Works Cited

Introduction



Phillip M. Perry
Freelance Business Writer

This white paper describes how COVID-19 has shocked law firms into confronting long-standing operational inefficiencies. It offers a solution that centers around the need to lubricate the legal machinery and increase staff productivity at all levels. The result will be more robust organizations prepared to negotiate a more challenging economic environment.

The pandemic has threatened the profitability of law firms from two directions. A decline in revenues for many firms due to the general economic environment is combining with an increase in expenses resulting from issues encountered during the sudden migration of staff to home office locations.

The abrupt shift to remote working has heightened the visibility of inefficiencies in workflow and poor accountability in task assignments, formerly hidden by the noise of daily routine. Additionally, underutilization of personnel at all levels, formerly recognized only implicitly, is now becoming a visible dampener of profitability.

The shock of the pandemic has only reinforced an already extant understanding that law firms must become leaner. According to a pre-pandemic Altman Weil survey, 95.1% of law firm respondents said that the need to focus on improved practice efficiency was a permanent rather than a temporary trend. The permanency of the need to reduce support staff was acknowledged by 90.2% of respondents, the replacement of human resources by technology by 81.6% and the commoditization of legal work by 79.1%.⁽³⁾

The feeling is widespread among many in the legal world that the pandemic has made these needs so urgent as to require immediate action. Lynn Glasser, President of Sandpiper Partners, refers to this in a comment about her firm's post-pandemic survey done for business support services provider Williams Lea:

"Law firms are preparing for the biggest changes in practice since abandoning the yellow pad for the digital age. With 43% of respondents citing that the COVID-19 pandemic will forever alter the way law is practiced and 57% of firms citing they will change their remote working policies by the end of this year, we are seeing seismic changes in behaviors core to law firm operations."⁹

Background Issues

The Great Recession of 2008 brought about profound change to the legal industry as law firms were transformed into more businesslike enterprises, focusing on the delivery of legal services to client demands rather than the formal practice of law.

The COVID-19 pandemic is sending the same trend into overdrive. For the first time in modern history, the world is experiencing the merger of global financial and health crises. Law firms must change in fundamental ways to deliver services more efficiently and effectively.

Mark A. Cohen, Chief Executive Officer of Legal Mosaic, describes the challenge in a *Forbes* article:

“The coronavirus will turbocharge legal industry transformation. It will propel law into the digital age and reshape its landscape. The entire legal ecosystem will be affected — consumers, providers, the Academy, and the judicial system.”¹

Inefficiencies already in place prior to COVID-19, covered over by revenue gains, now demand attention. Eric A. Wangler, President of the North America Division of BigHand, notes that law firms are exhibiting a new sense of urgency:

“Because firms were very profitable and growing remarkably over the last several years, in some cases operational inefficiencies weren’t an area of focus. Now with economic and work from home challenges and everything that goes with them, many firms have taken this time to say, ‘OK. We need to take a hard look at this.’”

The experience at Baker Donelson typifies a shift to overdrive by the industry. For over a decade, the nationwide firm had been discussing the need for a workflow solution to improve task delegation processes and increase the visibility of its legal support services. The COVID-19 pandemic provided the stimulus to act, so the firm instituted its program in the period of a month rather than a year.⁷



Solution

Law firms have long realized the need to get to the most efficient staff levels, but most have placed the task on the back burner. The operational shock caused by the COVID-19 pandemic has brought the issue to the forefront.

This paper will show that law firms must undertake three take primary initiatives:

- » Modification of staff structures
- » Retooling of back-office operations
- » Reignition of growth

This is not to say that before COVID-19 firms had taken no steps to increase productivity. In an Altman Weil pre-pandemic survey, for example, 38.6% of responding firms had shifted work from lawyers to paraprofessionals. Those steps seemed to have paid off: 75.8% of the firms that had done so reported that the move had resulted in significant improvement in organizational performance. And 68.9% of respondents were now characterizing equity partners as “sufficiently busy,” up a notable 20 percentage points from a survey two years earlier. The figure for associates was 86.1%, up nearly 12 percentage points. Even so, there is plenty of room for improvement: Fully two-thirds of firms had not yet begun, or were only in the early stages of, alternative staffing strategies. And 84.4% said their firms still had chronically underperforming lawyers, a slight increase from a survey taken two years earlier.³

Law firms had also been taking steps prior to the pandemic to improve the secretary to lawyer ratio. The pre-pandemic 2020 ALA Compensation and Benefits survey showed the largest and smallest of firms reporting noticeable progress. Those with 200 or more lawyers reported 5.4 attorneys per secretary, up from 4.1 the year before. For firms with fewer than 10 attorneys the figure was 3.1, up from 2.5.¹⁰

The same survey reported an overall ratio of 3.6 attorneys per secretary for firms of all sizes. While that figure remained unchanged from the previous year’s survey, evidence shows that law firms are set on

improvement. When the pre-pandemic Legal Support Recruitment and Staffing Survey from ALA and BigHand asked about the current ratio of lawyers to secretary, the result was an average of 3.1. Respondents predicted that the number would increase to 5.1 in three years—that represents a 40% reduction in support staff. And more, the report stated that the most proactive firms are aiming to achieve a 10:1 attorney to support staff ratio, yet 17% are still operating on a 1:1 or 2:1 basis.⁶

The pandemic has highlighted the issue for many firms. Eric A. Seeger, Principal at Altman Weil, spoke in an ALA webinar of his personal survey of 27 managing partners taken a few weeks after the pandemic hit:

“Many of them are saying they suspected certain staff members were not as busy as they could and should be. Now they know for sure. Firms are looking at restaffing, both in terms of how many people they need and what kind of people they need.”

What has made them “know for sure,” added Seeger in a later interview, was the heightened visibility into the hours and tasks of remote workers. When staff are working in the office, traditionally the typical methods for assessing how busy they are is by walking past their workstations and looking at them, or by asking them how busy they are, or by asking their lawyers. Those are unreliable methods. When firms sent people home in March, many of them implemented reporting requirements to more accurately assess what people were working on and how busy they were. Those methods have provided more detailed information on who’s doing what and how much of it they’re doing.

Demographics are also pressuring firms to move faster in this area. The pre-pandemic BigHand staffing survey found that firms expect to lose 58% of their secretaries over the next five years due to retirement and attrition. And finding replacements will not be easy: 67% of survey participants believe that recruiting like-for-like secretaries is a key challenge. They recognize a significant business risk in the loss of legacy knowledge, support skills and experience.⁶

The pandemic has also turbocharged the trend toward working from home, as law firms are determined to transform a health necessity into an economic virtue. In a post-pandemic survey sponsored by Integreon, BigHand and ALA, 91% of respondents stated that they believed pandemic-related remote working practices would be “permanent.”⁷

In another post-pandemic survey conducted by Sandpiper Partners for Williams Lea, 57% of respondents plan to change their remote working policies by the end of 2020. While the majority of these firms expect less than half of fee earners and support staff to be working from home, 26% anticipate that as many as 75% of their personnel would be doing so.⁸

Given these numbers, it’s no surprise that virtualization of support services has moved to the front burner. More than half of the Williams Lea survey’s respondents are looking at virtualizing document processing and secretarial support, with IT support getting almost as much consideration.⁸

Personnel, for their part, are eager to cooperate. Another post-pandemic survey of more than 1,000 lawyers, paralegals and legal assistants by Altman Weil found that only 4% of respondents said they want to work full-time in reopened offices; 89% said they want to work at least one day a week at home and 72% said they want to work at least half-time at home.⁴

Improvements in secretary-attorney ratios and lower rents resulting from more remote working arrangements will doubtless help the bottom line. But law firms are also eyeing other cost-cutting efforts.

A survey of law firms taken by Altman Weil after the magnitude of the pandemic had become apparent found a significant rise in cost consciousness. In fact, 42% of respondents were likely to significantly cut overhead costs, up from 25% who made the same statement about a hypothetical recession prior to the pandemic. The portion who said they were likely to increase the firm’s cash reserves rose from 23% to 61%.³

At least some of the cost-cutting motivation is coming from the revenue side: The portion of survey

respondents saying they were likely to offer additional rate discounts to clients rose from 28% to 40% after the pandemic.³

In the post-pandemic Williams Lea survey, by far the most cited areas for anticipated cost cutting were back office and administrative functions and staffing, cited by 77% and 66% of respondents respectively.⁸ This extends a trend already in place: A pre-pandemic survey by BigHand and ALA found that 68% of firms were planning on changing their back-office services structure within the next five years.⁷ Such changes often mean moving to team structures, centralizing in lower cost markets, increasing the use of specialized staff and outsourcing more tasks.

And the evidence shows there is plenty of room for improvement. In a pre-pandemic Altman Weil survey, 83.3% of firms that had created a low-cost service center for back-office functions said that it had resulted in significant improvement in performance — yet only 8.4% of responding firms had actually taken the step.³

Progress made by firms prior the pandemic is widely varied. In a pre-pandemic survey, over a fifth of respondents had already moved to more centralized teams. Furthermore, 39% anticipated the changes would be achieved within the next five years, and 20% acknowledged the need to do something but have yet to make any changes, and 24% were not planning to make any changes at all.⁶

The shock of COVID-19 should make a difference: 75% of firms in a post-pandemic survey stated the pandemic is accelerating change in back-office structures — and 74% of participants stated they were more willing to change. The participants added that legal services delivery had been broken for a long time and that this is the right time to reengineer the process.⁷

Law firms are more ambivalent about centralization — an oft-cited technique for increasing efficiency. Only 41% of firms in the post-pandemic Williams Lea survey said they were looking at the tactic as a key cost-cutting tool. Of those firms, some 76% cited administrative support as the key target.⁸ The results square with a pre-pandemic survey from BigHand, where 21% of respondents had already moved to a centralized team model and 45% have yet to make any changes.⁶

A similar uncertainty was expressed about outsourcing: While 60% in the post-pandemic Williams Lea survey said they were planning to outsource some functions, 38% said there was no such effort in the planning stages.⁸ These findings seem to extend those of a pre-pandemic BigHand survey in which 48% of firms already outsource administrative work to third-party teams and 10% of respondents were planning to move more.⁶ For those firms in the Williams Lea survey planning some outsourcing, by far the most identified categories were document support and printing, each cited by 69% of firms.⁸

General staff reductions are also on the table: 52% of respondents in the post-pandemic Williams Lea survey said they were reducing their workforce, and 94% of those said they were utilizing furloughs. Only 13% were shifting to part-time schedules or shortened work weeks, in an indication that people retained were already working at peak productivity.⁸

The Altman Weil post-pandemic survey found that 71% of firms were likely to remove remaining underperforming attorneys, up from 60% who made the same statement about a hypothetical recession prior to the pandemic. The portion who said they were likely to more closely align pay with performance rose from 73% to 82%.³ The data show that staff changes can affect a firm's financial health. In a pre-pandemic Altman Weil survey, 69.5% of respondent firms had reduced underperforming lawyers as a profitability tactic; 86.0% (the highest portion in the survey) said that the move had made a significant difference in profitability. Of the 51.5% that had reduced staff in general, 83.3% said the move had made a significant difference.³

Firms were looking at additional cost-cutting measures. In the Williams Lea post-pandemic survey, 65% of respondents were putting capital investments on hold, and 51% were doing the same for office moves or expansions. Hiring freezes were being instituted by 47% of firms, and real estate and related expenses by 40%. Only 12% were instituting attorney reductions.⁸

Law firms can't cut their way to sustainability: Revenue enhancement is also vital. In a post-pandemic survey, the most often-cited critical mission for the last half of 2020 was "sustaining business growth," cited by 87% of respondents.⁸

The evidence shows that law firms were already well on the way toward more businesslike operations and are willing to invest in sales and marketing initiatives. In ALA's 2020 Compensation and Benefits survey, Marketing and Business Development Chiefs received the highest base salary of any position, at \$286,266, Marketing and/or Communications Chiefs were next in line at \$266,493, and Business Development Chiefs received \$238,517.¹⁰

Firms have also shown a willingness to pay more for the right talent. The ALA survey showed that total compensation for associate attorneys continued an upward trend noted the previous year. Summer associates also received a significant pay increase for the second consecutive year: their \$97,114 total compensation (bonuses included) was 16% higher than 2019.

Recruitment bonuses, too, were on the rise, now offered by 62.6% of firms, an increase of more than 12 percentage points over the previous survey. Discretionary bonuses exhibited nearly the same rate of increase, to 85% of firms nationwide.

