JLL / Technologies

Strategies for Return to Office Success

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Our Speakers

Edward Wagoner
Digital CIO,
JLL Technologies

Kathy Jones
AVP, Facilities, Engineering & Planning, **Rice University**

Jenna Geigerman
Director, Real Estate & Strategy, **Citrix**

Greg Nuyens
Sr. Director, Advanced Workplace Solutions, **Genentech**

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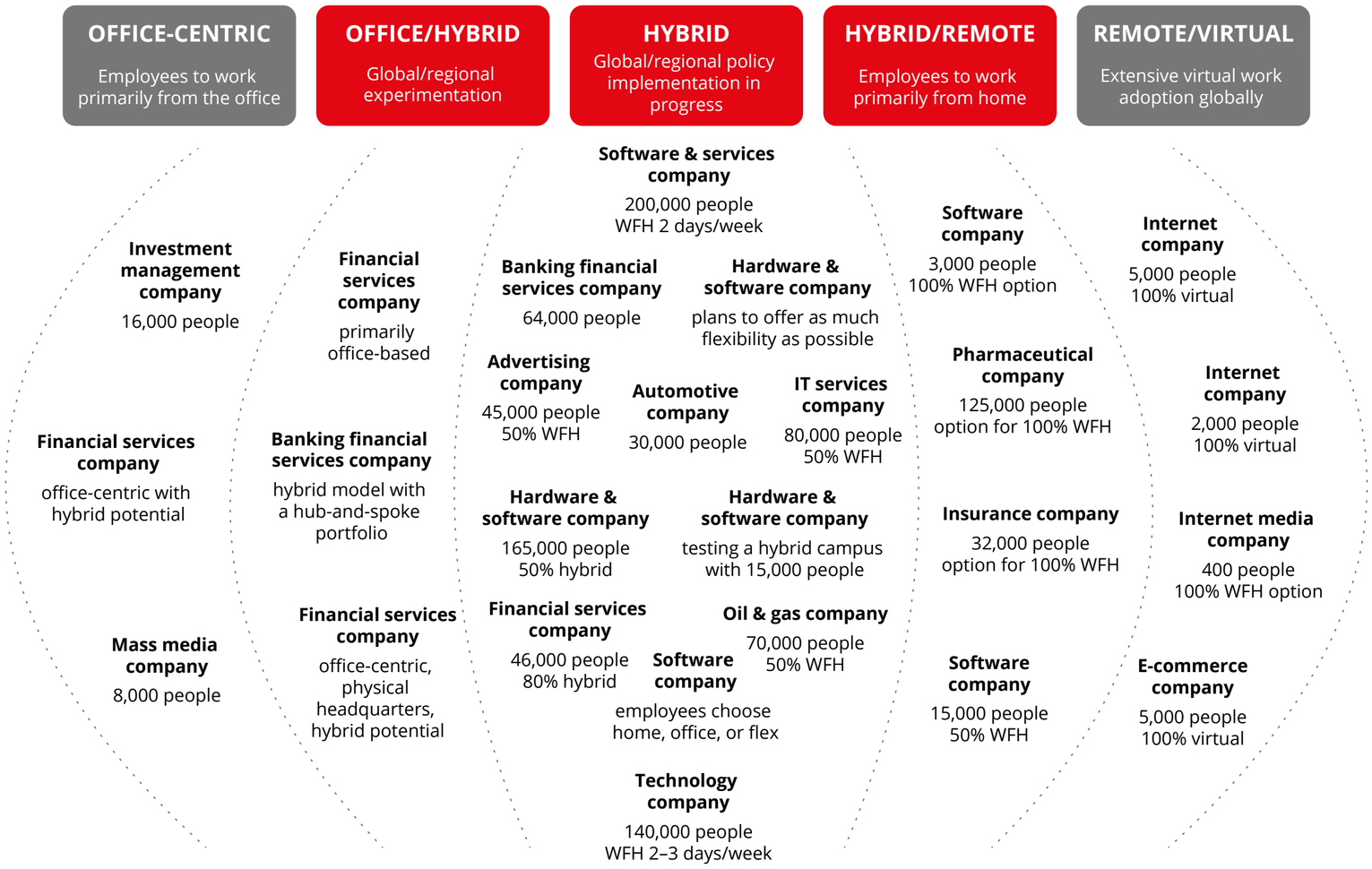
Workplace models across industries and company sizes



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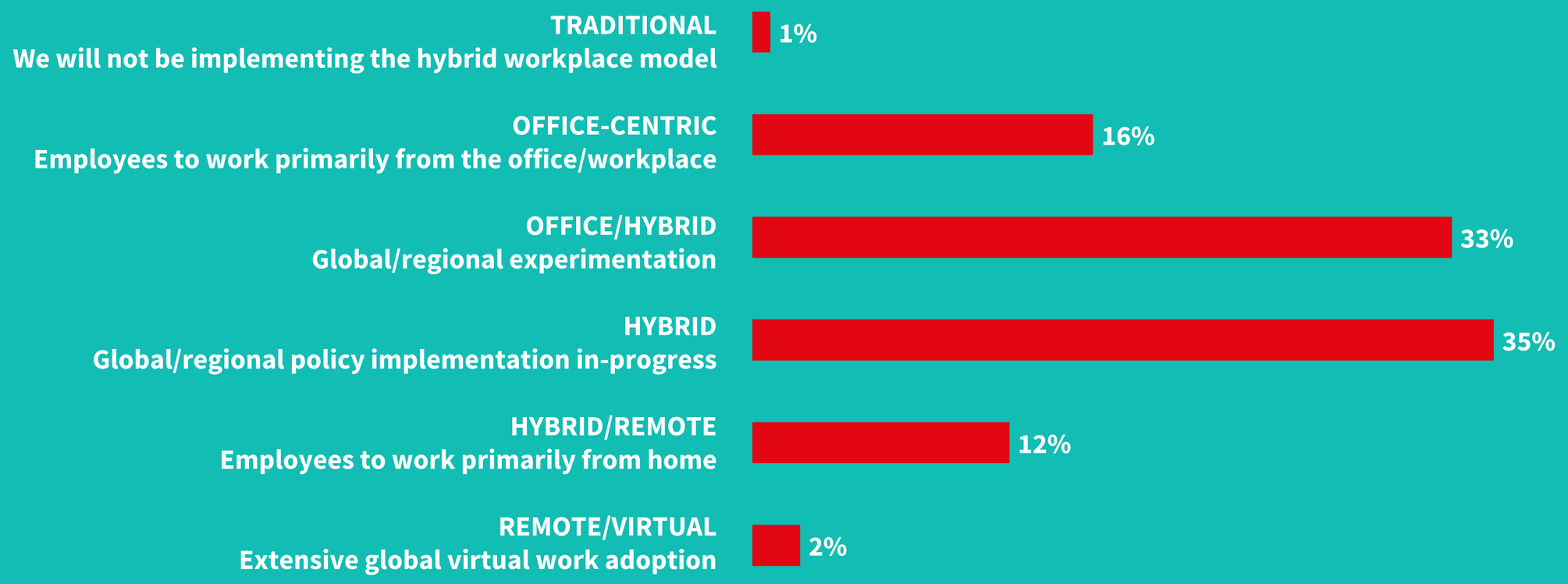
Poll Question: Where is your organization on the hybrid working continuum?



