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Working From Home: The End of Productivity or The Future of Work?

by ELISE HU

In its bid to reshape itself for the future, Yahoo is returning to a workplace culture of the tech industry's past. The Internet giant has reportedly notified its employees they'll no longer be allowed to work from home. According to an internal memo leaked to tech site All Things D, employees who previously enjoyed teleworking will have to start showing up at an office by June.

The move goes against a popular workplace perk among tech companies and a wider trend toward more work-from-home options across several industries. (Public media is included — NPR has a process allowing staffers to apply for remote-work arrangements.)

Technology has made collaboration easier for employees who aren't physically in the same space, and companies who back telework say it has helped cut costs and compete for wider talent pools.

"Ten years ago, it was seen more as an employee benefit. Today, businesses around the world are seeing telework as a necessity," said Ron Markezich, the corporate vice president of Microsoft's U.S. Enterprise and Partner Group. He led a 2011 Microsoft survey of more than 4,500 information workers that showed a rise in teleworking.

Having no central workplace certainly works for Automatic, the company that controls blogging behemoth WordPress. 120 employees work from their homes in 26 countries, and its leader, Matt Mullenweg, sees distributed employees as the future of work.

"I think it's difficult for a culture to transition from being reliant on in-person interactions to being just as effective in a distributed fashion — it's something you can't do halfway, and the change has to come from the very top," Mullenweg said. "Just because Yahoo can't do it doesn't mean there's anything wrong with being distributed."

Even the government sector, which isn't considered an early adopter of workplace culture change, has a star teleworking model in its ranks. The U.S. Patent and Trademark Office boasts that 64 percent of employees work from home under various models.

"This has really been a very strong business strategy ... and it's a big part of our culture," said Danette Campbell, the Patent and Trademark Office's senior telework adviser.

The agency says it's seen increased employee productivity and significant cost savings on real estate — and the employees love it. "This is an initiative that really is a carrot for recruiting and retaining the highest quality employees," Campbell said.

Yahoo is staying mum, saying it doesn't comment on internal matters. But the internal memo explains the company — and ostensibly, its new CEO Marissa Mayer's — decision. Yahoo's HR head Jackie Reses writes:

"To become the absolute best place to work, communication and collaboration will be important, so we need to be working side-by-side. That is why it is critical that we are all present in our offices. Some of the best decisions and insights come from hallway and cafeteria discussions, meeting new people, and impromptu team meetings. Speed and quality are often sacrificed when we work from home. We need to be one Yahoo, and that starts with physically being together."

Part of the results from a 2012 Citrix survey of what office workers do while they "work" from home arguably support Yahoo's decision. 43 percent of workers said they've watched TV or a movie while teleworking, 35 percent have done household chores, and 28 percent copped to cooking dinner while "working." So even though working for an Internet company doesn't require physical proximity like a manufacturing or construction job would, being in an office certainly does prevent workers from doing their laundry while on the clock.

"People still face cultural resistance from their managers and teams, or find themselves as a second-tier citizen versus those in headquarters. The same often happens in "remote offices," Mullenweg blogged. The Citrix survey showed half of workers say their boss disapproves of remote working, and only 35 percent say it's tolerated.

Which side will win out in the debate over where to work? For Internet companies not called Yahoo, the so-called future may already be here.

Continued on page 4

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REQUESTS FOR BIDS & SUB-BIDS

Sub Bids Requested From Qualified
DBE Subcontractors & Suppliers for
**City of El Cerrito - Central Avenue &
Liberty Street Streetscape
Project No. C-3063-A
Location: El Cerrito, CA
Bid Date: March 14, 2013 @ 2:00 PM**

McGuire and Hester is seeking qualified subcontractors for the referenced project in the following trades: trucking; clearing & grubbing; demolition; asphalt grinding; minor concrete; underground utilities; striping; signs electrical; site furnishings; landscape & irrigation; asphalt concrete; and slurry seal.