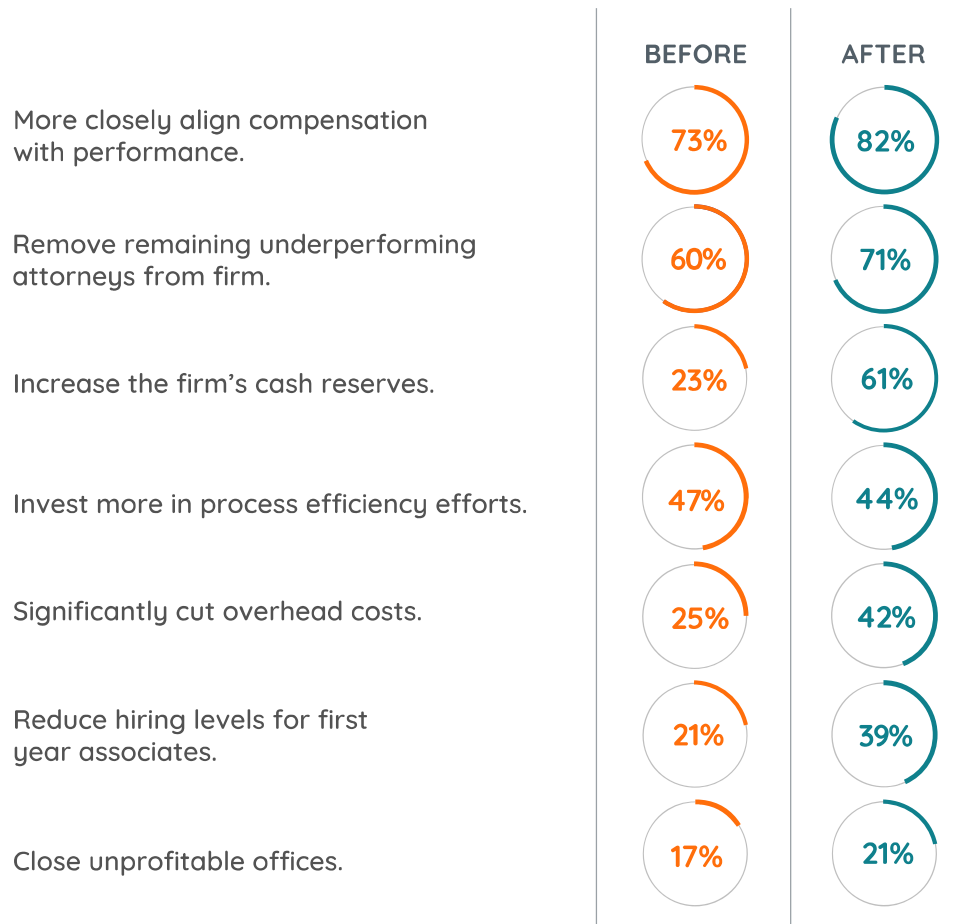
Conclusion

The COVID-19 pandemic has brought a sudden sense of urgency to the reform of legal industry inefficiencies that had long been acknowledged but largely unaddressed. Law firms must take steps to rationalize staff structures, re-engineer back-office operations, and improve the flow of work and the efficiency of task assignments. Successful initiatives will allow firms to profitably transform their operations from the practice of law to the delivery of legal services tailored to client needs.



Likelihoods of Utilizing Recession Tactics Before and After COVID-19

% of Firms “Definitely” or “Likely” to Pursue a Recession Tactic



When asked about the likelihood of using specific recession-fighting tactics, law firm responses before the pandemic were in many cases far different from responses to the same questions after the harsh reality of the pandemic had been experienced.

Source: “Law Firms in Transition: 2020.” Survey. Altman Weil.

Post-Pandemic Relocations of Personnel to Remote Locations

% of Fee Earners Working Remotely



% of Administrative/Support Staff Working Remotely



% of Fee Earners That Will Work Remotely by the End of 2020



% of Administrative/Support Staff That Will Work Remotely by the End of 2020



COVID-19 caused a dramatic relocation of law firm personnel to remote work locations as well as an increase in expectations for the future of the practice.

Source: "Law Firms: Unprecedented Business Upheaval and Paradigm Shifts." Survey report. Williams Lea and Sandpiper Partners. 2020.

Biggest Challenges to Working Remotely

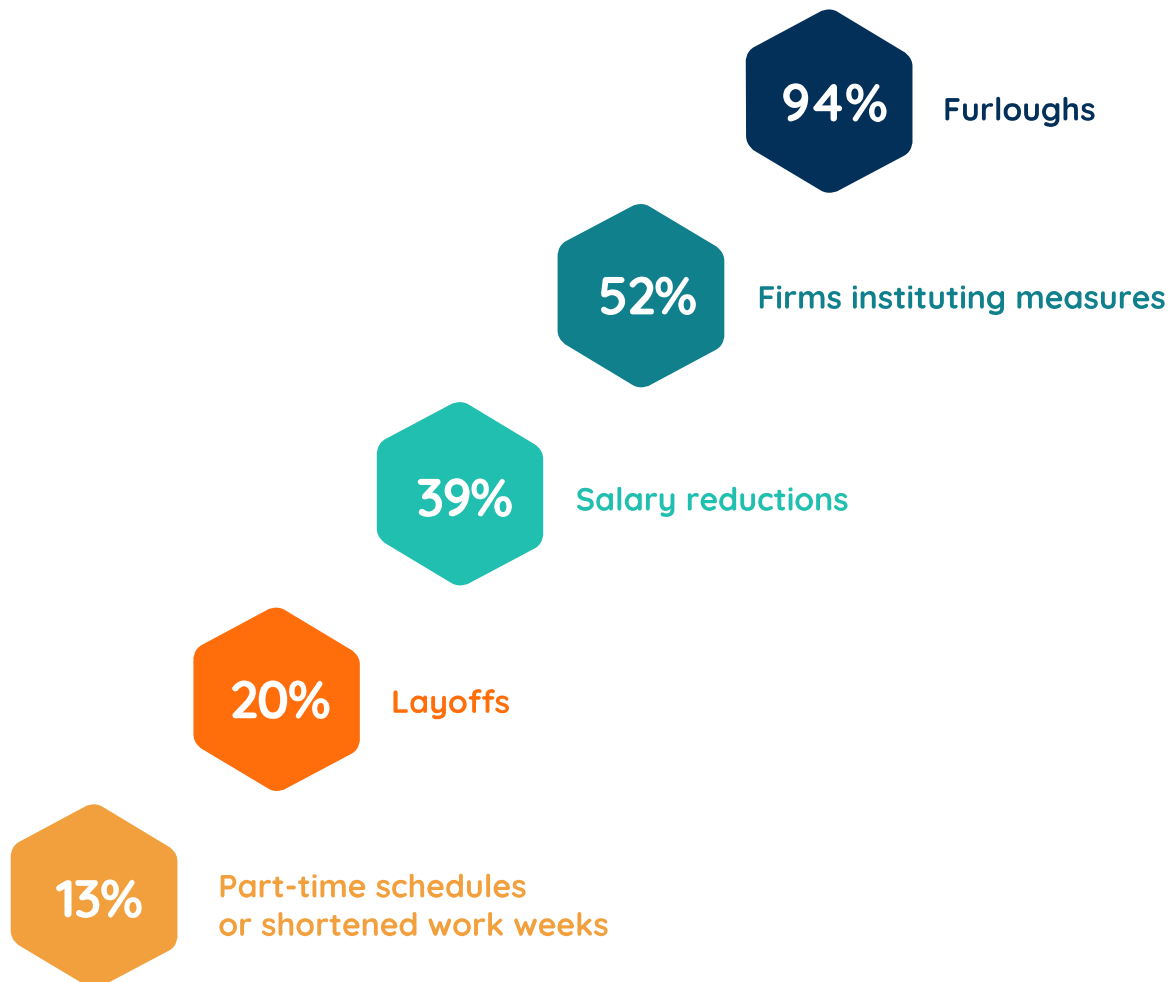
% of Respondents Reporting Each Challenge

	Fee earners	Administrative/ Support staff
 Collaboration/teams	63%	42%
 Productivity	58%	66%
 Security	37%	17%
 Tools to do work	30%	63%
 Client service levels	27%	13%
 Bandwidth	19%	35%
 Tech support	3%	5%

Fee earners and support staffs experience stark differences in work challenges when working remotely.

Source: “Law Firms: Unprecedented Business Upheaval and Paradigm Shifts.” Survey report. Williams Lea and Sandpiper Partners. 2020.

Firms Instituting Reductions in Workforce Measures for Support Staff

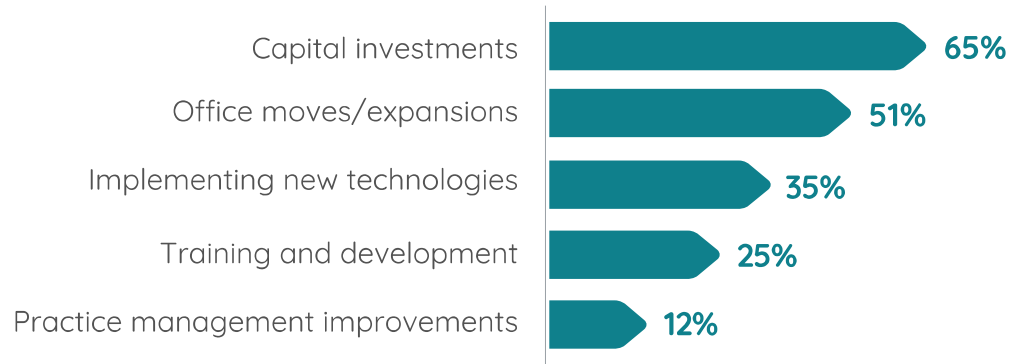


Firms instituted a number of workforce measures in response to the pandemic.

Source: “Law Firms: Unprecedented Business Upheaval and Paradigm Shifts.” Survey report. Williams Lea and Sandpiper Partners. 2020.

Back-Office Projects on Hold

% Reporting Putting Holds on Each Entry



Law firms put many back office projects on hold due to the pandemic.

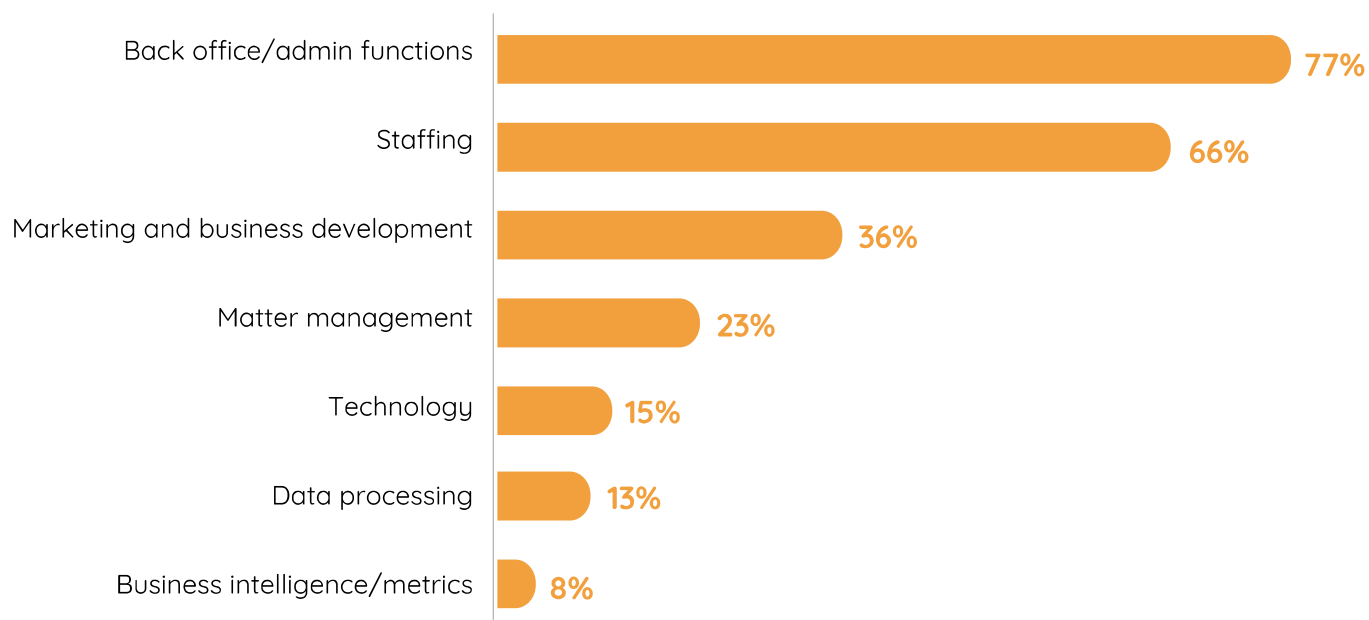
Source: “Law Firms: Unprecedented Business Upheaval and Paradigm Shifts.” Survey report. Williams Lea and Sandpiper Partners. 2020.