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Who belongs on your hybrid workplace team? How are you organizing for success?

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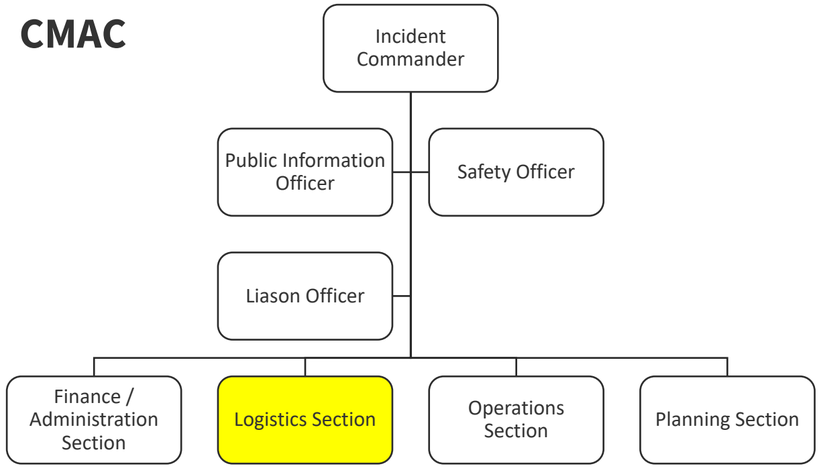
CMAC



RICE

FE&P CONTACTS

Divisional Contacts	Title	Extension	NetID	Cell Phone
Administration				
Kathy Jones	Associate Vice President for FE&P	[redacted]	[redacted]	[redacted]
Bart Salmon	Assistant Vice President for Facilities	[redacted]	[redacted]	[redacted]
Keith Autry	Director for Project Management	[redacted]	[redacted]	[redacted]
Loranda Iverson	Director for Business Process	[redacted]	[redacted]	[redacted]
Hugh Ton-That	Director of Plant Operations	[redacted]	[redacted]	[redacted]
Pamela Marut	Director for Financial and Business Services	[redacted]	[redacted]	[redacted]
Richard Johnson	Director of the ACSEM	[redacted]	[redacted]	[redacted]
Terie McClintock	Director of Facilities Business Analytics	[redacted]	[redacted]	[redacted]
Pat Dwyer	Executive Director for Space Management	[redacted]	[redacted]	[redacted]
George Ristow	University Architect	[redacted]	[redacted]	[redacted]
Ana Ramirez	Director for Project Planning	[redacted]	[redacted]	[redacted]
Becky Hebert	FE&P Administrative Operations Manager	[redacted]	[redacted]	[redacted]
Custodial				
Fidel Gonzalez	Assistant Director, Custodial	[redacted]	[redacted]	[redacted]
Grounds				
Philip Dierker	Assistant Director, Grounds	[redacted]	[redacted]	[redacted]
Maintenance				
Gregg Besozzi	Assistant Director, Facilities	[redacted]	[redacted]	[redacted]
Facilities Service Center				
Andrea Gil	Supervisor, Facilities Service Center	[redacted]	[redacted]	
Materials Support Shop				
Kenneth Watson	Acting Supervisor, Material Support	[redacted]	[redacted]	
Plant Operations				
David Hoffman	Supervisor, Rice District Energy System	[redacted]	[redacted]	
Research Liaison				
Israel Ramirez	Facilities, NSE Liaison	[redacted]	[redacted]	
Library/Academic Liaison				
Joe Hatfield	Academic Building Facilities Liaison	[redacted]	[redacted]	
Central Plant	Phone will be answered 24 hours per day	[redacted]		
Facilities Service Center	Phone rolls to Central Plant after hours/weekends	[redacted]		

