



COVID Killed the Traditional Workplace. What Should Companies Do Now? (Excerpt)

08 Mar 2021 by Dina Gerdeman

When the pandemic recedes, executives can't expect office life to be as it was. But they can create a new work world that will keep employees happy and productive, say Harvard Business School faculty members.

A year ago, COVID-19 forced many companies to send employees home—often with a laptop and a prayer.

Now, with COVID cases subsiding and vaccinations rising, the prospect of returning to old office routines appears more possible. But will employees want to flock back to buildings even when it's safe again? Should companies do away with Zoom and return the workplace to its pre-COVID ways?

The answer, in a word: No.

At least that's not the future of work envisioned by several members of the Harvard Business School faculty—all of whom had to pivot last March to teaching and researching at a distance from the Boston campus. They say the workplace as we used to know it, quite frankly, is dead. Not only is remote work considered table stakes to employees, but the pandemic has challenged conventional thinking about work in other ways, too—perhaps permanently.


So how can business leaders create a new work world that will keep employees both happy and productive post-COVID? Here we share advice given by two of the HBS faculty members, to help leaders prepare for the "next normal."

Julia Austin: Prioritize face time at the office

Managers will have to accommodate changes to work patterns in the post-COVID era. As much as some employees will crave the return of in-person social connections in the office, they have become accustomed to the flexibility that comes with virtual work—from less time to commute to more time with family and pets. I suspect many will enjoy occasional visits to the office for real-time connections with colleagues, but will prefer to maintain their at-home work lifestyle.

I suggest managers put some structure in place to ensure that time in the office is optimized for face time. For example, make a team schedule, so the days in the office are most meaningful and focused on connections, both scheduled and serendipitous. The advent of Zoom fatigue has forced many teams to adjust their meeting mania to mitigate hours in front of a screen. I've seen teams reduce standing one-hour meetings to 45 or even 30 minutes, and their meetings have become far more efficient.





However, they have lost time for those casual conversations that come before and after a meeting or from just walking in the hallway or bumping into folks you might otherwise never know at work when you're grabbing coffee. Post-COVID, I encourage leaders to foster the same efficiency with meeting schedules when back in offices, but also to create time blocks, either online or in person, for the random connections that are critical for developing team culture.

Online, this could mean hosting virtual office hours where a manager's "Zoom door" is open for anyone to pop in. In the office, this could be setting expectations that folks who are on site are not just there for in-person meetings. Ensure there are times for people to just sit together and work or to have more casual connections at hackathons or demo hours, so teams can show their work in process.

Julia Austin (@austinfish) is an executive fellow at the Rock Center for Entrepreneurship and a former senior lecturer.

Amy C. Edmondson: Be honest about the company's needs

Too many are asking whether we will go back to normal. To me, the problematic word is "back." There is no going back to pre-COVID times. There is only forward—to a new and uncertain future that is currently presenting us with an opportunity for thoughtful design.

COVID-19 introduced dramatic changes in how we worked, most notably in forcing many people to work remotely. Of course, that brought benefits and it brought challenges. We are social creatures who need to be together some of the time to feel connected and to generate new ideas and solutions. The question going forward is not whether remote work will continue, but rather, when does remote work make sense?

Conceptually, it's simple. Working from home works best for relatively independent tasks, when knowledge is codified and can be easily shared from a distance. Being together matters when tasks are interdependent, require sharing tacit knowledge in fluid ways, and coordination needs are not scripted or predictable. An honest assessment of the kind of work your employees do should yield a prescription for the degree to which you are dependent on proximity for quality.

Designing future work arrangements needs to be based on what the work requires from us, not on our preferences or the length of our commute. For some companies, the work is conducive to a mix of home days and office days. But a hybrid approach will not work if it's left to individual choice to come in when people feel like it; it must be structured, so that people are together in predictable ways for the parts of the work that present the most interdependence. So conceptual simplicity gives rise to operational complexity to sort out the mechanisms for deciding and designing these new arrangements in a way that give us joy and productivity alike.

To get started, organizational leaders need to commit to telling the truth about what the company needs, while engaging people in the hard work of creating solutions together.