Other Cost-Cutting Areas of Focus



Source: “Law Firms: Unprecedented Business Upheaval and Paradigm Shifts.” Survey report. Williams Lea and Sandpiper Partners. 2020.

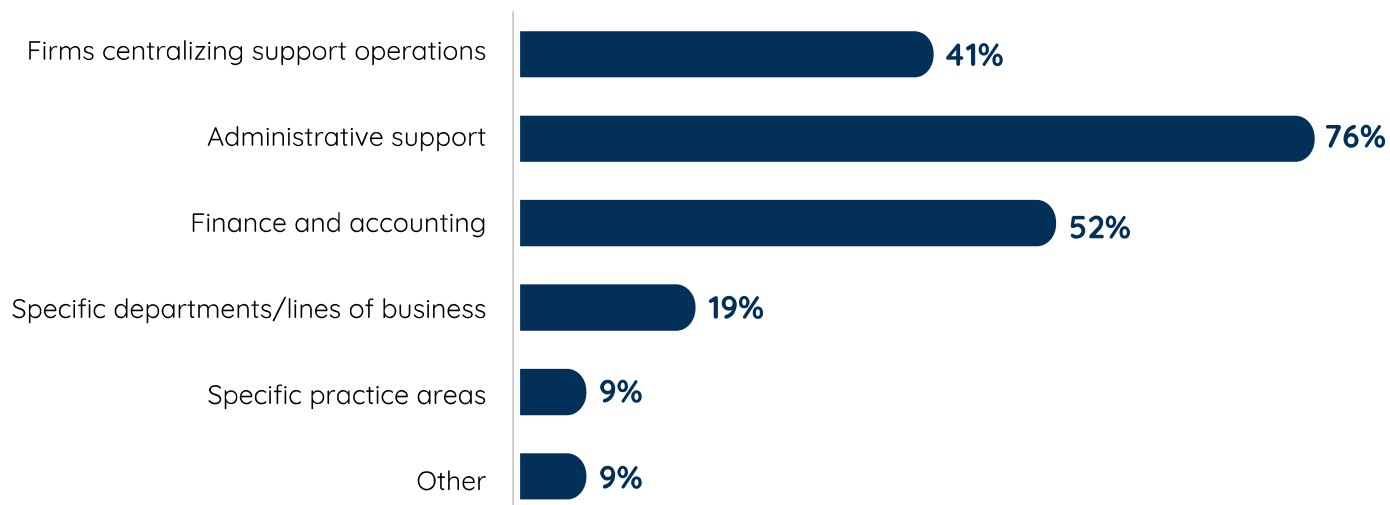
Key Targets for Cost Cutting



Law firms are looking to cut costs in back office and staffing more than any other categories.

Source: “Law Firms: Unprecedented Business Upheaval and Paradigm Shifts.” Survey report. Williams Lea and Sandpiper Partners. 2020.

Support Operations Firms Are Planning to Centralize



Law firms are looking to centralize administrative support tasks and finance and accounting duties more than other categories.

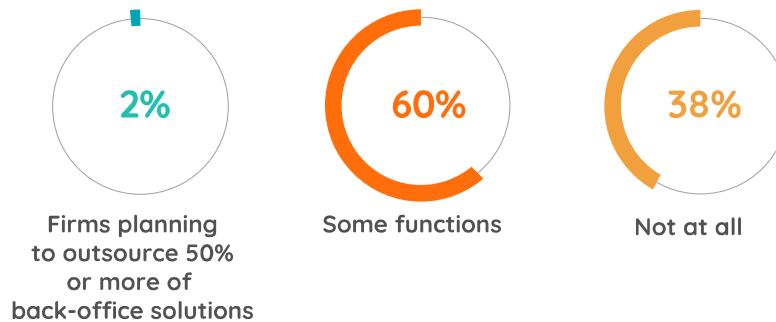
Source: “Law Firms: Unprecedented Business Upheaval and Paradigm Shifts.” Survey report. Williams Lea and Sandpiper Partners. 2020.

Plans for Outsourcing in the Next Six Months

% of Firms Planning to Outsource

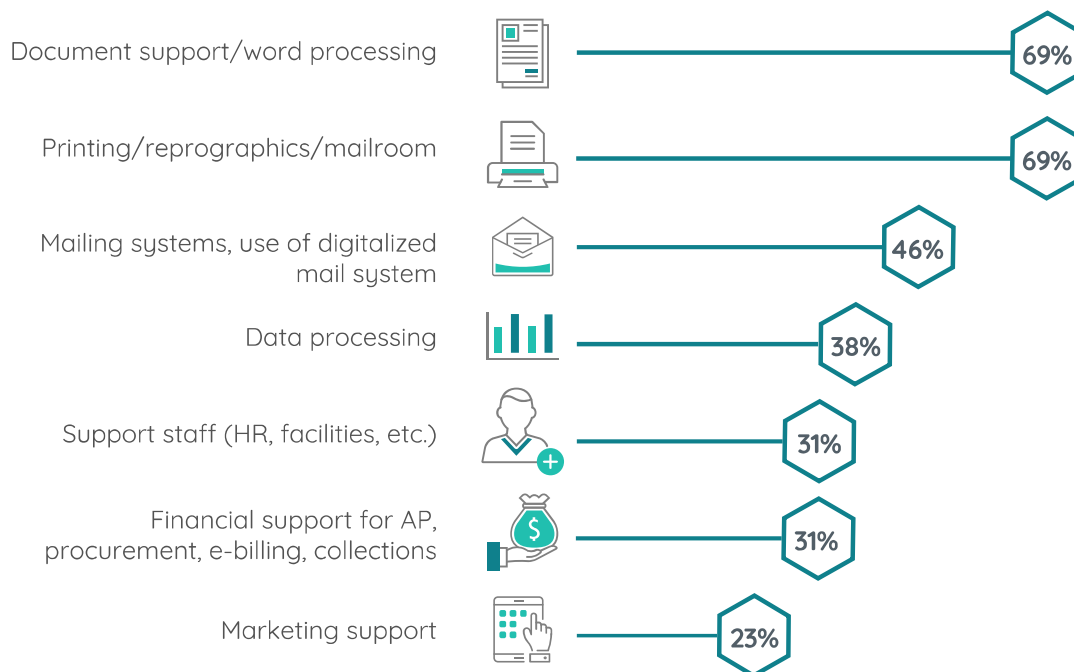


Firms Planning to Outsource



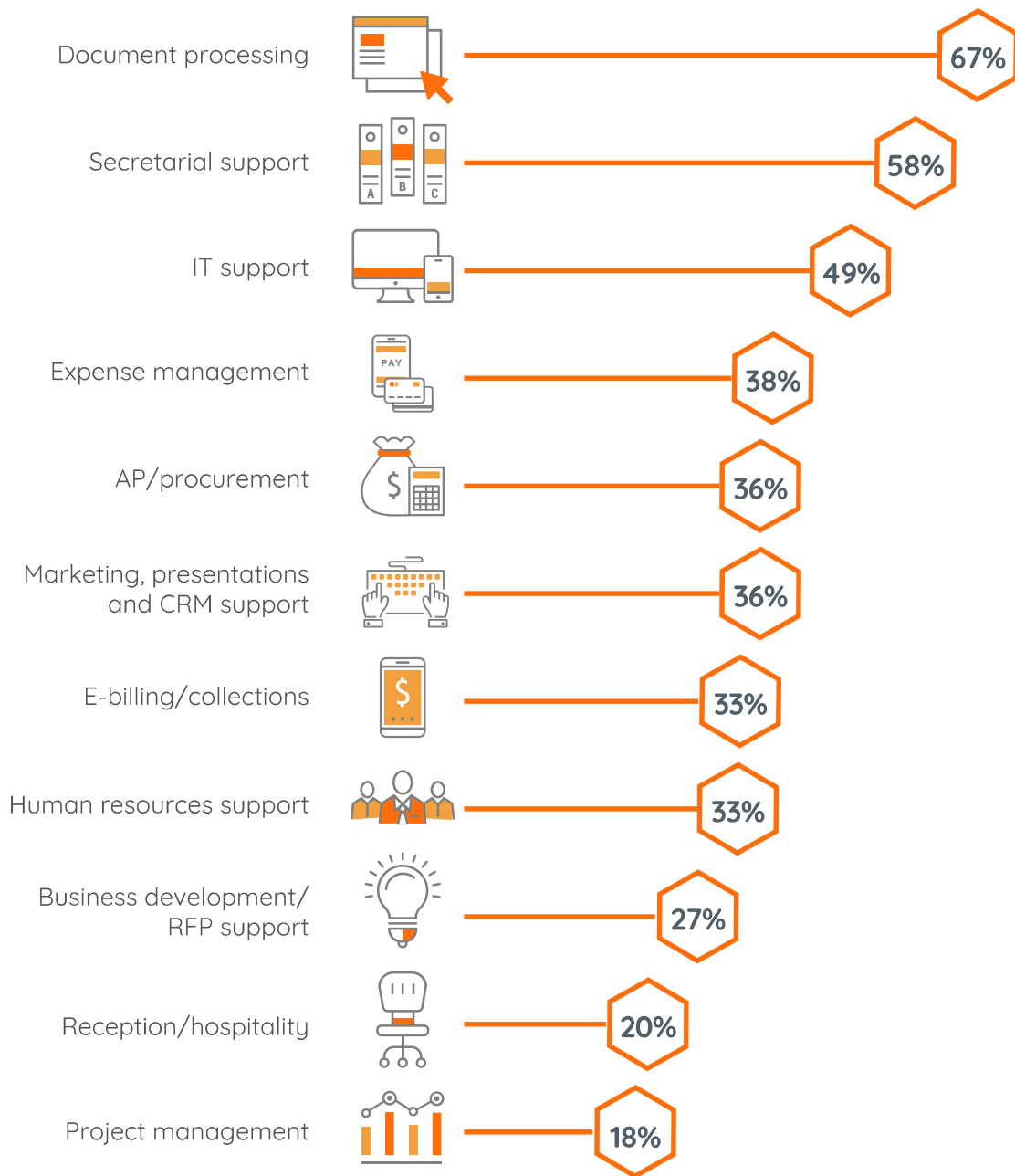
Source: “Law Firms: Unprecedented Business Upheaval and Paradigm Shifts.” Survey report. Williams Lea and Sandpiper Partners. 2020.

Services Firms Are Reviewing for Outsourcing



Source: “Law Firms: Unprecedented Business Upheaval and Paradigm Shifts.” Survey report. Williams Lea and Sandpiper Partners. 2020.

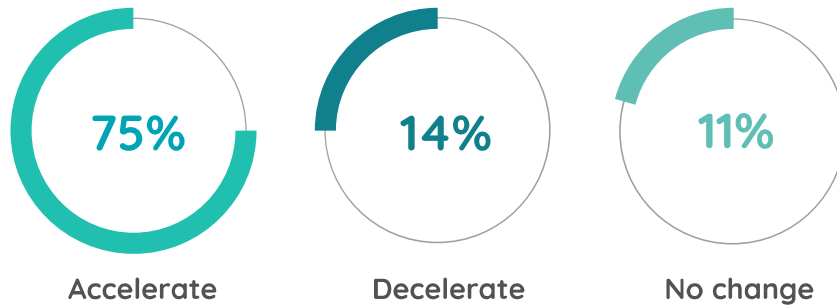
Support Functions Firms Are Considering Virtualizing



Source: "Law Firms: Unprecedented Business Upheaval and Paradigm Shifts." Survey report. Williams Lea and Sandpiper Partners. 2020.

COVID-19's Effect on Back-Office Changes

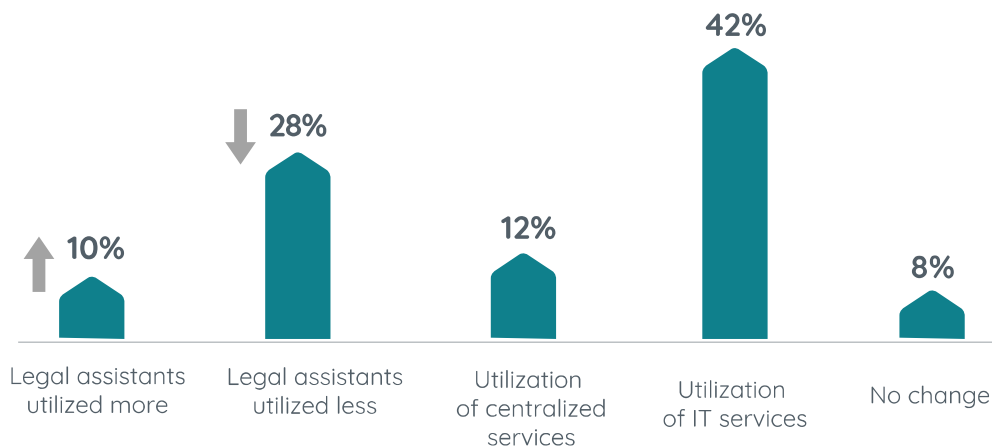
% of Firms Assessing COVID-19's Anticipated Effect on Plans to Change Back-office Services Structure



Source: "Law Firms: Unprecedented Business Upheaval and Paradigm Shifts." Survey report. Williams Lea and Sandpiper Partners. 2020.