McGuire and Hester will pay up to and including one and one-half percent (1-1/2%) of your bonding cost. Certification assistance is available, as well as viewing plans and specs.

McGuire and Hester

9009 Railroad Avenue • Oakland, CA 94603
Phone: 510-632-7676 • Fax: 510-562-5209
Contact: Kevin Exberger
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**Santa Clara Valley
Transportation Authority
Design-Build Contract
DB1102F**

**Silicon Valley Berryessa Extension
Project C700**

Procurement opportunities through
Skanska-Shimmick-Herzog
will be diverse and ongoing.
Please visit: www.sshjv-c700.com

frequently to see procurement opportunities and project contacts in the Bid Packages folder. Plans, specs, drawings, etc. can be found on the procurement web site.

EEO

Working From Home

Continued from page 1

Besides Automatic, the code repository service GitHub and Web apps company 37Signals have fully embraced location agnosticism. And big companies, like Amazon, include remote leaders. Its top engineer lives on a boat that's often sailing to Hawaii.

"The center of gravity for an organization should be as close to what they make as possible," Mullenweg said. "If you make cars, you need people in the factory. If you breed horses, be in the stable. If you make the Internet, live on the Internet, and use all the freedom and power it gives you."

Source: TECHNOLOGY NEWS FROM NPR

General Construction Company, a Kiewit Company,

requests quotes from subcontractors and suppliers including Small and Very Small Business Enterprises (SBE/VSBE) certified in The Network Bid System, for the following project:

**PORT OF LONG BEACH HARBOR DEPARTMENT
SPECIFICATION HD-S2425
BERTH B84-B87 TESORO FACILITY IMPROVEMENTS**

**BID DATE:
MARCH 19, 2013 PRIOR TO 10:00AM**

We are accepting quotes for the following services/supplies: Demolition, Reinforcing Steel, Misc. Metal Fabrication, Pre-Cast Concrete, Trucking, Tug Boat, Diving, Painting, Foam Filled Fenders, and others.



General Construction Company

33455 6th Ave South, Federal Way, WA 98003
Phone: (253) 943-4200 • Fax: (253) 943-4021
Contact: **Dennis Ahl** (253) 943-4200 or
Todd Wille (253) 943-4200

Subcontractors and suppliers can access plans and specifications via the following: Port of Long Beach, 4th Floor, Plans and Specifications, 925 Harbor Plaza, Long Beach, CA 90802. Ph: (562) 590-4146. Plans may be also viewed at our offices located at 33455 6th Ave South, Federal Way, WA 98003

Inquires Contact: Dennis Ahl (253) 943-4200 or Todd Wille (253) 943-4200

In order to assist certified SBE/VSBE Contractors and Suppliers, we will divide scopes of work into economically feasible units, and will assist firms by providing information regarding delivery schedules, bonding, lines of credit, insurance and equipment in order to maximize participation.

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Sukut Construction, Inc.

Is requesting sub-bids from qualified DBE/MBE/WBE/DVBE Subcontractors, Suppliers, Manufacturers, & Truckers for the following (but not limited to) work:

SWPPP- BMP Installation & Maintenance, Temporary Power, Construction Trailer, Fencing, Q.C. & Testing, Traffic Control, Storm Drain, Minor Concrete Structures, AC Paving, Masonry, Landscaping & Irrigation, Trucking

**San Diego Gas & Electric
Mira Sorrento Substation Site Development Project
San Diego, California**

**BID DATE March 27, 2013 @ 12:00 p.m.
Sub & Vendor Bids Due Prior**



Sukut Construction, Inc.

4010 W. Chandler Avenue, Santa Ana, CA 92704

Contact: **Eric Mauldin**

Phone: (714) 540-5351 • Fax: (714) 545-2003 • Email: emauldin@sukut.com

Plans and Specifications are available for viewing at our office – please call for an appointment. Subcontractors must be prepared to furnish 100% performance and payment bonds and possess current insurance and workers' comp coverage. Sukut Construction will assist Qualified Subcontractors in obtaining bonds, insurance, and/or lines of credit. Please contact Sukut Construction for assistance in responding to this solicitation. Subcontractors/Vendors will be required to sign Sukut's Standard Subcontract/Purchase Order. Copies are available for examination.