Amy C. Edmondson (@AmyCEdmondson) is the Novartis Professor of Leadership and Management and author of [The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth](#).

To view the entire article, go to <https://hbswk.hbs.edu/item/covid-killed-the-traditional-workplace-what-should-companies-do-now>.



Tip of the Month

This month we focus our Tip on carrying out Direct Purchasing, our new purchasing model for members that affects our process with about half our vendors and contracts. It's an exciting innovation designed to make life better and easier for our members! Orders are expedited, and invoicing and payment are directly between the member and vendor, allowing for better tracking of expenditures and income, respectively.

If you are a member organization, you will have to have an organizational email address to use as your common login to the new Bluebook. If you haven't already secured that and had it registered for use with CES, please contact gary@ces.org.

Later in the Newsletter, there are explicit instructions for how to use the Direct Purchasing process. Our thanks to all who have provided support as we built, tested, and implemented the new Bluebook and Direct Purchasing!

Does your organization need assistance beyond registration? Paul Benoit (CES Regions 1-5; paul@ces.org) and Jim Barentine (CES Regions 4, 6-8; jim@ces.org) are available to assist.

Calendar of Events

- May 4 Direct Purchase Q&A Meeting for Members, 9:00
- May 4 Direct Purchase Q&A Meeting for Vendors, 1:00
- May 5 Cinco de Mayo
- May 5/6/12/13/19/20 NM League of Zoning Officials
- May 6 National Nurses Day
- May 7 NM Association of Chiefs of Police Meeting
- May 8 Victory in Europe Day
- May 9 Mother's Day
- May 15 Armed Forces Day
- May 15 Police Officer's Memorial Day
- May 17 US Tax Day 2021
- May 31 Memorial Day

May 2021						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					



Procurement News

1) Contract Expirations

RFP 16-034- GSA (Re-Bid: 2021-31 See Ongoing Solicitations Below)

Exerplay

RFP 17-019 Temp. Employment Services (Re-Bid: 2021-28 See New Contract Awards Below)

itsQuest, Inc. 22nd Century Technologies, Inc. Noor Associates, Inc. The Hire Firm

RFP 17-021: School Safety Audits (Re-Bid: 2021-30 See New Contract Awards Below)

Playsafe, LLC Acme Environmental DC Environmental School Specialty
Imperium Risk Youth RiskPrevention SafePlans, LLC

RFP 17-030: JOC Consulting Services (Re-Bid: 2021-33 See Ongoing Solicitations Below)

The Gordian Group

RFP 17-032A&B Flooring (Re-Bid: 2021-32 See Ongoing Solicitations Below)

Southwest Carpet & Floors, Inc. Ray's Flooring Norcon of New Mexico, LLC
Combs Electrical & Mechanical Business Environments Stout Hardwood Flooring
Arbos Hardwood Flooring

RFP 17-033: Student Management Systems (Re-Bid: 2021-27 See Ongoing Solicitations Below)

Edupoint, Tyler Technologies Lumen Touch,LLC PowerSchool Group
Seas Education Imagine Learning Pearson (Now Savvas) Edgenuity

2) Contract Extensions

RFP 17-020 Turf Management (Contract extended for 2 years)

Organic Technology International

RFP 17-026: Portable Storage Containers- Expires 3-13-22 (Contract extended for 1 year)

Maloy Mobile Storage Inc.

RFP 17-028: Moving & Storage Services- Expires 4-10-22 (Contract extended for 1 year)

Moving Solutions Innovative Moving Solutions Rockefeller's Cleaning & Restoration

3) New Contract Awards

RFP 2021-21
Copiers, Printers, MDFs Products & Related
Services + Managed Printing Services

Infojini, Inc.
Innive Inc
Nube Group
NuneX Enterprises LLC
Professional Document Systems, Inc.
Real Time Solutions
Softdocs, Inc.