Expected Post-Pandemic Changes in Working Practices

% of Responding Firms Answering in the Affirmative



Law firms responded to the question: "Which working practices have changed and will likely remain altered even as return to work is encouraged?"

Source: "COVID-19 Has Changed Law Firm Operations and Management Dramatically. What Happens Now?" Report. Integreon. 2020.

Works Cited

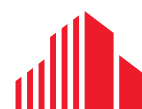
1. Cohen, Mark A. "COVID-19 Will Turbocharge Legal Industry Transformation." *Forbes*. March 24, 2020. Retrieved from forbes.com/sites/markcohen1/2020/03/24/covid-19-will-turbocharge-legal-industry-transformation/#40e6c1dc1195.
2. "How to plan and manage when change is the only constant." Webinar. Association of Legal Administrators. July 9, 2020.
3. "Law Firms in Transition: 2020." Survey. Altman Weil.
4. Seeger, Eric A. "New Law Firm Polling Suggests Almost Everybody Likes Working from Home." Press release. Altman Weil. 2020.
5. "Covid-19: Re-Imagining Remote Work and the Future of Legal Culture." Webinar. Axiom. July 20, 2020.
6. "Time for Change: Managing legal support staffing in a world of increasingly constrained supply and evolving demand." Report. BigHand and ALA. 2020.
7. "COVID-19 Has Changed Law Firm Operations and Management Dramatically. What Happens Now?" Report. Integreon. 2020.
8. "Law Firms: Unprecedented Business Upheaval and Paradigm Shifts." Survey report. Williams Lea and Sandpiper Partners. 2020.
9. "Law firms see remote working as a catalyst for change in a post-pandemic era." Press release. Williams Lea. June 10, 2020.
10. "2020 ALA Compensation and Benefits Survey." Association of Legal Administrators. 2020.



RECOVERY READINESS

A HOW-TO GUIDE FOR REOPENING YOUR WORKPLACE

Version 1.0



**CUSHMAN &
WAKEFIELD**

TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
PREPARING FOR DAY ONE.....	4
I. WORKING TOGETHER TO REOPEN THE WORKPLACE.....	5
II. PREPARING THE BUILDING	6
Worker Safety.....	6
Cleaning, Disinfecting and Supplies.....	6
Building Core Infrastructure Inspection	7
Building Systems: HVAC and Mechanical	8
III. PREPARING THE WORKFORCE & THE ORGANIZATION.....	9
Mitigating Workforce Anxiety.....	9
Change Management	9
Communications.....	10
New Policies and Practices	11
Who Returns to Work?	12
New Roles and Responsibilities	13
Business Operations	13
Data Privacy and Information Security.....	13
Pandemic Recovery Plan	14
IV. PREPARING THE WORKPLACE	15
Pre-checks, Cleaning, Disinfecting and Supplies	15
Social Distancing.....	16
Frequently Touched Surfaces.....	18
Contaminant Control.....	19
DAY ONE AND BEYOND	20
I. BUILDING PERIMETER.....	21
Commuting, Transportation and Vehicles	21
II. INSIDE THE BUILDING	22
Building Entry / Reception.....	22
Shipping and Receiving Areas.....	22
Lobbies / Common Areas / Amenities	23
Elevators / Escalators	23
III. INSIDE THE WORKPLACE	24
Arrival Experience	24
Emergency Response.....	24
Workplace Hygiene	24
New Workplace Operations	25
Ongoing Support	25
Approaches to Drive Employee Effectiveness	26
Other Talent Management Practices	26
WHAT'S NEXT	28
Get Ready for Permanent Hybrid Ways of Working	29
How Smart is your Building?	31
Final Thoughts.....	32

RETURNING TO THE PHYSICAL WORKPLACE

Over the next several weeks and months, as areas stabilize from the COVID-19 pandemic and stay-at-home restrictions are lifted, organizations will begin to bring workers back into the physical workplace. It's already begun in some parts of the world. In fact, as of April 2020, we have helped move our own employees, and those of our clients, back into more than 800 million square feet of properties globally.

The migration of a furloughed and Work From Home (WFH) workforce back to places of business will look different for every organization. The mix of returning employees will vary, and in some cases, a segment of the workforce may continue to work remotely. One thing is clear, however—the management of the process is without precedent.

Many of our clients have sought out our guidance and expertise as they navigate this process. Over the following pages, we prepared a How-to Guide for reopening the workplace that addresses many of their most pressing questions. How can real estate owners most effectively prepare their assets for the return of building occupants? And how can employers ensure they are prepared to receive their workforce—and that their employees are prepared for the return—so that the transition is safe, efficient, effective, and aligned to the needs of the organization and the needs of its people?

The Guide outlines some of the best thinking and practices that our more than 53,000 professionals have compiled across the globe and also includes insights from key partners. The recommended practices and protocols already have been implemented at locations across the globe with tremendous success.

Six Readiness Essentials

In this next phase of recovery, a handful of primary focus areas will be applicable to nearly every real estate owner and occupier across the globe. From big organizations to small ones, from those with one location to those with hundreds—each in their own way will be focused on the following Workplace Readiness Essentials:

1. **Prepare the Building:** cleaning plans, pre-return inspections, HVAC & Mechanicals checks
2. **Prepare the Workforce:** mitigating anxiety, policies for deciding who returns, employee communications
3. **Control Access:** protocols for safety and health checks, building reception, shipping and receiving, elevators, visitor policies
4. **Create a Social Distancing Plan:** decreasing density, schedule management, office traffic patterns
5. **Reduce Touch Points and Increase Cleaning:** open doors, clean desk policy, food plan, cleaning common areas
6. **Communicate for Confidence:** recognize the fear in returning, communicate transparently, listen and survey regularly

Faced with common challenges, owners and occupiers have a unique opportunity to come together in the true spirit of collaboration. We are already seeing it play out, and we believe there is no better path to successfully manage the complexity of the road that lies ahead.

Three Final Things to Note

First, the World Health Organization (WHO), as well as the respective health organizations and government bodies within each country, are the primary sources for guidance on COVID-19 and other health-related issues.

Second, while the practices and recommendations in this guide at times reference office environments, they are largely applicable to other types of workforce environments and properties.

Finally, the intention of this resource is to establish the foundation of ideas and recommendations upon which we can build—in collaboration with clients and partners—an increasingly useful guide. We're certain the coming weeks and months will teach us new things, and we look forward to sharing more ideas and updates to help you move forward through unfamiliar territory.

In the meantime, we look forward to connecting with you to learn more about how we can help.

A low-angle, upward-looking photograph of several modern skyscrapers. The central building is the most prominent, with a bright sun flare or lens flare effect emanating from its upper section, creating a warm, golden glow. To the right, another tall building with a grid-like facade is visible. In the lower left, a building with a distinctive curved, lattice-like structure is partially seen. The sky is a clear, pale blue. In the top left corner, there are decorative geometric shapes: a white diagonal line, a grey parallelogram, and a teal horizontal bar.

PREPARING FOR DAY ONE

I. Working Together to Reopen the Workplace

Relationships between building owners and tenants have never been more important. Everyone is facing uncertainty, and the cooperation between building owners and occupiers today will benefit both parties in the short and long term.

Cushman & Wakefield professionals work with investor and occupier clients around the world. In places like China, where the return to the physical workplace has already happened in various instances, we have observed earnest efforts by all parties to successfully partner together as they work through the unique challenges the pandemic has created.

Below we provide guidance for both landlords and occupiers on how they can work together to achieve best results during this phase of the recovery.

Financial Stress

Business viability of tenants is key to stable occupancy of properties and long-term rental income. As a result, we have seen many owners work with tenants to help provide some relief, where possible.

- Keep lines of dialogue open, and approach discussions with the intent of working on solutions that can benefit both parties in the long term
- Consult legal and risk advisors
- Partner to ensure compliance with owner requirements and policies
- Think creatively. Landlords in China are offering tenants additional help such as business registration services, tax advice, assistance in applications for business subsidies, and service support for bank loans. While these ideas may not be feasible everywhere, they demonstrate the kind of creative thinking of the real estate industry to strengthen the relationship and partnership between real estate owners and occupiers

Safety and Wellbeing

The health and safety of the people who use the building should be treated as a shared responsibility.

- All parties—owners, building managers, occupiers—should ascertain individual responsibilities and capabilities, and then work toward collectively improving the physical environment for the benefit of all building users
- Include plans and policies that address issuance of Personal Protective Equipment (PPE), implementation of new social distancing measures, and other actions taken to provide for the health and safety of building employees and visitors —e.g., signage to maintain safe distances, capacity monitoring of elevators, sneeze guards at reception areas, etc., if any

Shared Communications

Creating a sense of safety and security for employees is a key component of a successful return to work. This goal should be jointly owned by landlords, building managers and the occupants, and all should share some responsibility with communications. We are seeing owners and occupiers working together to understand any new policies that will impact the way people arrive at, move through, work in, and utilize the spaces and amenities in and around the building. Consider the following:

- Discuss the level of workforce communication that will be needed before employees return to work on Day One and beyond
- Agree and outline the responsibilities each party will take in communicating safety measures and protocols that have been implemented to date—and that will continue to govern the day-to-day use of the building—to create a sense of security and safety for all building users
- Discuss communication protocols and plans should risk increase suddenly

II. Preparing the Building

Before occupants return to a building that has been vacated for a significant period of time, building owners, managers and operators should complete a variety of pre-return checks, tasks, and assessments to ensure a healthy and safe environment. We recommend referencing any existing building risk assessments or registers which can provide a better understanding of what building systems are critical to assess prior to reoccupation.

Not all of the items below will be applicable for every building. Rather, owners, operators and building managers must use their specific knowledge of their buildings to prepare for the workforce to return.

WORKER SAFETY

- Anyone preparing a building after a period of reduced inactivity due to COVID-19 should be provided with:
 - Appropriate PPE (such as masks, gloves, eye protection and coveralls)
 - Training in fitting, wearing and using PPE as well as safe removal, sanitizing and disposal
 - Requirements for hand washing and social distancing
- PPE can also protect workers against exposure to dust, allergens and other contaminants that may have been introduced during the inactive period
- After use, workers should dispose of PPE designed for single use
 - After removing PPE, staff should wash their hands immediately, adhering to WHO recommendations
 - Some face masks may be designed for single use only and should be disposed of safely after use
- Follow all applicable safety practices, referring to existing regulatory requirements, policies, procedures and risk assessments
- Consider any changes that may be necessary as a result of COVID-19 mitigation within the building

CLEANING, DISINFECTING AND SUPPLIES

- Review site inventory of cleaning chemicals, materials, and consumables to ensure inventory levels are aligned with forecasted building occupancy
- Ensure a safety data sheet is available for all chemicals and requirements for safe use are followed
- Ensure cleaning equipment and tools are in working condition
- Cleaning staff should review and complete refresher training on general cleaning and site-specific protocols
- Cleaners must be trained on proper disinfecting guidelines
- Determine areas that require thorough cleaning due to heavy usage such as event centers, gyms/locker rooms, conference rooms and restrooms
- Prior to initiating cleaning tasks, ensure all staff practice hand hygiene, washing hands thoroughly prior to putting PPE on, and follow Health, Safety, Security & Environment (HSSE) requirements with PPE
- Treat all surfaces using disinfectants from government approved or authorized lists ensuring all chemical dwell times are adhered to
- After use, workers should properly dispose of or sanitize PPE in accordance with WHO or local regulatory requirements.

BUILDING CORE INFRASTRUCTURE INSPECTION

Since buildings may have been shut down with little warning and preparation, a best practice is to thoroughly inspect for any damage or issues caused by the vacancy. The physical condition and operation of equipment and services supporting the building also should be assessed.