Sukut Construction's listing of a Subcontractor in its bid to the agency is not to be construed as an acceptance of all of the Subcontractor's conditions or exceptions included with Subcontractor's price quotes. Quotations must be valid for the same duration as specified by Owner for contract award.

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REQUESTS FOR BIDS & SUB-BIDS

SKANSKA
SHIMMICK
CONSTRUCTION

**Stacy and
Witbeck**

a Joint Venture

Third Street Light Rail Program
Phase 2 – Central Subway Stations, Surface, Track and Systems
Client: San Francisco MTA

Contract No.: 1300
SBE/DBE/LBE Goal: 20%
Bid Date: March 19, 2013 – 2:00PM

Skanska-Shimmick-Stacy and Witbeck a Joint Venture is interested in soliciting in Good Faith all subcontractors as well as certified SBE, LBE and DBE companies for this project. Plans are ONLY available from the Owner. This contract is federally protected per Security Sensitive Information 49 CFR parts 15 and 1520 and the bid documents will ONLY be provided to qualified subcontractors/vendors from the SFMTA.

Go to <http://mission.sfgov.org/OCABidPublication/BidDetail.aspx?K=6021> to obtain a copy of the bid documents. You are required to (1) to certify that they are either qualified to bid on the contract or are qualified subcontractor and/or supplier; and (2) to sign a confidentiality agreement that will restrict the access, use and final disposition of the drawings and specifications. All bid documents and addenda will be made available through this website.

Quotes requested for supplies and services include, but are not limited to the following:

Subcontracting: AC Grinding/Cold Planing, AC Paving, Acoustical Finishes, Building Protection, Cathodic Protection, Ceramic Tiling, CIDH, Concrete Paving, Concrete Pumping, Dewatering, Dry Utility Installation, Electrical, Exterior Insulation, Fire Protection/Suppression/Sprinklers, Fireproofing/Firestopping, Glazing, Hazardous Material Abatement, Hot Tapping, HVAC/HVAC Instrumentation, Landscaping, Masonry, Masonry – Facing, Membrane Roofing, Metal Roofing, Minor Concrete, Nelson Studs, Plaster/Drywall/ Gypsum, Plumbing, Potholing, Railroad Track Work, Rebar Placement, Resilient/Linoleum Flooring/Carpeting, SEM Anchor Drilling, SEM Drilling and Grouting, Sewer Pipe Slip-Lining, Sheet Pile Driving, Shotcrete, Signage (Interior/Exterior), Specialty Signage, Steel Erection, Striping, Structural Demolition, Structural Steel Erection, SWPPP, Temporary Fencing, Terrazo, Traffic Control, Vapor Control, Video - Sewer Pipe, Wall Covering/Painting, Waterproofing, Wet Utility Installation Vendors: Acoustical Ceilings / Metal Ceilings, Aggregate / Rock / Sand Bedding, Asphalt Concrete, Baker Tank Rental, Coiling Doors, Elevators, Entrances and Storefronts, Escalators, Expansion Joints, K-Rail, Lockers, Metal Doors, Millwork, Misc Steel Fabrication, Partitions, PCMS Signs, Pipe Suppliers, Plumbing Fixtures, Precast architectural suppliers, Precast Utility Structures, Ready-Mix Concrete, Scaffolding, Shotcrete supplier, SIP Forms, Steel Decking, Steel sheet piles, Structural Steel, Temp Elevator Rental, Traffic Control Supplies, Water Filled Barriers.