RFP 2021-25 Janitorial Products, Equipment & Consulting/Training, Materials and Related	Brady Industries Fleming Chemical Company Laun-Dry Supply Company Quality Janitorial - North LLC Quality Janitorial LLC Sandia Paper Shamrock's Discount Janitor Supply Southwestern Mill Distributors Inc. Spectrum Paper Co., Inc. Starr Janitorial
RFP 2021-27 Student Management & Special Education Curriculum	Edupoint Educational Systems LLC Innive Inc. PowerSchool Group LLC Tyler Technologies, Inc.
RFP 2021-28 Temporary Employment and Recruitment Services	22nd Century Technologies, Inc. itsQuest, Inc. Maxim Healthcare Staffing Services, Inc. Precision Human Resources Solutions, Inc. RADgov, Inc.

4) Ongoing Solicitations

RFP #	RFP Description	Release	Pre-prop	Due	Evaluations
RFP 021.5C (AEPA) Pending AEPA committee approval.	<i>E-Rate Consulting Services</i>	1/18/21	TBD	2/24/21	
RFP 2021-30	<i>School Safety Audit, Inspection, Consulting and Training Services</i>	3/15/21	3/17/21	04/05/21	04/6-15/21
RFP 2021-31	<i>Physical Education, Athletic, Recreation, Health and Training Supplies</i>	3/15/21	3/17/21	04/05/21	04/6-15/21
RFP 2021-32	<i>Flooring Systems and Related</i>	3/15/21	3/17/21	04/05/21	04/6-15/21
RFP 2021-33	<i>JOC Program Consulting Services</i>	3/16/21	3/17/21	04/05/21	04/6-15/21





Did you know there about two dozen different courses currently on the www.cestap.org website, as recorded webinars, for access by faculty needing assistance in any one of many areas of student exceptionality? Learn now how to best intervene! Study at your leisure! Share/discuss/review the included information with your colleagues!

For additional assistance from CES' TAP, please contact:

Loretta Garcia

Technical Assistance Program Coordinator

lgarcia@ces.org

TAP Hotline: (505) 985-8454

Jobs Await!

Teaching, administrative, and educationally related service positions in New Mexico