- Mechanical Systems
- Water Systems
 - Chilled/condenser water: open/closed loops
 - Water features
- Conveyances
- Potable water: flush faucets
- Fire Life Safety Systems
- Ensure open site drains are inspected and traps are primed

Equipment Startup

AIR COOLED SYSTEMS	BUILT UP FAN SYSTEMS	COOLING TOWERS	AIR COOLED CHILLERS	WATER COOLED CHILLERS
• Clean all outdoor condenser coils • Clean all indoor evaporator coils with a cleaner and disinfectant • Check the refrigerant level • Inspect the drain pans and condensate drains for obstructions • Check outdoor fan motors and indoor blower assemblies • Lubricate moving parts • Check belts for cracking and proper tension • Inspect all electrical controls, wiring connections and fuses. • Inspect and clean or replace all filters • Vacuum and disinfect all return air grills • Run a general system test to check for unusual noises, odors and measure indoor/outdoor temperatures and system pressures as needed	• Clean outside air dampers and check for proper operation • Clean evaporator coils with a cleaner and disinfectant • Inspect the drain pans and condensate drains for obstructions • Check fan motors and blower assemblies • Lubricate moving parts • Check belts for cracking and proper tension • Inspect all electrical controls, wiring connections and fuses • Inspect and clean or replace all filters • Vacuum and disinfect all return air grills • Run a general system test to check for unusual noises, odors and measure indoor/outdoor temperatures and system pressures as needed	• Inspect fan blades for cracks and clean • Remove and clean strainer in sump • Check gear reducer lubricant and refill with factory-recommended oil • Clean gear reducer sight glass and check shaft thrust and play • Power wash tower hot deck and cold deck • Power wash tower fill and use scale remover as needed • Check bottom of hot and cold decks for corrosion and rust • Check the condition of the fan motor through temperature or vibration analysis and compare to baseline values • Perform meg-ohm test motor windings • Change oil in gear box if needed • Inspect vibrations safety switch	• Clean condenser coils and check for leaks and corrosion • Check controls and safety circuits for proper operation • Condenser fans should be cleaned, bearings need to be checked for wear and lubricated, belts and couplings need to be checked and tightness checked and adjusted • The electrical disconnect and contactor needs to be inspected for tightness and no pitting • Compressor oil should be tested for acid • Check oil filter and change if needed • Check piping and compressor for any signs of leaks and test refrigerant pressures • Run a general system test to check for unusual noises, odors and measure supply/return temperatures and system pressures as needed	• Check quality of condenser and chilled water chemical levels • Check condition of condenser water tubes and clean if needed • Check refrigerant levels • Check refrigerant purge unit • Check oil heater • Check oil levels • Inspect motors and starters • Run a general system test to check for unusual noises, odors and measure supply/return temperatures on both condenser and chilled water and system pressures as needed

- Building systems should be started methodically to prevent load shed from a simultaneous start
- Depending on length of time equipment has been inactive, systems should be allowed to run for a period of time with careful observation to ensure valves, switches, etc. are operating correctly
- Specific system actions may be required to restart systems after prolonged shutdown. Sites may determine necessity for each of these items based on length of shutdown and condition as inspected. Consider testing CO levels around systems that may circulate air throughout buildings

BUILDING SYSTEMS: HVAC AND MECHANICAL

Building employees responsible for assessing the physical structure and building systems should refer to all Authority Having Jurisdiction.

- Air filters should be replaced after flushing the building. Refer to manufacturers' recommendations and guidance for filter selection. Use the highest efficiency rated filter recommended/allowed by the manufacturer (MERV rating) and reference any WHO guidelines
- When replacing air filters (including HEPA filters):
 - Use proper safety procedures and PPE
 - Avoid hitting, dropping, or shaking the filter
 - Do not use compressed air to clean a filter, which could allow materials in the filter to become airborne
 - Properly dispose of used filters and PPE/gloves in a sealed plastic bag
 - Clean hands when the task is finished
 - Minimize exposure to building interior areas when removing old filters from the site.
 - » Recommended approach: transport to a waste collection area without entering the building
 - » Alternative approach: if it's impossible to dispose of the filter without transporting through the building, choose routes that minimize exposure to normally occupied areas, including freight elevators and minimally used support space
- Review building water management plans for domestic and process water systems
- Work with water treatment service provider to insure chemical levels are within defined ranges for cooling towers, closed water systems, water features, etc.
- Building engineers should verify the operation of mechanical systems and restore all sequences, set-points and schedules modified during the rollback of operations
- Flush Building:
 - Flush building with fresh air based on the design of the makeup/outside air system and if possible to leading sustainability standards such as LEED, BREEAM, and WELL for a minimum of 24 hours and ideally for 48 to 72 hours
 - For specific Air Change plan, the rate can be calculated: $n = 60 q / V$ where
 - » n = air changes per hour (1/h)
 - » q = fresh air (make up air) flow through the room (CFM)
 - » V = volume of the room (Cubic Feet)

After the building is flushed, building engineers should

- Change the air filters (if available) as an added precaution. Follow manufacturer recommendations for filter reconditions
- Increase fresh air intake

III. Preparing the Workforce & the Organization

As organizations scramble to plan for the best way to bring large numbers of employees back to the workplace, everyone is looking for answers to make the transition as smooth and successful as possible.

MITIGATING WORKFORCE ANXIETY

While workplace design, policies and safety protocols are critical pieces of the puzzle, they do not touch on perhaps the most important aspect of return to work—the readiness of the workforce physically, emotionally and psychologically.

Developing a plan to mitigate employee fears and concerns should be a top priority. People are worried about their personal health and the health of those they care about. They have anxieties about their jobs, the future of their organizations and even the future of their industries.

To help employees through what will be a turbulent, stressful and unpredictable return to work, organizations should focus on the personal experiences of their employees from a work and life perspective. It's critical to understand how the pandemic has impacted their personal connection to the culture of the organization. It's also important to understand if employees feel their organizations are caring for them, as well as understand how to improve and advance that care during the return to the physical workplace.

Cushman & Wakefield has taken this approach with our own workforce, getting direct feedback through our workplace diagnostic tool, Experience per SF™. And we are taking direct and practical action to ensure that leading up to, during, and after the return to work we are successful in helping our people not just move forward but thrive.

CHANGE MANAGEMENT

Ensuring employees understand what the workplace will be like upon return is critical. Some employees may expect nothing to change, while others will assume everything will be different. Preparing employees and reminding them that these changes are designed to help keep them safe will ease anxiety.

Recommended practices for consideration include:

- **Re-engagement of employees:** Responses to working remotely during turbulent times are varied and unique. Understanding employees' attitudes and perspectives inform the creation of strategies that enable their success. Use XSF@home to diagnose the employee's work from home experience (see next page).
- **Early communication:** As plans are forming, keep the workforce informed as soon as appropriate. We have provided more detailed suggestions on communications on the following page.
- **Virtual work support:** Team norms must evolve to be inclusive of those in and outside of the office as a new normal. All employees now need to be adept at utilizing virtual collaboration tools. Likewise, managers must perfect the art of leading distributed teams.
- **Proactive virtual training:** Whether spaces are modified, or new protocols established, employees will need to learn new patterns of behavior. Developing an understanding of the new normal for the workplace may be addressed through virtual training. Organizations should not underestimate the value of creating training content for topics that typically are communicated through email or static messaging alone.
- **Reinforced training post Day One:** Provide ongoing methods of additional training to



XSF@home

A diagnostic tool to assess the employee's work from home experience delivers:

INDIVIDUAL BENEFITS

- **DASHBOARDS** that allow you to view your survey data results
- **COMPARISONS** across your different regions
- **EVIDENCE** about what is working well and not so well for employees
- **BENCHMARKS** insight into other survey participants

AGGREGATE BENEFITS

- **STATISTICAL FINDINGS** revealing the key drivers of employee experience
- **GUIDANCE** on how to prepare for the return to the office and how to support employees logistically and psychologically
- **PERSPECTIVE** on the future of safe office design and the creation of workplaces that are meaningful destinations that generate engaging experiences for employees
- **INVITATIONS** to webinars sharing best practice ideas from our network of the world's leading companies

reinforce messaging and changes in the work environment. Repetition will help employees acknowledge and retain important messages and information. Consider signage that communicates key messages in high traffic areas such as main entrances, restroom facilities and so forth.

- **Connection to a vision:** As changes in protocol and policies are unveiled, find ways to connect those messages back to the corporate vision. Understanding the “why” is a great way to reinforce the “what.”

COMMUNICATIONS

A well thought-out and orchestrated change management communications strategy for the organization will help underpin a successful return. It should address the details of the transition and anticipate employee questions, anxieties and concerns.

Recommended Communication Practices

- Communicate frequently to make employees aware of the changes designed to keep everyone safe and healthy
- Provide details of the changes
- Encourage employees to participate and comply with new work practices
- Conduct demonstrations and training to introduce new skills to staff
- Reward successful performance in relation to these practices
- Identify target audiences by segment and key messages
- Consider using a wide range of communication channels and materials—email, employee portals, text messages, video, virtual live events, posters/digital displays (after workplace return) and others

Consider communications focused on:

- Why groups and/or individual employees were chosen to return to work
- How the organization and/or the building owner is following government guidelines and reiterate those guidelines for reopening workspaces
- The measures undertaken in both the building and workspace to ensure health

and safety of returning employees (cleaning, changes to spaces, amenities, provisions etc.). This should be a shared responsibility and commitment between owners, building managers and tenants

- Instructions on how to prepare for arrival
- Suggestions for commute alternatives
- Overview of what to expect when returning employees arrive
 - New entrance protocols for employees and visitors
 - What will be available or supplied, especially food and beverages
 - What will not be provided, e.g., utensils, glassware, cups, etc.
 - Instructions on bringing equipment (laptops, chairs, etc.) back into the workplace and sanitization requirements
 - Changes to the work environment including room availability, relocation of desks, etc.
 - Modifications to internal and external meeting protocols, hosting of client events, and visitor access
- New policies. A range of policy considerations are provided below

NEW POLICIES AND PRACTICES

Policies will be important in setting the expectation for employees. Many organizations have allowed flexibility into some of their policies, especially those related to time off, remote working and flexible work schedules. Upon setting the new organizational framework coming back into the workplace, organizations should consider what policies need to change or be reinstated.

From the employee's perspective, if policies have been adjusted for an extended period of time—for example, work from home—this may be viewed as the new norm. Organizations should revisit relevant policies and determine the right approach during the transition back to the physical workplace. Communicating the importance of company policies, including any recent updates, and how they map back to the organization's vision will be critical in establishing a climate of employee awareness and compliance.

Policies for consideration might include the following:

- Return to work policies
 - For non-essential roles, determine what WFH policy should be followed
 - Protocols around a phased re-introduction of workers based on essential roles to re-open facility
 - Determine if and how to screen employees before they return
- Guest and visitor policies.
 - Limiting access to certain categories of site visitors such as vendors, contractors, and brokerage tour groups
 - Restricting the general public's access to the worksite
 - Restricting access to only certain workplace areas
- Policies around temporary help in the event a subset of the full-time workforce becomes unavailable, including policies and practices around accepting and training temporary workers
- Employee travel policies
- When employees should return to work
 - Considerations around at-risk groups
 - Exceptions and processes for parents/caregivers when schools are closed or other caregivers are unavailable
- Policies related to WFH environments
 - May include ergonomic instructions, stipends, purchase program for WFH tools and equipment

- Employee work safety policy and guidelines for the prevention of virus transfer. Categories for consideration include
 - Health screening and reporting
 - Clearly defined actions, roles and responsibilities for communications in response to a potential COVID-19 case, designated confinement areas, FAQs
 - Communication and escalation protocols outlining the management and decision-making processes of all stakeholders involved in response to a potential COVID-19 emergency, including:
 - » Protocols with health and other emergency services
 - » Protocols with local, regional, and national institutions

Many organizations have practices for employees to report an illness to Human Resources departments confidentially and in accordance with applicable laws. The COVID-19 pandemic has tested the effectiveness of those practices in many cases. Re-evaluating the requirements and methods for reporting in these situations may need to be addressed. Additionally, if an organization instituted temporary protocols for reporting, they may need to communicate the reinstatement of earlier practices or protocols upon return to work.

WHO RETURNS TO WORK?

- Where applicable, organizations should comply with relevant regulations defining who should and should not return to the physical workplace.



WHY RETURN TO WORK?

To be productive:

- Because of fewer distractions which enables focus and creativity
- To innovate, develop new ideas, and benefit from rapid decision-making when together with others
- To streamline communication channels by replacing emails, calls, virtual meetings with in-person interactions

For the physical work and required tools:

- Because of required access to equipment, testing, data infrastructure
- For the compute power, monitors, printers or copiers, and files in a secure environment
- To physically work (e.g., in labs, command centers, manufacturing)

For the people and place:

- To access people needed for work-related tasks: leaders, teams, peers, clients, trainers
- As a social outlet: seeing people, being a part of a community with a shared purpose, diversity of thought, camaraderie
- More amenities and food choices than what is accessible from home



WHY STAY HOME?