Services: Geotechnical Monitoring, Janitorial, Office/Yard Rentals, Parking, QC/QA Testing, Sanitation, Security, Sound Monitoring, Staffing, Survey, Sweeping, Vibration Monitoring

Trucking: Flatbed Trucking, On-site Hauling, Material off haul

Subcontracting Requirements: Skanska's insurance requirements are Commercial General Liability (GL): \$1M ea. occ., \$1M personal injury, \$2M products & completed operations agg. and general agg.; \$1M Auto Liability; \$5M Excess/Umbrella and \$1M Workers Comp. Endorsements and waivers required are the Additional Insured End., Primary Wording End., and a Waiver of Subrogation (GL & WC); or higher limits required by contract. Other insurance requirements may be necessary per scope. Subcontractors may be required to furnish performance and payment bonds in the full amount of their subcontract by an admitted surety and subject to approval by Skanska. Skanska will pay bond premium up to 1%. Quotations must be valid for the same duration as specified by the Owner for contract award. Conditions or exceptions in Subcontractor's quote are expressly rejected unless accepted in writing. Skanska is signatory to the Operating Engineers, Laborers, Cement Masons, Carpenters Unions and Teamsters. Subcontractors must provide weekly, one original and one copy of all certified payrolls, including non-performance and fringe benefit statements if required by law or by the Prime Contract. Subcontractor scope (including any conditions or exceptions) is required 24 hours prior to bid deadline to allow proper evaluation. Please call if we can assist you in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies. SSS-WJV will also review breaking out scope packages and adjusting schedules to help permit maximum participation. Please follow five (5) day Bid Items Breakdown per Contract Specification; Proposals and Contract Forms, Schedule of Bid Prices, pdf pages 201-218 of 5,215.

For information about the project, please contact,
Skanska Estimating Dept: 1995 Agua Mansa Rd, Riverside, CA 92509
Ph: (951) 684-5360 Fax: (951) 788-2449
Nancy Nguyen - Email: Nancy.Nguyen@Skanska.com
SSSWJV is an Equal Opportunity Employer

Requests for Richmond Business Enterprises, (RBE) Richmond Business Enterprise or RBE shall mean any business located within the incorporated areas of the City of Richmond, and includes Richmond businesses, Richmond small businesses, and Richmond nonprofit businesses. and all other Business Enterprise Subcontractor and/or Supplier Quotes:

Owner: City of Richmond

Project Name:

Bradley A. Moody Memorial Underpass Project
Richmond, California

Bid Date: March 25, 2013 @ 2:00 P.M.

Subcontractor and Supplier Quotes are due

NO LATER THAN March 21, 2013 at 5 PM.

Request sub quotes for (but not limited to): Clearing and Grubbing, Dewatering Systems, Surface Removals, Utility Removals, Temporary Hydraulic Mulch, Hot Mix Asphalt (Type A), Jointed Plain Concrete Pavement, Lime, Lime Stabilized Soil, Concrete Curb And Gutter, Concrete Path, Concrete Barrier, Landscape Wall, Bio-Retention Basin, Signing And Striping, Construction Area Signs, Traffic Signal Modification, Pump Station Electrical System, Lighting, Trees, Planting, Lawn, Soil Preparation And Amendment, Irrigation, Mulch, Irrigation Controller, Irrigation Backflow and Enclosure, Chain Link Fence and Gate, Median Maintenance Band Pavers, Column At Pedestrian Sidewalk, Landscape Maintenance, Deep Soil Mix Walls (DSM), Permanent and Temporary Tieback Anchors, Headed Stud Welding, Anti-Graffiti Coating, Bar Reinforcing Steel, Waterproofing and Cover, Waterproofing (Retaining Wall), Structural Steel (Bridge), Bridge Decorative Railing, Sidewalk Railing, Cable Railing (DSM Guardrail), Bridge Decorative Tower, Pump Station Generator Building, Street Portal, Granite Work, Site Furnishings, Trucking, Traffic Control, Concrete Pumping.