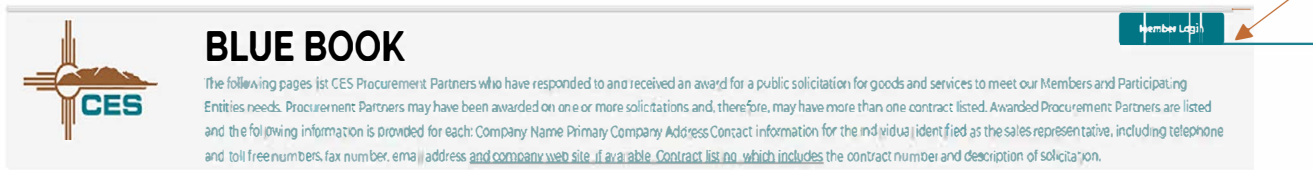
NM REAP

Step by Step – How to upload your PO to CES

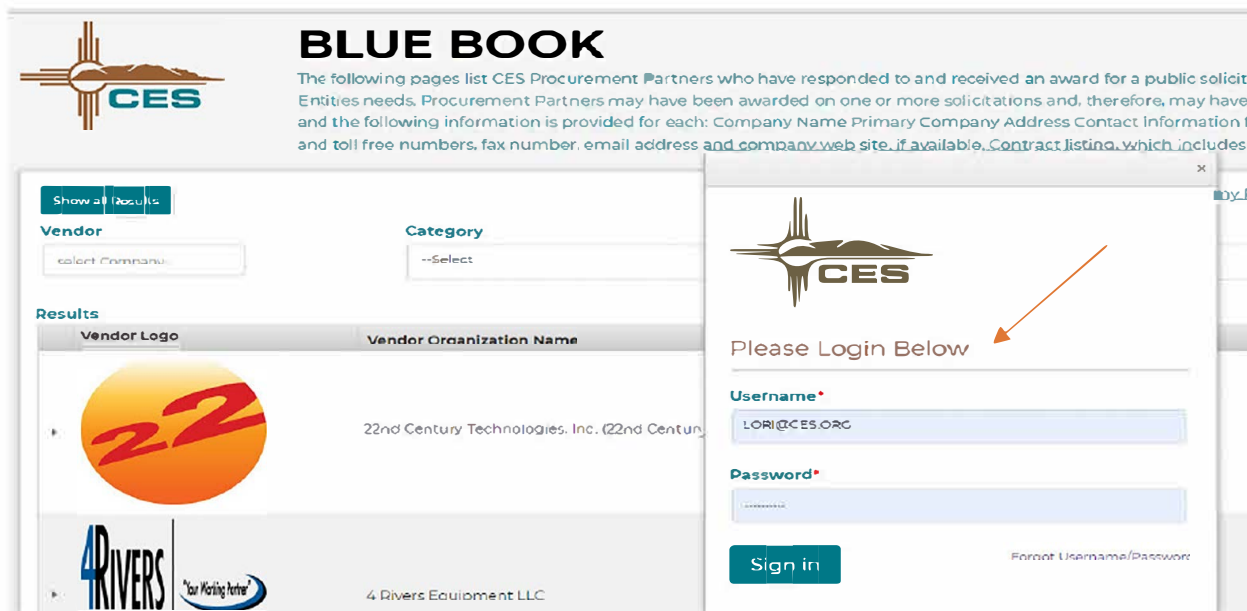
Direct Purchase - Quick & Easy!

Go to www.CES.org and select **Blue Book**

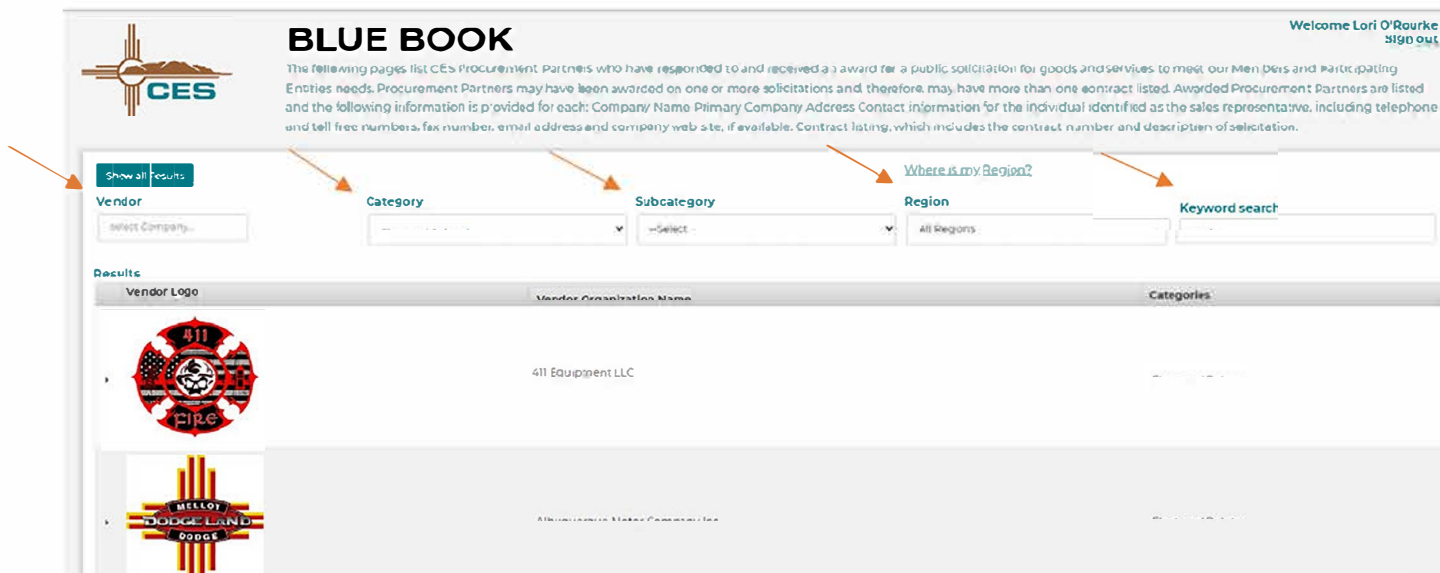
1. Once you open the Blue Book, you will see “**Member Login**” in the top right corner of the page.