To be productive:

- Because the team can't be all together
- It's easier to work remotely with synchronous communication flow between the entire team using the current technology tools
- Focus is easier when working from home
- To reduce the time lost due to commutes

Individual health and personal situations:

- Personal health risks exacerbated by commutes, anxiety from being at the office, or mentally not ready
- Lack of childcare or eldercare options
- Desire to reduce environmental footprint
- Need to minimize commutation costs

NEW ROLES AND RESPONSIBILITIES

To fulfill new obligations and tasks, organizations may need to redefine the roles and responsibilities of existing staff or hire for new and different skillsets. These may include:

- **COVID-19 Block Captains:** organized by company or floor for multi-tenant buildings so that each tenant is assured that all organizations in the building are respecting precautions and protocols. Block Captains would also facilitate and maintain open communication with building ownership and management
- **PPE and Training Experts:** maintain knowledge of PPE use, quantities, stock, location
- **Quarantine Marshals:** coordinate the response to a colleague exhibiting symptoms; quarantine room; notifications; call for medical support, organize transportation
- **Deliveries Clerks:** administer receipt of and sanitize all items arriving in the workplace such as packages, couriers, food, etc. (this role may be fulfilled by mailroom staff in large organizations)
- **Supplies Managers:** responsible for securing and distributing office supplies to staff on request

BUSINESS OPERATIONS

Business operations considerations might include:

- **Risk:** engage with risk management team to ensure readiness to return
- **Insurance:** coordinate with insurers to identify potential risks for returning to work
- **Services:** determine which services required to support pandemic-related activities—self-performed or outsourced—existing or new—are going to be performed and estimate their duration
- **Vendors:** notify vendors of reopening and alert to any changes that may impact them; disable/enable access if needed
- **Mail:** notify postal service and couriers to restart mail service
- **Contacts and escalations:** establish a single phone number/email address to field inquiries (manage and track questions, escalations, concerns, etc.)

DATA PRIVACY AND INFORMATION SECURITY

An increasing number of cyber criminals are exploiting the COVID-19 pandemic for their own objectives. These criminals are targeting individuals and businesses through COVID-19-related messaging to deliver malware and ransomware, to steal user credentials, and to exploit remote access and conferencing systems. Organizations should be particularly aware of the following risks:

Social Engineering and Phishing Risks

- Cyber criminals are using COVID-19-themed email phishing, SMS messages, malicious web sites and applications that often masquerade as trusted parties and may compromise the organization. To create the sense of trust, criminals may impersonate a sender's information in an email to make it appear to come from a trustworthy source like the WHO
- In the United Kingdom (UK), the National Cyber Security Centre has identified a significant increase in UK government branded scams relating to COVID-19.

Working at Home Risks

The shift to home working has exposed the use of potentially vulnerable services, increasing the risks to individuals and organizations. Exploitations in remote working solutions, virtual private networks solutions, and video conferencing solutions have yielded a significant increase in the targeting of these systems recently.

Mitigating these Risks

How organizations can mitigate these risks and increases in exploitations:

- **Social Engineering & Phishing:** continue to educate and communicate to employees about these new risks. Make sure employees are aware of new scams and how to report issues they identify to security teams with the use of things like the "Report Phish" button in their email.
- **Working at Home Risks:** validate that protection software is deployed to devices, up-to-date and reporting issues to the security teams. Continue to be vigilant about good corporate hygiene by deploying patches and update applications.

PANDEMIC RECOVERY PLAN

Each organization should develop a recovery plan to address responses to pandemics.

Consider:

- Creating an operational emergency team consisting of essential functions staff
- Establishing procedures for alert and outbreak verification to receive early warnings should virus resurge
- Establishing information flows (drafting of situation reports, briefings, back-up of information, etc.)
- Communications and dissemination of information for internal and external stakeholders

To model the business implications:

- Create contingency plans to address the impact of potential resurgence of disease in the workplace after re-opening sites
- Develop a response plan based on contingency scenarios, including a mechanism for identifying triggers that will change the level of response
- Assess the economic impact of different scenarios and funding needed to address each scenario
- Assess supply needs and explore options for purchasing additional supplies required for business operations
- Create contingency plan to address disruption in vendor-performed critical services after re-opening of sites; develop list of qualified service providers for any such critical services
- Investigate financial recovery assistance available through government programs

Further, in relation to COVID-19:

- Develop surveillance strategies aimed at collecting timely data relative to staff and operations (e.g., workforce absenteeism or recovered cases with greater immunity), especially for any identified high-risk staff coming back to work
- Identify and connect with local COVID-19 information sources such as occupational health physicians, community practitioners, and local and state institutions to stay current on local COVID-19 status and to stay abreast of early warning signs



III. Preparing the Workplace

In preparation for the return of the workforce to the physical workplace, employers should consider a variety of pre-workforce return checks, tasks and assignments. As part of that pre-return activity, we recommend developing or updating a COVID-19-specific workplace plan that outlines strategies and tactics to combat and/or minimize the likelihood of spread of virus in workplace.

PRE-CHECKS, CLEANING, DISINFECTING AND SUPPLIES

Below we have outlined some areas to consider. The level of detail may or may not be relevant to specific workplaces.

FIRE LIFE SAFETY 	• Verify operation and check for any trouble indicators; system most likely was continuously operational—arrange for a FLS systems contractor to check system • Perform fire extinguisher checks required by respective laws or local codes
KITCHEN 	• Clean and sanitize all surfaces within the area including high touch areas (fixtures, light switches, appliance handles and buttons) • Turn on appliances • Verify all pilot lights are lit and operational • Verify the operation of makeup and exhaust • Remove and dispose of any spoiled products • Clean and sanitize all appliances • Reset pest control normal operational frequency
RESTROOMS 	• Flush toilets to fill P-Trap • Pour water in floor drains • Flow sink to fill P-Trap with water
BREAKROOMS 	• Plug in and turn on appliances • Turn on supply water to appliances (coffee makers, ice makers, etc.) • Check operation of each appliance • Coordinate check of food, beverage, and other items with vending machine vendor • Provide adequate stock of hand sanitizer, disinfectant wipes, and other such products
CLEANING 	• Introduce and maintain advanced cleaning and disinfection standards, such as routine cleaning and disinfecting of high-touch spaces and surfaces per health authority guidelines • Review and prepare plans for client/owner approval regarding changes to cleaning scope or any additional services in response to COVID-19 protection • Perform advanced cleaning and disinfection of workspace • Sanitize all workspace areas, including offices, conference rooms, breakrooms, cafeterias, restrooms, and other areas • Review client shifts to optimize janitorial service performed to meet the needs of the client and facility • Review self-cleaning technology for high touch surfaces and applications for tablets and screens • Place signage in workspace and common areas promoting worker safety through emphasizing basic infection prevention measures, including posting hand-washing signs in restrooms
SUPPLIES 	• Ensure adequate stock of paper and plastic products exists (toilet paper, paper towels, etc.) • Provide tissues, no-touch trash cans, hand soap, alcohol-based hand sanitizer and wipes containing at least 60 percent alcohol, disinfectants, and disposable towels for workers to clean their work surfaces • Provide additional hand sanitizer, surface disinfectant wipes and tissue available in workspace, cafeterias, break rooms, elevator lobbies and high traffic areas and other common areas • Review self-cleaning technology for high touch surfaces and applications for tablets and screens
PERSONAL PROTECTIVE EQUIPMENT (PPE) 	• Obtain and store enough supply of all required PPE at the time of reopen • Mask disposal: regular waste unless directed differently by respective local health or government authorities

Buildings and occupant spaces should only be declared ready for occupancy after building owners, management teams, and tenants have coordinated and communicated on preparations. Transparency, ongoing communication and awareness will be vital to a successful transition back into the physical environment.

A state of readiness should include confirmation that

- All building inspections are complete
- Any required remediation is complete
- Any required repairs to equipment, building areas and systems have been completed
- An occupant communication plan is developed—ideally a collaboration of owners, building managers and occupants—and ready for launch, describing the measures taken to ensure the immediate and ongoing health and safety of the workforce

SOCIAL DISTANCING

Space planning solutions can be used to reduce transmission of contagious diseases among colleagues at work through social distancing. Solutions may differ depending on how many people are expected to return to work versus continuing to work from home. Understanding that dynamic will allow calculation of the total workforce expected to be accommodated in the office and assessment of the demand for workspaces.

Note: Public safety codes, building codes, applicable laws and security requirements must not be compromised to achieve social distancing.

Consider the following range of precautions and social distancing measures:

6 Feet Office Protocols (see next page)

Space use / density monitoring

- Determine a method for conducting regular counts of occupants per floor
- Add sensors to quantify utilization of spaces
- Provide real-time meters/dashboards at entries to display how many people are present, if possible

Circulation spaces

- Designate and signpost the direction of foot-traffic in main circulation paths: corridors, stairs, entries
- Consider one-way circulation routes through the workplace
- Mark increments of locally acceptable social distance on floors where queues could form

Individual seats

- Only use alternate desks (checkerboard); disable the use of alternate desks; or remove alternate desks altogether
- Add desks to spaces previously used for group activities (convert training/meeting rooms, café area and the like into desk areas)
- Increase space between desks
- Add panels between desks including height adjustable panels for sit/stand desks
- Specify seat assignments for employees to ensure minimum work distances
- Review sharing ratios if new sanitization protocols are introduced

Meeting and shared spaces

- Decommission and re-purpose large gathering spaces
- Reduce capacity of spaces—e.g., remove some chairs from large meeting rooms
- Prohibit shared use of small rooms by groups and convert to single occupant use only
- Close/forbid use of some rooms
- Calculate the maximum capacity of each room by dividing the net usable area by the square of the locally acceptable social distance (e.g., for a 6' social distance: a 200 SF room divided by 36 SF would have a recalculated maximum capacity of 5 people). Communicate this capacity via signage and room reservation tools.

6 Feet Office

As we plan for work after COVID-19, organizations will think about the new normal and how we will adjust. Social distancing—keeping a healthy distance from others—is now part of our daily language and behavior. And while the recommended distance may vary by country, the idea remains the same.

Cushman & Wakefield's 6 Feet Office aims to make the workplace safer so people can get back to work sooner. The concept consists of these elements.

6 FEET QUICK SCAN

A concise but thorough analysis of the current working environment in the field of virus safety and any other opportunities for improvement.

6 FEET RULES

A set of simple and clear workable agreements and rules of conduct that put safety first.

6 FEET ROUTING

A visually displayed and unique routing for each office, making traffic flows completely safe.

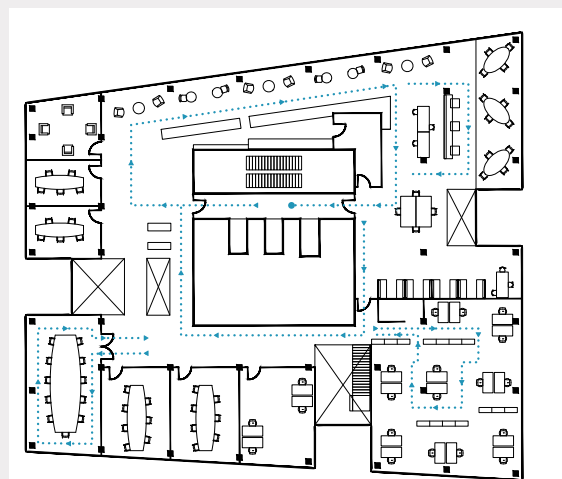
6 FEET WORKSTATION

An adapted and fully equipped workplace designed for worker safety.

6 FEET FACILITY

A trained employee who advises on and operationally ensures an optimally functioning and safe facility environment.

Learn more at sixfeetoffice.com



FREQUENTLY TOUCHED SURFACES

Frequently touched surfaces are reservoirs for viral pathogens. By reducing the frequency of physical contact with items in the workplace that are also touched by others, individuals can reduce their exposure to communicable diseases. Solutions may be temporary or permanent.

Note: Public safety codes, building codes, applicable laws and security requirements must not be compromised to reduce the potential for physical contact with items in the workplace.

In addition to providing disinfectant sprays or wipes adjacent to each touchpoint, consider the following range of precautions to reduce touchpoints:

Light/power switches

- Affix signage to remind occupants to keep switches 'on' all day
- Install movement detectors to activate light switches – consider voice-activated controls
- Provide wall-mounted disinfectant dispensers

Doors and drawers

- Remove non-essential doors
- Remove door handles if viable
- Affix doors in an open position

Collaboration tools (conference phones, room reservation panels)

- Disable/decommission room reservation panels outside meeting rooms
- Remove shared conference phones and encourage the use of personal mobile phones or laptop softphones for teleconferences.
- Remove whiteboard pens and erasers and encourage individuals to bring and manage their own
- Provide whiteboard cleaning solution and disposable wipes adjacent to every board
- Remove remote control handsets and provide instructions for manual equipment use instead

Chairs

- Remove unnecessary fabric upholstered chairs
- Consider plastic wrapping fabric upholstery for ease of cleaning
- Affix notices to each chair reminding occupants to avoid or disinfect touchpoints

Shared equipment (printers, copiers)

- Reduce the quantity of printers and copiers to dissuade printing

Supplies storage

- Secure supplies storage and designate specific personnel to manage stock and distribute items

CONTAMINANT CONTROL

Note: Public safety codes, building codes, applicable laws and security requirements must not be compromised in an effort to control contaminants in the workplace.