4

Divisional Contacts	Title
Administration	
Kathy Jones	Associate Vice President for FE&P
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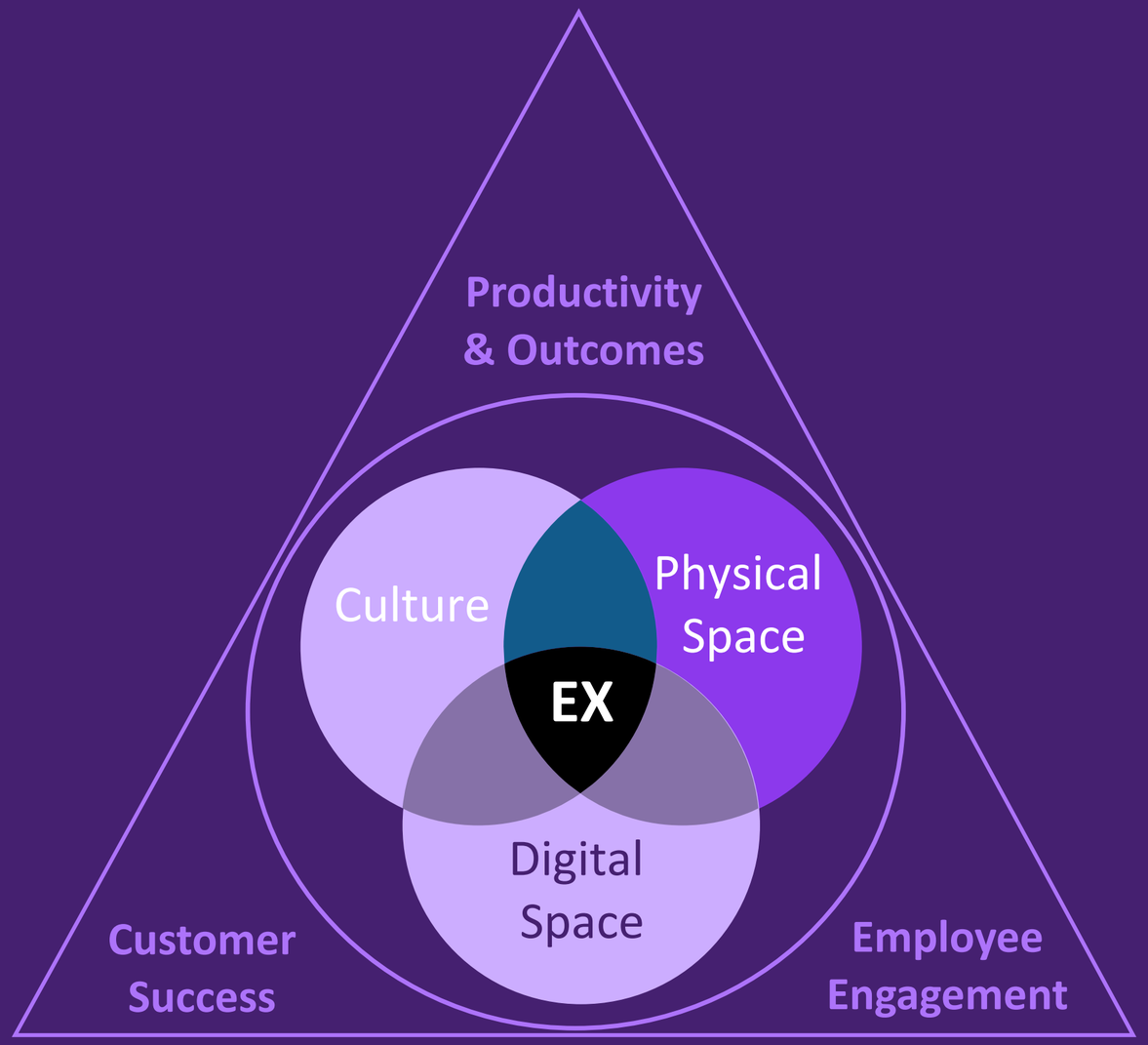
Remote/hybrid work strategy requires collaboration



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How do you create a workplace and experience that attracts employees to the office?

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Space to Succeed

Operating Model

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What questions will this project answer?

Productivity & Results
How will we measure and support productivity, performance, innovation, etc.? s

Inclusion and Equity
What tools, frameworks and processes are needed to ensure we are fostering a culture of equality and inclusion?

Skills & Competencies
What are the skills and competencies needed for distributed teaming?

Real Estate
How might we need to change our real estate strategy – our office footprint and the spaces within which we work?

Brand Alignment
To what degree will we align to our brand messaging and EVP, stake our claim in this space, and innovate as we learn?

Talent Mobility & Growth
How does this support or impact career development, growth and talent mobility?

Culture
How will we maintain our cultural attributes, ensure an exceptional employee experience, be seen as open to flex work / flex is part of who we are, keep it human and build engagement?

Technology
What technology controls need to be in place (access, equipment, etc.)?

Tools & Resources
What tools and resources do employees need to get things done, collaborate and innovate?

Legal and Compliance
What labor laws and compliance requirements should be considered as we define & enable remote work?

Security
How are we securing our assets and IP and improving our security posture?

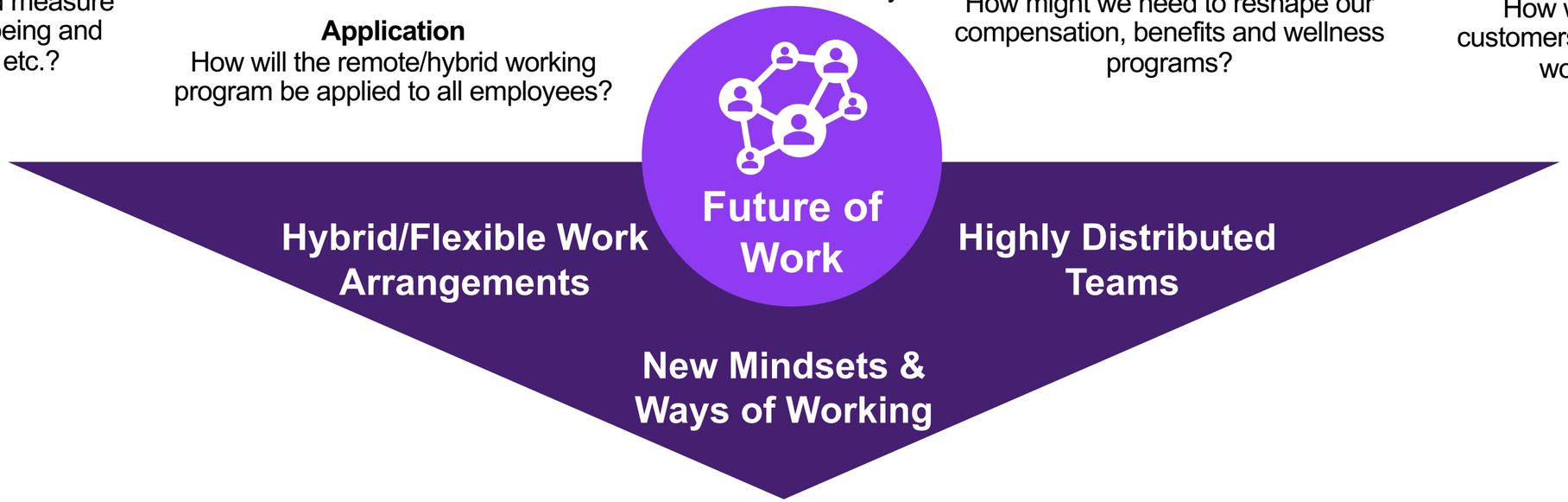
Sustainability
How does this support environmental, social and corporate governance (ESG) and sustainability?