2. Click on **Member Login** and a box will open where you will enter your **Username** and **Password**.



3. After you log in, find the vendor you want to use by entering their name in the **Vendor** search box. If you do not know which vendor to use, you may select the type of goods or services in **Category**, **Subcategory** or even select vendors in your own **Region**. If you are uncertain of any of the categories, there is also a **Keyword Search**.



- Once you select the vendor and have obtained a quote, click on the vendor's name or logo, or any space in line with the vendor's name. This will open a little more detail, including the vendor's address, phone number, and website. Additionally, you will see the **"Submit PO via Direct Purchase"** button when you select a Direct Purchase Vendor. (If there is no button, you will issue your PO to CES and submit it through our usual process.) There is a brief description of the vendor's products and services, and below that, their CES contracts are listed. To look at pricing, or to download the vendor's W-9 or contract documents, click the [hyperlink](#) under "Contract".

Contract	Category	Subcategory	Region	Contact Name	Contact Phone	Contact Email
2020-31A-C105-ALL	Fleet and Related	Car & SUV & Van & Trucks, Light Duty Trucks, Police Car and Trucks	1, 2, 3, 4, 5, 6, 7, 8	James Cassell	505-922-2557	jcassell@melloydodge.com
2020-31B-C110-ALL	Fleet and Related	Automotive Equipment and Supplies, Automotive Parts & Tires, Heavy Duty Trucks	1, 2, 3, 4, 5, 6, 7, 8	James Cassell	505-922-2557	jcassell@melloydodge.com

- Once you are ready to submit your PO, click the **"Submit PO via Direct Purchase"** button, shown above. This will open a page that looks like the form below. Your **Member** name (Entity, not personal name) will populate automatically based on your login. The email address, and vendor will also populate automatically. The **"Contract #"** has a drop-down list from which to select the contract you will be using. The Category and Subcategory will auto-populate.

SUBMIT PO via DIRECT PURCHASE

Member*

Lori O'Rourke

Member Email Address*

lori@ces.org

Vendor*

Albuquerque Motor Company Inc

Contract #*

2020-31A-C105-ALL

Category Of Contract

Fleet and Related

Sub Category Of Contract

Car & SUV & Van & Trucks, Light Duty Trucks, Police Car and Trucks

- Below the subcategory, you will see “**Vendor Email Address, please select contact name***”. When you click on the blank, all email addresses uploaded by the vendor will populate for you to choose from. Some vendors have only one name listed; others have many. You can only select one contact name for this entry.

The screenshot shows a form with the following fields and values:

- Vendor Email Address, please select contact name***: A dropdown menu with "James Cassell" selected and a close button (x).
- PO #***: A text input field containing "211593".
- PO \$***: A text input field containing "\$36,129.00".
- Date of PO ***: A date picker showing "2/22/21".
- Blanket PO?***: A dropdown menu with "No, Quote is required" selected and a downward arrow.

Orange arrows point to the asterisks on the labels and the dropdown arrow in the Blanket PO? field.

- After selecting the Vendor Email Address (contact name), you will enter your **PO number, amount, and date of PO** as shown above. The next line asks the question is this a “**Blanket PO?**”. You will see there is a drop-down arrow that gives you the option of “No, Quote is required” or “Yes, Quote is *not* required”. In the example above, the quote was required. **Wherever you see a red asterisk * on the form, that indicates the field must be filled in order to upload your PO.** If your PO is a “blanket” PO, no quote will be required. If uploading the quote is bypassed, but it is not a blanket PO, this will slow the process of Approval.

- The next line on the form is “**Upload PO**” which states the “CES contract number must be referenced on PO”. Again, this will help to expedite the approval process, so even if it is hand-written on the face of your PO, please try to include it. There is a button to “Choose File” that you click to find your file and attach it to this form. You may also drag the document from the file location if you prefer.