To manage contaminants that may enter the workplace, consider the following precautions:

Storage

- Add places for individuals to store and secure their own items separately from others (i.e., individual coat hooks rather than coat closets used by the group)
- Provide impervious clothing covers (e.g., dry-cleaning bags) for individuals to cover/contain their own coats or PPE

Waste receptacles

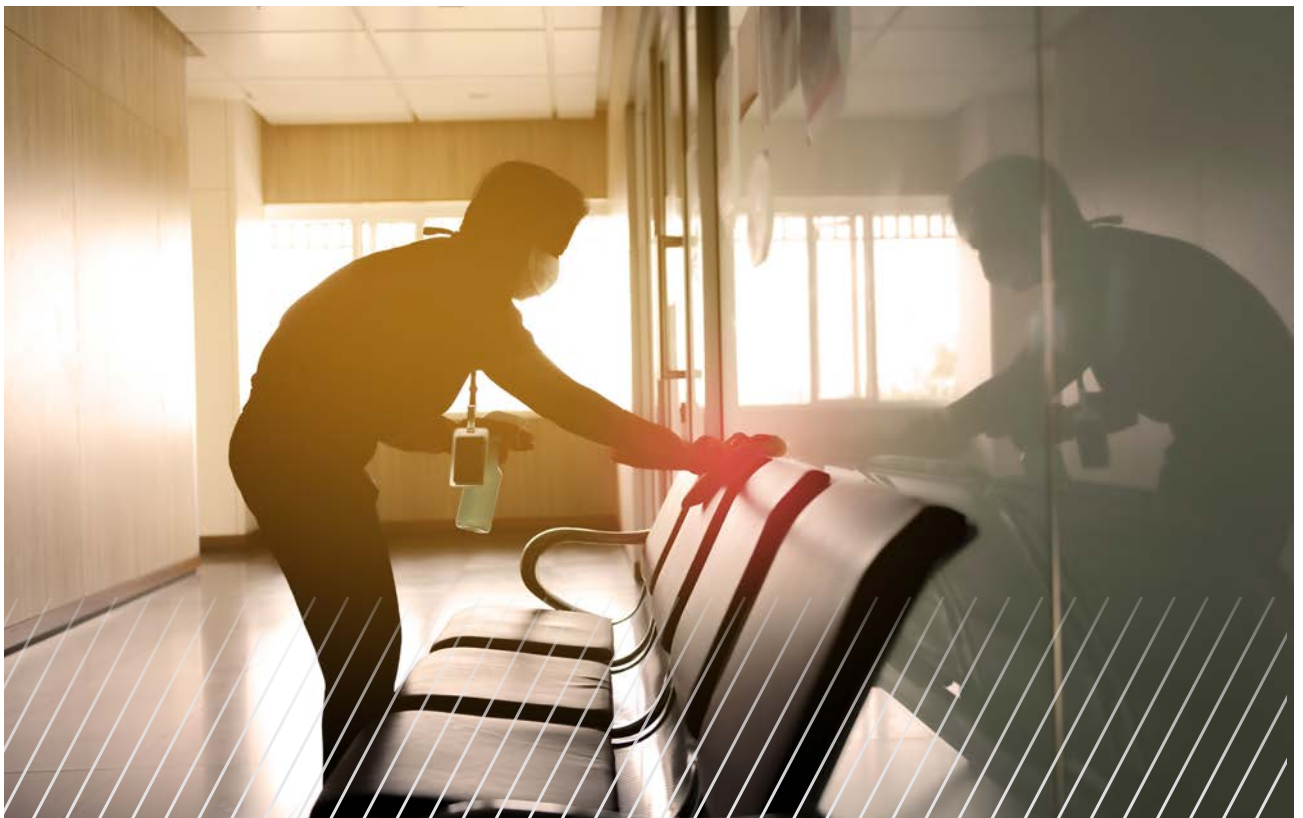
- Provide separate waste bins for PPE

Quarantine/Isolation room

- Designate a specific enclosed room to isolate any person who experiences symptoms of an illness while at work

Deliveries

- Designate one location for any deliveries to the building/space and disinfect items centrally
- Assign delivery management and sterilization as a task to specific employees only
- For longer-term planning, consider shortwave ultraviolet light sterilizing rooms/booths



A wide-angle photograph of a modern office interior. The room features a high ceiling with recessed lighting and a large window wall on the left side, offering a view of a city skyline. The floor is made of polished wood. In the foreground, there are two low-profile, dark leather sofas with metal frames. To the right, there is a glass partition wall and a small table with a vase of flowers. The overall atmosphere is bright and professional.

DAY ONE & BEYOND



I. Building Perimeter

While outlined in other parts of this guide, it bears repeating that a well thought out pre-Day One communications program aimed at building occupants should prepare them for what to expect when they arrive and help to alleviate anxiety. Will building access be different? Will there be increased security? Should they expect delays at the entrance? Should they expect queues? Will they see directional signage or other posted information to guide them?

Every circumstance will be unique and organizations should consider the critical information their particular audience needs to prepare for arrival.

COMMUTING, TRANSPORTATION AND VEHICLES

Promote safe and healthy ways to commute to and from the workplace.

- Suggestions for public transport might include:
 - Avoiding overcrowded public transportation
 - Wearing face masks and other PPE
 - Maintaining safe distance from other passengers
 - Using hand sanitizer when entering and exiting
 - Wiping surfaces with disinfecting wipes prior to touching them
- Other transit methods might include:
 - Ride-sharing: wear PPE
 - Solo transit modes such as bikes, scooters, cars: sanitize touchpoints especially if shared modes like public bicycles
- For employees with long commutes, consider advocating that they temporarily continue working from home
- Consider new protocols for vehicles arriving on site – both personal and commercial parking garages.
- Consider protocols for emergency vehicles and teams arriving to transport infected passengers



II. Inside the Building

BUILDING ENTRY / RECEPTION

Consider guidelines and recommendations to control building ingress and egress, and that promote ongoing safety and precautionary measures at those points. These might include:

Entrances:

- Reduce the number of entrances (but maintaining code compliance) to direct occupants to use monitored and protected routes
- Hand sanitizer at doorways both inside and outside
- Temperature screening
- Floor markings for safe distancing for any queues or waiting areas
- Sanitized floor mats

Reception:

- Training reception personnel on safe interactions with guests
- Test front-line reception personnel
- Reconfiguration of visitor registration systems to avoid guests leaning over receptionists
- Glass screens between guests and reception personnel
- Virtual concierges
- Disable/decommission/remove registration kiosks/touchscreens
- Touchless registration via personal mobile phone
- Disposable sticker security tags rather than recycled clips or lanyards
- Remove reception furniture to reduce public touchpoints
- Provide PPE to building guests

Signage:

- Install signage at multiple, relevant locations in the entry sequence
- Explain building access rules and other protocols that impact how occupants use and move throughout the building

PPE and Cleaning:

- Provide receptacles for used/discarded PPE
- Monitor and review of existing cleaning guidelines and adjust or enhance as needed for cleaning paths of travel and high touch areas
- Develop new protocols for collecting and disposing of large quantities of potentially contaminated waste (especially if single-use PPE becomes common in the workplace)

SHIPPING AND RECEIVING AREAS

Before reopening, operators and building managers should review current processes for inbound and outbound deliveries (parcels, mail, food deliveries, couriers and so forth) and develop a revised plan to align to COVID-19 safety precautions. These might include:

- Routing instructions and plans to avoid deliveries through employee or main entrance and instead route through areas that will minimize contact with the larger building population
- Separating shipping and receiving areas from the general population
- Require personnel handling mail and parcels to wear PPE to receive parcels, mail and other deliveries, and train them in the proper use and disposal of PPE
- Sanitizing the exterior of packing
- If appropriate, removing items from boxes and appropriately discarding

LOBBIES / COMMON AREAS / AMENITIES

Consider guidelines and recommendations that promote safety and guide building occupants through common and amenities areas beyond the entry. These might include:

- **Hand sanitizer in stairs, elevator lobbies and all other building common areas**
- **Signage:**
 - Wayfinding signage or floor markings to direct foot traffic and ensure safe social distancing
 - Explain new rules or protocols for common areas
- **Casual gathering spaces:**
 - Re-arrange furniture to promote social distancing
- **Food service amenities:**
 - Consider acrylic dividers between service provider and users
 - Offer pre-packaged foods only
 - Reduce self-service access to foods
 - Clearly signpost queuing areas
 - Remove or rearrange furniture to promote social distancing
- **Fitness facilities and bicycle storage units:**
 - Clearly signpost queuing areas
 - Temporarily close fitness facilities
 - Rearrange equipment to achieve social distancing
 - Reduce classroom capacities to allow for social distancing
 - Require use of face masks in fitness facilities
- **Cleaning:**
 - Monitor and review existing cleaning guidelines and adjust or enhance as needed for cleaning paths of travel and high touch areas

ELEVATORS AND ESCALATORS

Elevators represent a particularly challenging area to establish social distancing. Methods for managing the use of elevators might include the following:

- Social distancing queue management for waiting passengers
- Instructional signage displaying healthy elevator use protocols including passenger limits and safe distances in the carriage
- Elevator attendants to manage flow and discourage over-crowding of elevator carriages
- Signage inside elevator cars displaying healthy elevator use protocols – this may include floor stickers to establish distancing zones and describe where and how to stand
- Review of elevator cleaning processes, and updates to ensure on-going cleaning of high touch surfaces like elevator panels / buttons

Escalators pose fewer challenges which may be managed with signage directing passengers where to stand and not to pass.

III. Inside the Workplace

ARRIVAL EXPERIENCE

Utilize the workplace arrival area to reinforce messages, new policies and protocols, which may include:

Digital signage or posters

- Remind staff how to stay safe and keep others safe in the workplace by maintaining social distancing, following new meeting guidelines, hand washing reminders, the use of virtual collaboration tools rather than meeting rooms and so forth

Cultural reminders, such as:

- The vision and priorities of the organization at this time of change and stress
- Taking care of the employee is a high priority
- Shared responsibility for the health of all employees

Hand sanitizer to encourage hand hygiene

EMERGENCY RESPONSE

Provide reminders of how to manage an emergency in the workplace with relevant details defining who to notify, where to go, how to get help, and how to respond afterwards.

WORKPLACE HYGIENE

Encourage good **personal hygiene** and infection control practices when employees are in the workplace, including:

Respiratory etiquette:

- Encourage covering coughs and sneezes
- Turn away from others when coughing or sneezing

Hand hygiene:

- Promote frequent and thorough hand washing
- Make hand sanitizers available in multiple locations adjacent to common touchpoints

Avoid touchpoints:

- Provide disposable wipes so that common touchpoints (e.g., doorknobs, light switches, desks, desktop peripherals, remote controls, and more) can be disinfected by employees before each use
- Discourage the use or borrowing of other people's phones, desks, offices or equipment

Maintaining a **clean workplace** will assist in minimizing risk to employees. This involves:

Regular housekeeping:

- In open work environments, increase the frequency of cleaning and disinfecting frequently-touched surfaces, equipment, and other surfaces in the workplace:
 - » Kitchen Areas
 - » Vending Machines
 - » Bathrooms
 - » Meeting Rooms
 - » Phone Rooms
- When choosing cleaning chemicals, organizations should consult products from approved lists from governing authorities, and reference disinfectant labels, data and specifications with claims against emerging viral pathogens.