Experience & Engagement
How will we ensure consistent employee experiences, and how do we support and measure experience, wellbeing and engagement, etc.?

Total Rewards
How might we need to reshape our compensation, benefits and wellness programs?

External
How will we engage with customers and candidates when working remotely?

Application
How will the remote/hybrid working program be applied to all employees?



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Guiding Principles

Success

We will create a meaningful employee experience that enables Citrites to drive business outcomes and customer success.

Talent

We will put talent first. Simply put, this is a business imperative.

Culture

We will live our values and build on our unique culture with trust and accountability as our foundation.

Inspiration

We will exemplify the Citrix brand, and we will use our technology.

100 Things at

RICE UNIVERSITY

Executive Committee POINT OF VIEW: We believe...

People are catalysts for innovation, pursuing groundbreaking science together, to discover, develop, and deliver medicines for patients facing serious and life-threatening diseases.

Campus environments are essential magnets for dynamic innovation, designed to enhance our highly collaborative culture, and key places where great work happens.

Increased flexible working options across our organization **will enhance productivity and innovation**, promote wellbeing and engagement, attract and retain top talent, and contribute to our sustainability goals.

Functional Agreements

Depending On Work Type And Context, Different Work Options May Be Available

WORK OPTIONS

WHERE

- On Campus
- Activity-Based Workplace (ASSIGNED NWE)
- Drop-in Spaces (internal)
- Drop-in Spaces (external)
- Ad Hoc Remote Work
- Episodic Remote Work
- Full-Time Remote Work
- Field
- Location Agnostic

WHEN

- Conventional Work Week
- Compressed Week
- Flex Start/Stop

HOW

- Job Sharing
- Team-Work Sharing
- Part-Time
- Flex Retirement
- Full-Time

Team Agreements

Team Agreements clarify expectations on how to support individual flexibility while still achieving business outcomes.

In order to ensure that our choices reinforce collaboration, a sense of community, and our culture, consider including the following ***communication and collaboration***, ***meeting effectiveness***, ***focused work,*** *and* ***knowledge sharing*** aspects in your Team Agreements:

COMMUNICATION & COLLABORATION

- How do we connect with each other?
- What tools will we use to collaborate on documents and presentations? (cSuite)
- ...

MEETING EFFECTIVENESS

- What information should be included in the meeting invite?
- Do we want to share our calendars to help with ease of scheduling?
- …

FOCUS WORK

- How does your group currently support focused work?
- How might we signal ‘do not disturb’?
- ...

KNOWLEDGE SHARING

- How do we prioritize sharing and creating knowledge?
- How do we hold each other accountable?
- ...

What investments in technologies are being made to support hybrid work—now and beyond?

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Covid Response 2020

April

May

June

July

September

October

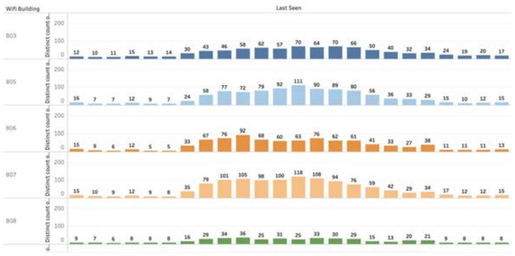
November

Social Distancing Map Changes (gRED)

Vergesense Portal Updates

Floors maximum capacity violations

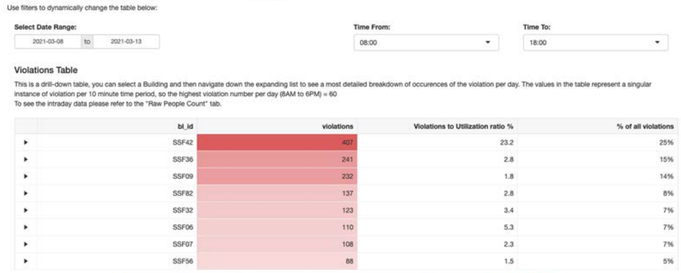
WI-FI Analysis



Working Flexibly website COVID response update

Working Flexibly

Social Distancing App



Use filters to dynamically change the table below:

Select Date Range: 2021-03-08 to 2021-03-13

Time From: 08:00

Time To: 18:00

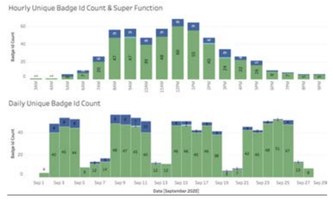
Violations Table

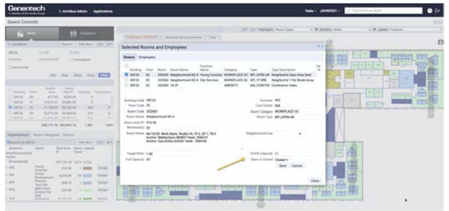
This is a drill-down table, you can select a Building and then navigate down the expanding list to see a most detailed breakdown of occurences of the violation per day. The values in the table represent a singular instance of violation per 10 minute time period, so the highest violation number per day (8AM to 6PM) = 60

To see the intraday data please refer to the "Raw People Count" tab.