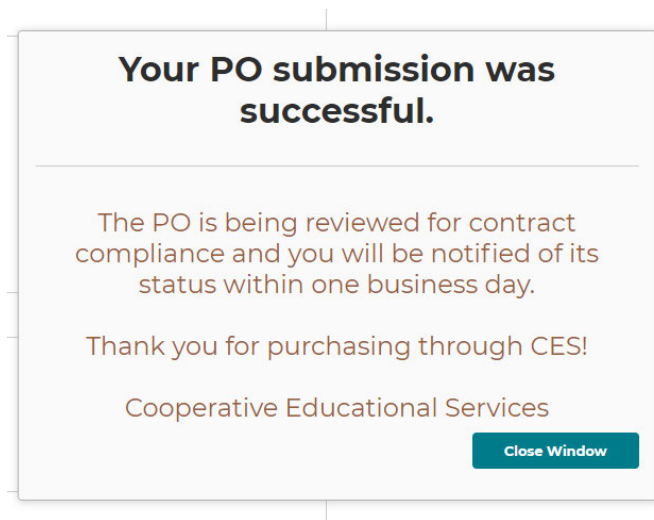
Below **Upload PO** is a blank to enter the “**Vendor Quote #**”. This is important to include, because often vendors will give you more than one quote before your PO is issued. If there is no quote #, please enter the quote date. Next, please “**Upload Quote**” by clicking “Choose File,” or dragging your file to this button. Finally, select “**Submit**”.

The screenshot shows a form with the following fields and values:

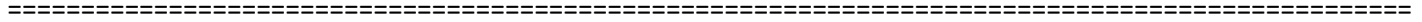
- Upload PO (CES contract number must be referenced on PO)***: A file upload area with a "Choose File" button and the filename "2-26 Rio Ra...1393 PO.pdf".
- Vendor Quote #**: A text input field containing "2021-01-07".
- Upload Quote**: A file upload area with a "Choose File" button and the filename "2-26 MelloyQUOTE.pdf".
- Submit**: A blue button.

Orange arrows point to the asterisks on the labels and the Submit button.

Once you select "Submit" you should have a message pop up on your screen like below.



If you should get an error message, please contact CES for assistance.



OH, NO!! The vendor I chose doesn't have a "Submit PO via Direct Purchase" button in its Bluebook section! How do I submit my PO?

Not to worry! Our pre-Direct Purchase process is still utilized for about half our vendor partners. If they don't have the button, please follow the "old" process as outlined on the following page.



What is the "non-Direct Purchasing" process for ordering through CES?



Select Procurement Partner (Vendor) from CES Blue Book;

Contact Procurement Partner and request quote based upon their CES contract;

Create Purchase Order (PO) to CES, referencing selected Procurement Partner; and

Send PO and quote to CES (via email to po@ces.org).

CES will check pricing against our contract, verify all required paperwork has been received from Procurement Partner and issue PO to Procurement Partner from CES.

Procurement Partner will provide services to Entity and will invoice CES.