For **shared/agile/flexible workplaces**, consider:

- Creating and posting guidelines for desk and equipment sharing, disinfecting and use
- Removing shared keyboards and mice and distribute personal peripherals to mobile workers
- Providing storage units (lockers) for storing personal items in the workplace

Develop new practices on **kitchen and meal preparation areas**, which may include some temporary measures such as:

- Encourage occupants to bring food and beverage items from home and manage them individually
- Minimize touchpoints by removing coffee pots and the like
- Eliminate open food items
- Provide prepackaged items in containers
- Increase frequency of cleaning appliances such as refrigerators and microwaves
- Consider installing physical barriers, such as clear plastic sneeze guards
- NOTE: these approaches will impact sustainability initiatives as additional waste is produced from individually packaged food and beverages

NEW WORKPLACE OPERATIONS

To maintain social distancing, minimize touchpoints and manage potential contamination of the workplace, consider the following practices:

Space use / density monitoring

- Conduct regular counts of occupants per floor
- Add sensors to quantify utilization of spaces
- Provide real-time meters/dashboards at entries to display how many people are present
- Implement a reservation system for desks so that employees can check attendance before arriving in the workplace
- Work from Home for non-essential employees to reduce the density of personnel

Individual desks

- Implement a strict clean-desk policy so that non-essential items are not stored on the desk, but rather enclosed in cabinets or drawers
- Supply disposable daily paper placemats for use at each desk
- If desks or work areas are shared, advise individuals to sanitize all surfaces upon arrival at that seat. Supply disinfectants in the immediate proximity (or on each desk)
- Unless stringent cleaning protocols are enforced, and if possible, avoid sharing of desks

In-person meetings

- Coach employees to critically evaluate the requirement for in-person meetings
- Limit the number of attendees at in-person meetings and limit to spaces that accommodate safe distances
- Host large team/staff meetings via video conference rather than in-person
- Eliminate in-person meetings with external guests

ONGOING SUPPORT

In addition to the recommendations outlined in “Preparing the Workforce & Organization” prior to Day One (see page 9), employees will need ongoing communication and training, especially during onboarding of new staff or orientation for visitors to the space. Consider:

- A regular cadence of employee training on emergency procedures, good workplace hygiene, effective work practices for distributed teams.
- Training materials on company intranet
- Posters, signage and displays related to employee learnings about new practices.

APPROACHES TO DRIVE EMPLOYEE EFFECTIVENESS

Engagement and enablement are important components for the success of employees, and COVID-19 is bringing new challenges to organizations to support the workforce. Maintaining high engagement from an organization's workforce during this phase of the recovery will have a direct impact on productivity. Engagement is driven by several internal and external factors including work environment, feeling of belonging and safety.

- **Consider what is on an employee's mind.** In times of change and uncertainty, employees will have different personal needs. Organizations should recognize that factors such as health concerns, dependent care or job security are real. Providing resources and support for employees to manage through these challenges is as important as changes in the workplace.
- **Give employees a voice.** Tools such as centralized Q&A, pulse surveys and focus groups are all ways to understand what is on employees' minds in real time. Action oriented platforms for "voice of the employee" builds trust while addressing employees' concerns directly.
- **Communicate.** As organizations prepare their workforce to return to the workplace, a thoughtful communication plan, customized for different audiences, will net positive results. Consider ongoing and frequent updates to keep employees informed. In the absence of information and clarity, people may create their own versions of the "truth."

OTHER TALENT MANAGEMENT PRACTICES

- **Performance Management:** Upon returning to a new economic environment, some organizations will find their priorities have shifted. Clear communication of company strategies and objectives is critical to re-align and re-engage leaders and employees throughout the business. All managers and employees should be encouraged to revisit their 2020 goals to ensure alignment with the organization's direction. A midyear connection point between managers and each of their direct reports will help ensure each employee is focusing on the right objectives, and will help employees feel more engaged and committed to their work and the organization.
- **Rewards and Recognition:** To incentivize employees to perform, different forms of recognition or rewards can be deployed. In the organization's new environment, are there any practices that are no longer aligned with the changes?
- **Talent and Development:** A time of uncertainty and crisis can test a leader's resiliency and ability to drive change in an organization. It also tests their appetite to be a leader during such times. In returning to the new normal, reviewing an organization's leadership capability can really provide insights into appropriate actions. Take the time to review the strength of your leadership and assess what opportunities are there for development. Identify those strong in leading through ambiguity and give them opportunities to lead your return to work communications and initiatives.
- **Learning Platforms:** As an organization updates its approach to learning and delivery methods (for example, moving to more virtual learning), it should also assess how their learning program's design and content should be adjusted to address new ways of working and demands on leadership.



The background of the page is an abstract composition of overlapping geometric shapes and lines. A prominent red horizontal bar is located at the top left. The main area is filled with a complex network of lines in shades of orange, yellow, and blue, creating a sense of depth and movement. The text 'WHAT'S NEXT' is positioned in the upper left quadrant, rendered in a blue, outlined, sans-serif font.

WHAT'S NEXT



Technology will continue to be a major force in shaping how organizations operate and how people live and work. The COVID-19 pandemic has only further underscored that reality. For further reading, we offer some insights on the kinds of changes technology may bring the workplace, many of which are already beginning to take hold.

GET READY FOR PERMANENT HYBRID WAYS OF WORKING

If ever there was a watershed moment that has shined a spotlight on the importance of investing in technology, the quick spread of COVID-19 is it. In every aspect of the response to the crisis, technology has played a critical role—from enabling remote working (with very limited notice in many cases), to tracking cases and patient health, to pinpointing contact patterns and isolating the spread. All of it has required robust analysis, millions of data elements, and significant leverage of collaboration, analytics, and sensor technology and more.

Below we have highlighted a few of the most critical elements for consideration as organizations return to the workplace in the new normal.

Business leaders across industries are asking for help measuring and managing the impact of COVID-19 on business continuity and their employees' wellbeing. Companies are struggling with how to respond to what is happening now, in the near term, and what needs to be considered longer term when the health crisis eventually subsides. Based on a conversation with Manish Wardekar, Workplace Intelligence Specialist at Microsoft, combined with our industry observations, we believe there are important near-term and long-term implications for organizations.

Near Term

Leaders must be able to understand what is happening inside their organizations on four different levels:

- **Keep employees engaged and protect their wellbeing:** Distractions, changing habits, inadequate equipment and poor connectivity can take a toll on individual wellbeing and effectiveness. Questions to consider include:
 - Are employees working as usual? Look out for sudden drops in levels of activity and those areas within the company undergoing the greatest change
 - How are employees adapting to the disruption? Increases in IM, calls and meetings are expected as employees find alternatives to face-to-face interactions. They may also indicate where collaboration is becoming less effective.
 - Is remote work affecting work-life balance? Look out for groups with unusually high levels of after-hours work and length of work week. These groups within the company may be at risk of burn-out
- **Maintain healthy interactions within teams:** Employees are at risk of isolation, in turn creating fragmentation within teams. This increases the risk of falling productivity. Questions to consider include:
 - Are managers providing the right support? Look out for teams with low average weekly 1:1 time with their manager. Employees within these teams are at risk of becoming isolated.
 - Are team members staying connected? Look for drops in collaboration levels and interactions with colleagues as this can indicate a disruption in normal working patterns. These teams may be undergoing the greatest challenges.
 - Have business as usual activities been disrupted? Look for teams with sudden drops in recurring meetings as these groups may be experiencing a significant disruption in business as usual activities.
- **Enable collaboration between teams and organizations:** Collaboration between teams may break if employees can only maintain a subset of their usual interactions. This increases the risk of fragmentation and creating silos. Questions to consider include:
 - How are internal networks evolving? Look out for drops in average network size and breadth. This can indicate areas at risk of isolation
 - Has cross-functional teaming been disrupted? Look out for drops in collaboration levels between teams as this can indicate a disruption in normal working patterns
- **Stay aligned with customers and suppliers:** External connectivity may suffer as other companies experience similar disruption. External interactions at risk of being cancelled or postponed. Questions to consider include:
 - How are external networks evolving? Look out for drops in average network size and breadth. This can indicate external-facing areas of the company that are being disrupted
 - Have external engagements been disrupted? Look out for changes in key metrics as these can indicate a disruption in normal working patterns.

Longer Term

So the question is what is going to be the new normal? Though organizations are going through a short-term disruption, by harnessing the power of collaboration data to understand how work is getting done, many leaders will be able to make adjustments to minimize the impact.

We are already hearing from companies that had little to no remote work up to now, realizing that business can actually be done with some percentage of their workforce working remotely—and specifically in Microsoft's case, a significant percentage of employees working entirely remotely. Many companies are coming to the realization that some percentage of their workforce will never come back to an office environment—they will be

permanent remote workers. This shift is going to have significant impact on how companies think about office space, the real-estate footprint, infrastructure, and the technology that is going to have to be in place long term to support the new work paradigm.

Beyond near-term potential savings on space, the shift could have additional positive impacts. If done correctly, some of the challenges of remote work—feelings of isolation, increased after-hours work and so forth—may be offset by increased employee engagement and satisfaction through more flexible hours, more time with friends and family, savings on transportation costs and avoiding long commutes. There is a lot to figure out as we continue to manage the current situation. But the good news is that with tools, technology and insights to be able to make better decisions, we can look at ways to minimize disadvantages and embrace the positives.

Discover additional details about what Microsoft has learned from its experiences at: <https://aka.ms/home-work-blog>

HOW SMART IS YOUR BUILDING?

While the concept of “smart” or “digital” buildings is not new to the real estate industry, the COVID-19 crisis has underscored the need to develop more comprehensive and connected strategies that target how buildings are built, occupied and operated. Investors, landlords, occupants and building operators will need to shift focus on how to mitigate the risks associated with future pandemics, natural disasters, or human-made events, including cybersecurity incidents, utility outages and the like. Developing a clear strategy that outlines the policies, processes, and technologies required to enable the ‘new normal’ will be of vital importance.

As we move toward the resolution of the current pandemic crisis, the role of the physical building will become more significant. The technical ability to integrate, visualize, and control building and workplace systems through remote connectivity and automation have been in place for quite some time. But the real estate industry has been relatively slow to adopt these capabilities for various reasons. In preparation for the new normal, industry participants will need to position themselves to effectively manage their properties, be it one building or large portfolio, in a more secure, connected, and automated fashion.



Some Recommendations

Commit the time and resources to identify strategies to recognize and mitigate potential risks arising from future disruptions. These strategies will, in many cases, overlap and support opportunities to drive operational efficiency and enhance occupant experiences in normal operating modes.

- Focus on enabling future decision-making based on available data from various sources, including building systems and integrated third-party sources
- Create a unified operational view of critical data to enable a rapid, effective response to an adverse situation
- Align opportunities to augment existing data sets using technologies that help inform decision-makers. Examples may include occupancy sensors or air quality monitoring capabilities
- Focus on automation. Develop automated sequences that can quickly be enacted during an event to manage or change building operations while minimizing the need for human intervention
- Invest in operational building technologies that enhance the integration, visibility, and control of building and workplace systems

Responding to the 'new normal' is a journey and will take an investment from all corners of the real estate industry. We have a unique challenge today, and the future no doubt will bring new challenges and opportunities. Cushman & Wakefield's Digital Building Practice continuously evaluates those challenges and opportunities on behalf of our clients while acting as a trusted adviser in moving toward meeting the 'new normal.' Expect COVID-19 to be a catalyst for the adoption of smart building technology.

FINAL THOUGHTS

While we have provided a host of considerations to help plan for and manage a successful reopening of the workplace, each organization has unique needs that require a unique roadmap. Focusing on these six essential areas is a good place to start.

1. Prepare the Building
2. Prepare the Workforce
3. Control Access
4. Create a Social Distancing Plan
5. Reduce Touch Points and Increase Cleaning
6. Communicate for Confidence

We'll continue to provide more guidance and recommendations as new ideas and practices emerge—that's part of our ongoing commitment to helping our clients prepare for what's next.

In the meantime, contact us to learn more about how we can help you during this crucial phase of the recovery.

**CUSHMAN & WAKEFIELD'S
RECOVERY READINESS TASK FORCE**

PAUL BEDBOROUGH

Chief Executive, C&W Services
paul.bedborough@cwservices.com
+1 617 559 4154

BRUCE MOSLER

Chairman, Global Brokerage
bruce.mosler@cushwake.com
+1 212 841 7900 x337900

DESPINA KATSIKAKIS

Head of Occupier Business Performance
despina.katsikakis@cushwake.com
+44 203 296 2856

ADAM STANLEY

Chief Digital Officer and
Chief Information Officer
adam.stanley@cushwake.com
+1 312 424 8214

EDWARD LAW

Head of Operations
Vanke Service Cushman & Wakefield
edward.yk.law@vs-cushwake.com
+86 135 548 91380

JASON TOLLIVER

Head of New Commerce Research
jason.tolliver@cushwake.com
+1 317 639 0549

JEROEN LOKERSE

Head of Netherlands
jeroen.lokerse@eur.cushwake.com
+316 224 22564

KEVIN THORPE

Chief Economist
+1 202 266 1161
kevin.thorpe@cushwake.com



Cushman & Wakefield is a leading global real estate services firm that helps clients transform the way people work, shop, and live.

Cushman & Wakefield (NYSE: CWK) is a leading global real estate services firm that delivers exceptional value for real estate occupiers and owners. Cushman & Wakefield is among the largest real estate services firms with approximately 53,000 employees in 400 offices and 60 countries. In 2019, the firm had revenue of \$8.8 billion across core services of property, facilities and project management, leasing, capital markets, valuation and other services. To learn more, visit www.cushmanwakefield.com or follow @CushWake on Twitter.

Copyright © 2020 Cushman & Wakefield. All rights reserved.