bl_id	violations	Violations to Utilization ratio %	% of all violations
SSF42	402	23.2	25%
SSF36	241	2.8	15%
SSF09	232	1.8	14%
SSF82	137	2.8	8%
SSF32	123	3.4	7%
SSF06	110	5.3	7%
SSF07	108	2.3	7%
SSF56	88	1.5	5%

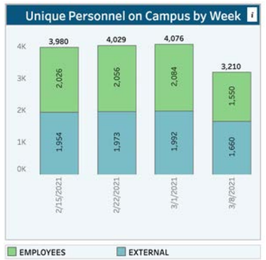
Badge Reporting Tool





Archibus Source of Record for Covid Capacity

BCOS Requests

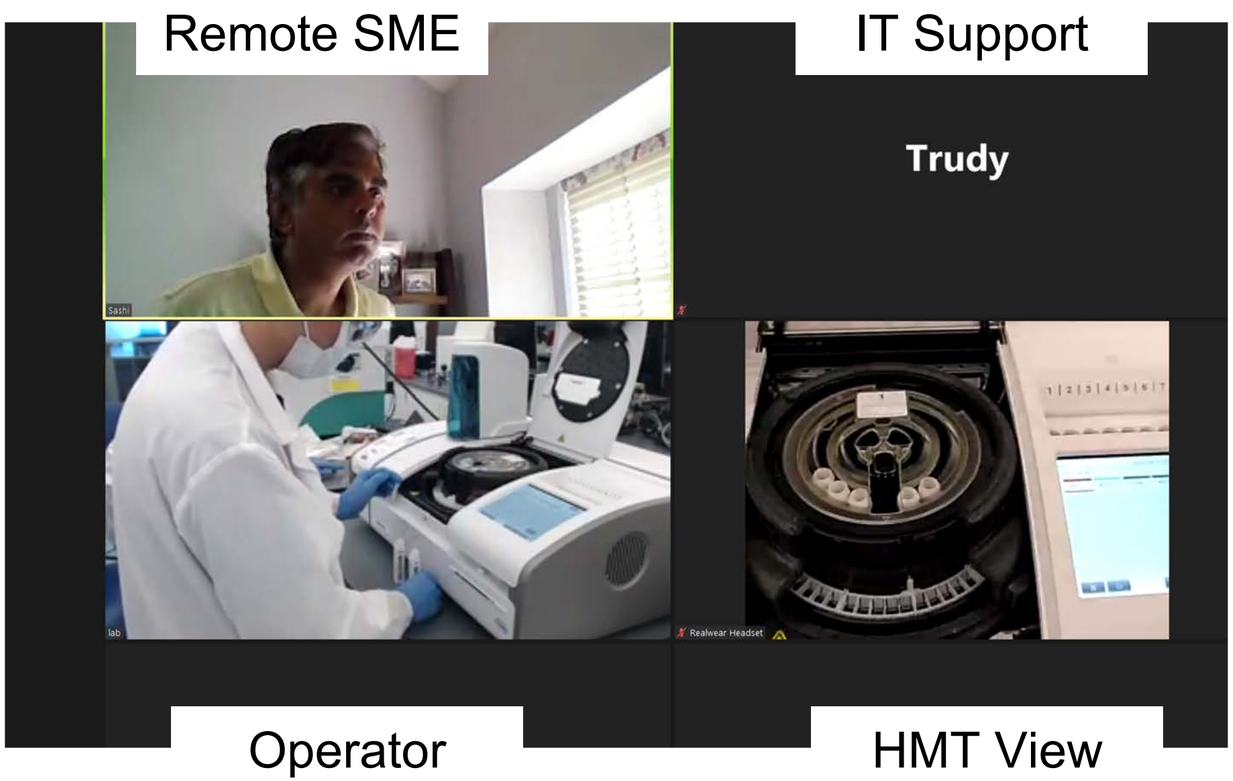


Genentech
A Member of the Roche Group

Head mounted tablet

Team learnings, through multiple iterations

- Single Sign-on for Zoom is used
- From Zoom call screenshot, there clear advantages to visibility with the HMT:
  - “Operator”: view is from a laptop placed to side showing the operator of the HMT
  - “HMT View”: View from the wearer of HMT device.



4-Quadrant

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2021 Data Objectives

Where are people working?

Network Data

Where are people sitting?

Desk Booking

Where are people meeting?

O365 Calendars

Do we have enough space for people coming to the office?

Badging Data

The right amount?

Entry sensors

Where should we have sites?

Strategic Portfolio Planning Tool

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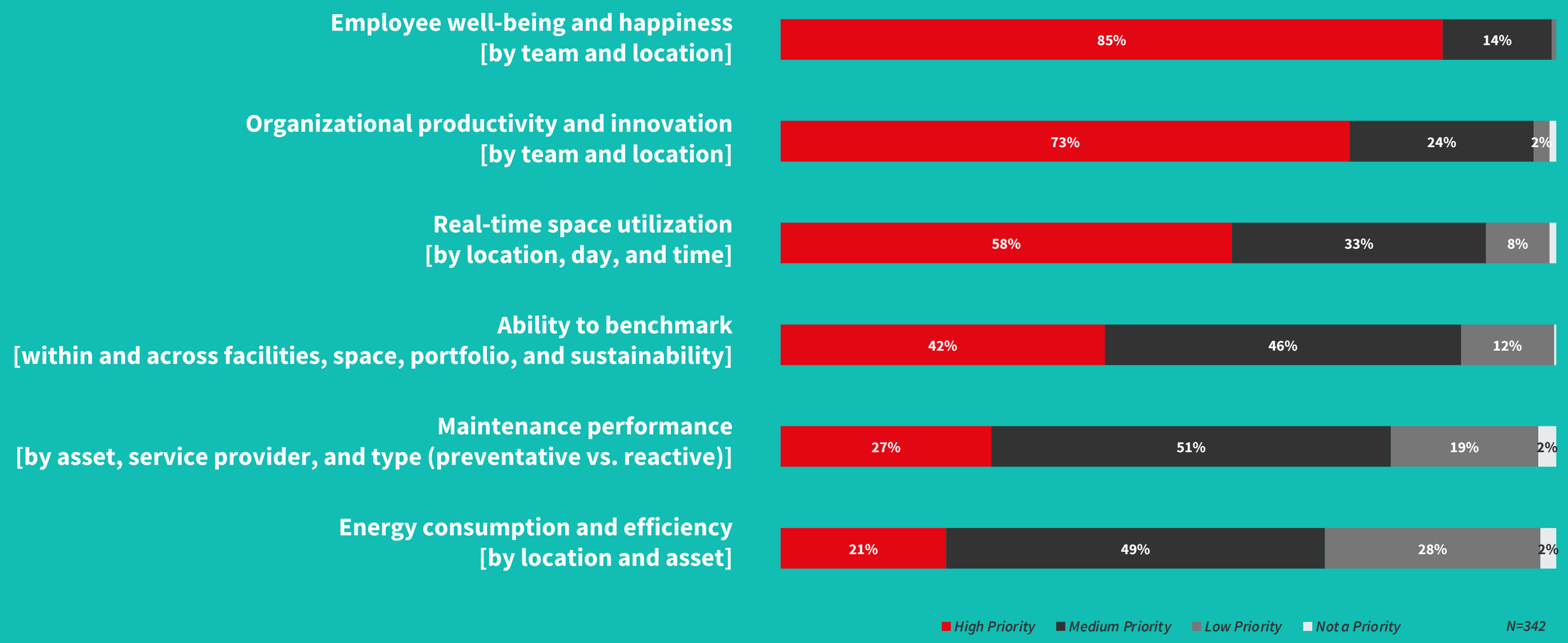
Poll Question: How would you prioritize the following data over the next 24 months?