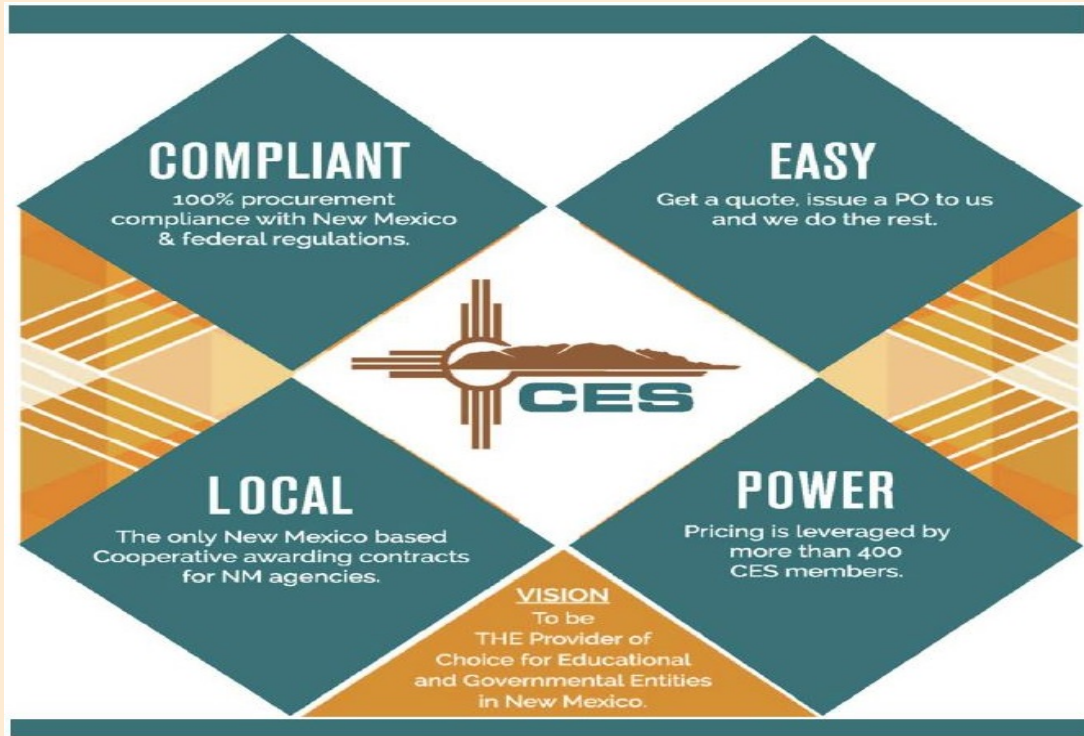
CES will invoice Entity.

Entity will pay CES.

CES will pay Procurement Partner.

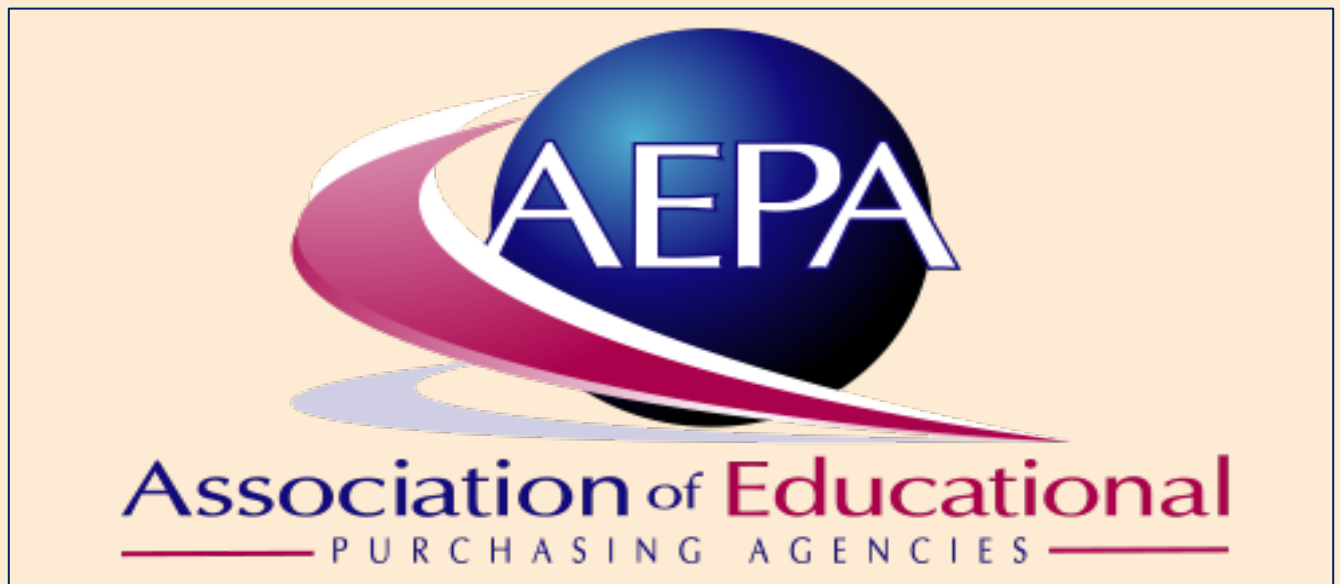


For any other questions regarding doing business with CES, please contact our Business Office (505) 344-5470.