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How are you approaching **change management across the organization**?

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RICE UNIVERSITY
Facilities Engineering and Planning

PHASE I RETURN TO WORK PLAN

IN SUPPORT OF
RESEARCH ACTIVIATION
RESEARCH PHASE I
AND
CAMPUS OPERATIONS
DURING COVID-19

EFFECTIVE MAY 26, 2020

RICE UNIVERSITY
Facilities Engineering and Planning

PHASE II RETURN TO WORK PLAN

IN SUPPORT OF
CAMPUS OPERATIONS
DURING COVID-19

EFFECTIVE AUGUST 1, 2020

RICE UNIVERSITY
Facilities Engineering and Planning

PHASE III RETURN TO WORK PLAN

IN SUPPORT OF
CAMPUS OPERATIONS
DURING COVID-19

EFFECTIVE AUGUST 24, 2020

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CLEANING SUPPLIES PROVIDED TO EACH AREA AND RESTOCKING PROCESSES				Responsible for Cleaning	
Building Area	**Cleaning Supplies Used/Provided**	**Supply Restocking Process**	**Additional Services Provided**	**Custodial Cleaning Frequency**	**Department/Faculty Cleaning Frequency**
Restrooms	HDQ Disinfectant, hand sanitizer, paper towels	Custodial	Daily & Monthly Fogging	4 – 8 times daily	NA
Classrooms	HDQ Spray Disinfectant, Paper Towels; Wipes & Sanitizer	Custodial refills daily/as needed or as requested by faculty/staff through FSC	NA	2 times daily	Before/After Classes
Public Conference Rooms	HDQ Spray Disinfectant, Paper Towels; Wipes & Sanitizer	Custodial refills daily/as needed or as requested by faculty/staff through FSC	NA	2 times daily	As Needed above and beyond Custodial frequency
Common Areas	HDQ Spray Disinfectant, Paper Towels; Wipes & Sanitizer	Custodial refills daily/as needed or as requested by faculty/staff through FSC	NA	2 times daily; as needed	As Needed above and beyond Custodial frequency
Plexiglas Shields	Soap & water; microfiber soft cloth	Custodial refills daily/as needed or as requested by faculty/staff through FSC	NA	1 time daily (AM)	As needed and done by building staff
Provisional Enclosed Structures	HDQ Spray Disinfectant, Paper Towels; Wipes & Sanitizer	Custodial refills daily/as needed or as requested by faculty/staff through FSC	NA	2 times daily	Before/After Classes
Office & Cubicle Work Spaces	HDQ Spray Disinfectant, Paper Towels; Wipes & Sanitizer	Custodial refills daily/as needed or as requested by faculty/staff through FSC	NA	NA	As needed and done by building staff or faculty; additional cleaning provided upon request
Testing Sites	HDQ Spray Disinfectant, Paper Towels; Wipes & Sanitizer	Custodial refills daily/as needed or as requested by faculty/staff through FSC	Daily & Monthly Fogging	1 time daily (PM)	Responsible Contractor: Methodist, Baylor, CVS

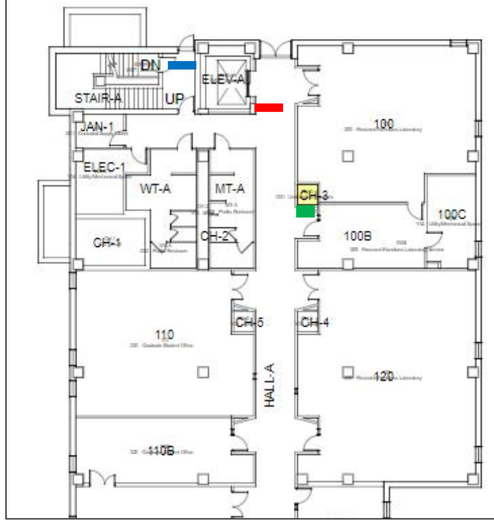
RICE

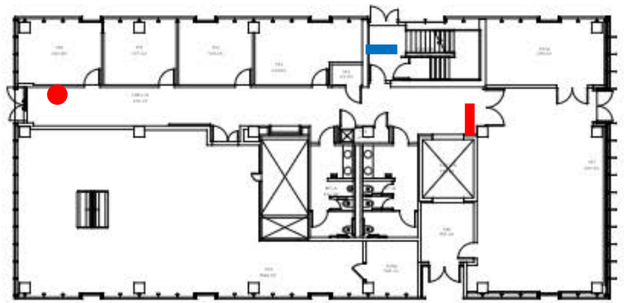
FE&P CONTACTS

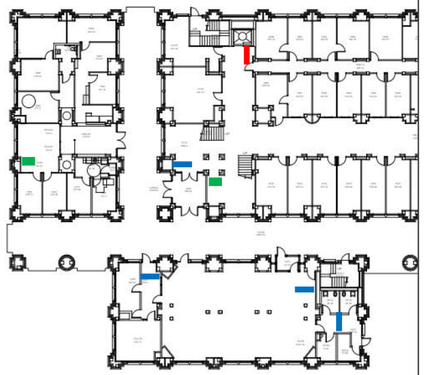
Divisional Contacts	Title	Extension	NetID	Cell Phone
Administration				
Kathy Jones	Associate Vice President for FE&P	5460	kjones	(832) 722-6121
Bart Salmon	Assistant Vice President for Facilities	5364	bas12	(832) 701-4024
Keith Autry	Director for Project Management	2318	kea2	(703) 439-0486
Loranda Iverson	Director for Business Process	4287	liverson	(832) 971-7512
Hugh Ton-That	Director of Plant Operations	5341	hugo	(832) 347-3495
Pamela Marut	Director for Financial and Business Services	6371	pm12	(281) 851-0304
Richard Johnson	Director of the ACSEM	5003	rrj	(713) 416-9491
Terie McClintock	Director of Facilities Business Analytics	5229	dm6	(713) 412-8841
Pat Dwyer	Executive Director for Space Management	6082	pdwyer	(832) 347-6319
George Ristow	University Architect	5220	gar5	(215) 359-7558
Ana Ramirez	Director for Project Planning	5343	anar	(832) 347-2543
Becky Hebert	FE&P Administrative Operations Manager	6374	bub	(281) 635-3343
Custodial				
Fidel Gonzalez	Assistant Director, Custodial	4733	fidel	(832) 347-9244
Grounds				
Philip Dierker	Assistant Director, Grounds	2488	dierkerp	(573) 673-2432
Maintenance				
Gregg Besozzi	Assistant Director, Facilities	2366	gmb7	(910) 964-8253
Facilities Service Center				
Andrea Gil	Supervisor, Facilities Service Center	5346	ac71	
Materials Support Shop				
Kenneth Watson	Acting Supervisor, Material Support	3753	krw5	
Plant Operations				
David Hoffman	Supervisor, Rice District Energy System	5488	hoffle	
Research Liaison				
Israel Ramirez	Facilities, NSE Liaison	3301	irr1	
Library/Academic Liaison				
Joe Hatfield	Academic Building Facilities Liaison	2597	hatfiel	
Central Plant	Phone will be answered 24 hours per day	4095		
Facilities Service Center	Phone rolls to Central Plant after hours/weekends	2485		

RICE

Building Common Name	Space	Floor	Space Class	Area	Pre-COVID Seating Capacity	Mapped COVID Seating Capacity at 7'-6"# Clearance	Percent of Pre-COVID Capacity
Abercrombie	A121	01	110 - Classroom	368.33	26	6	23.08%
Abercrombie	B209	02	110 - Classroom	260.27	16	4	25.00%
Duncan Hall	1020	01	210 - Class Laboratory	2,042.46	66	25	37.88%
Duncan Hall	1042	01	110 - Classroom	791.97	46	14	30.43%
Duncan Hall	1046	01	110 - Classroom	741.56	46	13	28.26%
Duncan Hall	1055	01	110 - Classroom	2,511.85	240	36	15.00%
Duncan Hall	1064	01	110 - Classroom	1,479.62	73	20	27.40%
Duncan Hall	1070	01	110 - Classroom	1,479.62	73	20	27.40%
Duncan Hall	1075	01	110 - Classroom	621.83	35	11	31.43%
Recreation Center	160A	01	110 - Classroom	619.83	30	9	30.00%
Recreation Center	220	02	110 - Classroom	599.69	26	9	34.62%
BRC	282	02	110 - Classroom	1,300.59	66	20	30.30%
BRC	284	02	110 - Classroom	614.54	50	15	30.00%
BRC	285	02	110 - Classroom	648.85	24	9	37.50%
BRC	286	02	110 - Classroom	889.88	32	12	37.50%
Brockman Hall	101	01	110 - Classroom	3,704.83	144	30	20.83%
Brockman Hall	103	01	110 - Classroom	727.82	30	12	40.00%
Dell Butcher	180	01	110 - Classroom	2,631.86	87	22	25.29%
Duncan College	113	01	110 - Classroom	1,434.76	99	24	24.24%
Lovett College	126	01	610 - Assembly	3,879.28	184	48	26.09%
George R. Brown	W211	02	110 - Classroom	570.71	40	8	20.00%
George R. Brown	W212	02	110 - Classroom	573.84	40	8	20.00%
Hanszen College	201	02	110 - Classroom	395.23	10	6	60.00%
Hanszen College	202	02	110 - Classroom	355.22	14	6	42.86%
Hanszen College	207	02	110 - Classroom	693.41	32	12	37.50%
Herman Brown	21	4	110 - Classroom	577.97	30	11	36.67%
Herman Brown	227	02	110 - Classroom	995.66	46	16	34.78%
Herman Brown	423	04	110 - Classroom	359.15	17	5	29.41%
Herman Brown	427	04	110 - Classroom	551.53	27	7	25.93%
Herman Brown	453	04	110 - Classroom	359.15	17	5	29.41%
Herzstein	210	02	110 - Classroom	1,079.29	175	15	12.00%
Herzstein	211	02	110 - Classroom	405.71	20	5	25.00%
Herzstein	212	02	110 - Classroom	1,029.88	123	15	12.20%
Herzstein	AMPHITHEATER	01	110 - Classroom	3,037.09	300	40	13.33%
Humanities	120	01	350 - Conference Room	391.15	17	5	29.41%
Humanities	117	01	110 - Classroom	1,135.00	70	21	30.00%
Humanities	118	01	110 - Classroom	494.75	24	7	29.17%
Humanities	119	01	110 - Classroom	637.93	35	9	25.71%
Humanities	226	02	110 - Classroom	544.96	24	6	25.00%
Humanities	227	02	110 - Classroom	678.03	24	9	37.50%
Humanities	327	03	110 - Classroom	528.58	24	7	29.17%
Humanities	328	03	110 - Classroom	722.97	30	10	33.33%
Baker Hall	102	01	110 - Classroom	548.05	35	10	28.57%
Baker Hall	116	01	110 - Classroom	548.05	43	10	23.26%
Baker Hall	229	02	110 - Classroom	481.46	24	8	33.33%
Baker Hall	233	02	110 - Classroom	427.54	24	8	33.33%
Keck	100	01	110 - Classroom	2,701.76	265	48	18.11%
Keck	101	01	110 - Classroom	613.51	30	10	33.33%
Keck	102	01	110 - Classroom	865.52	69	16	23.19%
Keck	105	01	110 - Classroom	387.06	20	6	30.00%
Keck	107	01	110 - Classroom	431.49	20	6	30.00%
Geology	130	01	210 - Class Laboratory	557.60	18	8	44.44%
Geology	100	01	110 - Classroom	1,040.73	68	15	22.06%
Geology	128	01	110 - Classroom	841.56	18	9	50.00%