Cooperative Educational Services
Your purchasing cooperative since 1979!

- **Membership is FREE to all School Districts, Higher Education Institutions, Municipalities, Counties, and All Governmental Entities.**
- **Members have access to Utilize all procured Contracts at no Charge.**
- **Peace of Mind knowing that your purchases are compliant with State Procurement Laws.**
- **The Only New Mexico Purchasing Agency Authorized to Offer the AEPA National Contracts.**



**CES Mailing: PO Box 81045, Albuquerque, NM
87198**

CES Location: 10601 Research Road SE, Albuquerque,
NM 87123

HEY YOU

NEW MEXICO IS

NOW HIRING

NMREAP





CES Contacts

Jim Barentine
Southern Services Manager
Email: jim@ces.org
Phone: 575.646.5965
Fax: 866.877.0629

Kelly Bassham
Financial Specialist/Accounts Payable
Email: kelly@ces.org
Phone: Ext 135

Paul Benoit
Northern Services Manager, REAP
Email: paul@ces.org
Phone: 575.562.2922
Fax: 575.562.2523

Lisa Chacón-Kedge
Director of Ancillary Services
Email: lisa@ces.org
Phone: Ext 103

David Chavez
Executive Director
Email: david@ces.org
Phone: Ext 109

Rhianna Chavez
Member Service Representative
Email: rhianna@ces.org
Phone: Ext. 107

Elizabeth Diaz
Member Service Representative
Email: ediaz@ces.org
Phone: Ext 115
Fax: 505.715.5822

Holly Goodall
Member Service Representative
Email: hgoodall@ces.org
Phone: Ext 104
Fax: 505.715.5826

Diane Hajek
Member Service Representative
Email: dhajek@ces.org
Phone: Ext 137
Fax: 505.715.5826

Kim Lanoy-Sandoval
SITE Senior Trainer, LEAP Coord.
Email: kim@ces.org
Phone: 505.385.0363

Kimberly Maestas
Ancillary Admin Assistant
Email: kmaestas@ces.org
Phone: Ext 111

Margaret Mikelson
Member Service Representative
Email: margaret@ces.org
Phone: Ext 126
Fax: 505.715.5824

Leslie Neely
Receptionist
Email: leslie@ces.org
Phone: Ext 101

Lori O'Rourke
Business Services Coordinator
Email: lori@ces.org
Phone: Ext 128

Natasha Orona
Financial Specialist/Payroll
Email: natasha@ces.org
Phone: Ext 106

Natasha "Tasha" Ortiz
Member Service Representative
Email: nortiz@ces.org
Phone: Ext: 127

Bowen Perry
Media Specialist
Email: Bo@ces.org
Message Phone: 575.646.5965

Pam Reed
Executive Admin Assistant
Email: pam@ces.org
Phone: Ext 127

Bridget Rivera
Finance Specialist
Email: bridget@ces.org
Phone: Ext 122

Lisa Romo
Procurement Admin Assistant
Email: lromo@ces.org
Phone: Ext 116

Gustavo Rossell
Procurement Manager
Email: gustavo@ces.org
Phone: Ext 117

Elena Salazar
SITE /Professional Development Coord.
Email: elena@ces.org
Phone: Ext 136
Fax: 505.344.9343

Brad Schroeder
IT Manager
Email: brad@ces.org
Phone: Ext 114

Jacklyn Serrano
Member Service Representative
Email: jacklyn@ces.org
Phone: Ext 134
Fax: 505.715.5826

Robin Strauser
Deputy Executive Director
Email: robin@ces.org
Phone: Ext 108

Teri Thelemaque
Human Resources Specialist
Email: teri@ces.org
Phone: Ext 113

John Tortelli
Procurement & Contract Specialist
Email: johnt@ces.org
Phone: Ext 129

Joe Valencia
Procurement & Contract Specialist
Email: joe@ces.org
Phone: Ext 124

Angelina Zamarripa
Ancillary Admin Assistant
Email: angelina@ces.org
Phone: Ext 119