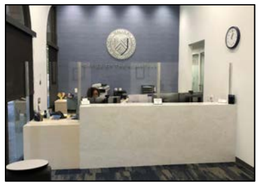


RICE

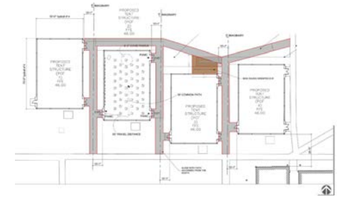
ALL Departments		
	# Requests	Estimated Cost
Total Requested Shields	**545**	**$268,000**
Approved, pending install	2247	$179,000
Completed	127	$71,443 (actual cost)
Rejected or Withdrawn Requests	107	N/A
Deferred or On Hold	64	$19,000

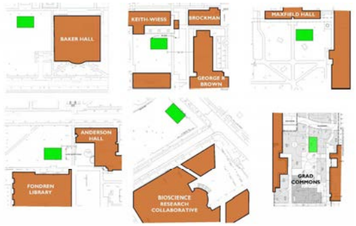
Numbers are from August 20, 2020

Office of the Registrar, Allen Center



RICE





How do we engage leadership and employees?

Site

- Connect with site leaders to socialize plans
- Identify any concerns and special considerations

Teams

- Review with department/team leaders
- Understand team space needs and any exceptions

EEs

- Communicate frequently
- Include in general messaging, site training, specific RTO info

What to Expect

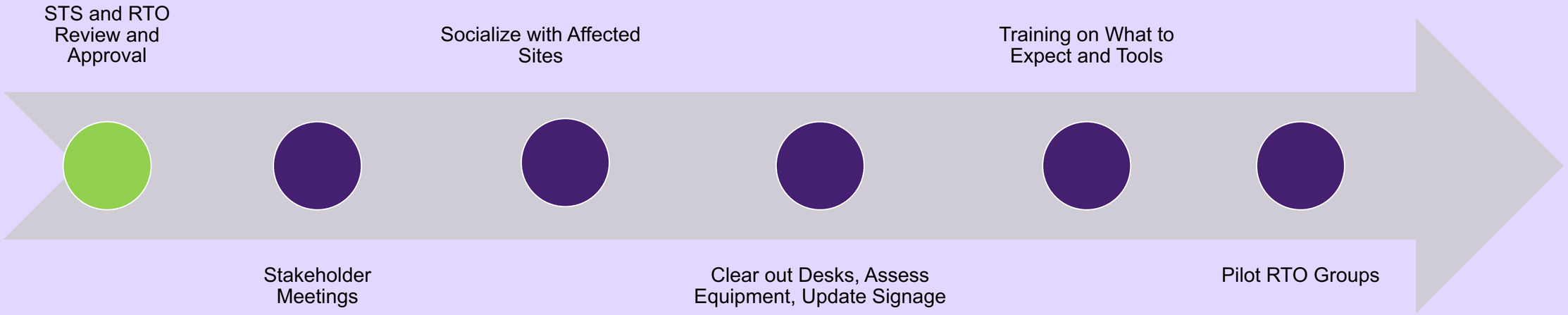
Workstations

- All unassigned unless exception
- Ability to book desk in advance
- Ability to book near specific people
- Some team neighborhoods for intra-group projects
- More shared spaces for inter-group collaboration and variety
- Initial focus is larger sites

Offices

- SVP+ assigned offices
- VP can book shared offices
- Others to access privacy rooms (some of which have desks)
- Flexibility on seating location
- Extra offices become privacy rooms
- More resources available to all employees

Implementation



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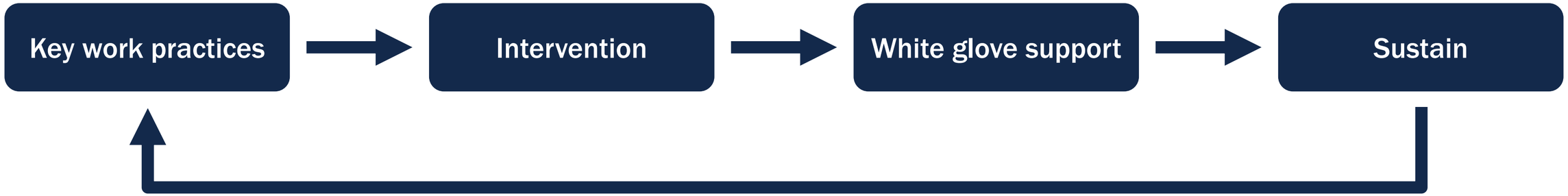
Change Management → Business Outcomes

1. Employee Safety

2. Right to Operate

3. Business Continuity



Q&A

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