Hard Copies of Bid Documents including the project plans can be purchased at the BPXpress, 4903 Central Avenue, Richmond, CA 94804. Plans may also be ordered via their website at www.blueprintexpress.com/richmond, however please note this option is provided as a courtesy to prospective bidders and is not to be construed as an official source of information regarding the project. Or you may order by faxing your request to (510) 559-8398, or call (510) 559-8299 for details. Bid Documents can also be accessed via the City's Bids Online system. Electronic versions of the plans, specifications and Information Handout are available at no cost via download from the City of Richmond Website. Any addenda will be issued via this website. This website is the sole official source of information for bidders for this project, as such, prospective bidders are recommended to register with and monitor this website for project information.

All general inquiries should be directed to Mark Davidson at (707) 439-7381. You can view the plans in our office during regular business hours. Please call to make an appointment. 100% performance and payment bonds are required for this project.


Kiewit
KIEWIT INFRASTRUCTURE WEST CO.

Lic. #433176

Attn: Mark Davidson

 Email: mark.davidson@kiewit.com

4650 Business Center Drive • Fairfield, CA 94534

Phone: (707) 439-7300 • Fax: (707) 439-7301

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CALIFORNIA STATE UNIVERSITY STANISLAUS

NOTICE INVITING BIDS BID 09-157 PARKING LOT 2 RECONSTRUCTION PROJECT CALIFORNIA STATE UNIVERSITY, STANISLAUS

Sealed proposals will be received by California State University, Stanislaus for the Parking Lot 2 Reconstruction project located at California State University, Stanislaus, Turlock California. In general, the work shall consist of furnishing all labor and materials for the demolition, removal and disposal of existing landscape materials, concrete and asphalt improvements, storm drainage pipeline and appurtenances, salvage of existing street light post fixtures, perform roadway excavation and subgrade preparation, furnish and install storm drain inlets as specified, furnish and construct concrete work, furnish and install asphalt pavement structural sections and seal coat, paint striping, electrical conduit, conductors, appurtenances, refurbished street lights, landscape irrigation system, landscaping, and all associated improvements as specified in the construction plans provided. The 339 space parking lot is estimated to have 102,600 square feet of parking lot paving and 34,000 square feet of road paving.

Bid Date: April 9, 2013

Bid Opening Time: 2 p.m.

Estimated Project Cost: \$818,000

Contractor License Requirement:

Contractor must have a A License

An optional Pre-bid conference is scheduled on March 19, 2013 at 10 a.m. in the South Dining Hall, building no. 12 on the campus map.

Plans and specifications may be purchased after March 8, 2013 by requesting them from ARC by going to www.e-ARC.com/ca/modesto then clicking on "Public Planroom" or by calling the ARC Modesto location at, (209) 524-2924 asking for the PlanWell Department. Plans and specifications cost approximately \$150.00 per set plus tax and shipping payable to ARC and are non-refundable.

The University requires Disabled Veteran Business Enterprise participation. The successful bidder shall achieve a minimum three (3) percent DVBE participation goal. The Trustees are also granting a 1% DVBE bid incentive for DVBE participation of 4%. Bidders shall contact the University's DVBE Program Advocate at 209-667-3243 or Debbie DaRosa at 209-667-3987.

All bidders must be prequalified with the Trustees prior to receiving a bid package, see Notice to Contractors in front of the specifications for further details.

The University requires a bid security in an amount equal to at least 10% of the total amount bid, including alternatives. The awarded contractor is required to provide payment and performance bonds equal to the full amount of the contract.

This project is a public works project and is subject to prevailing wage rate laws (see Contract General Conditions, Article 4.02-c).



UCLA

ADVERTISEMENT FOR BIDS

Subject to conditions prescribed by the University of California, Los Angeles, sealed bids for a lump-sum contract are invited for the following work:

SMUMC-MNP AIR HANDLING UNIT REPLACEMENT

Project Number 945885.01

DESCRIPTION OF WORK: Replacement of Air Handling Unit (AHU) 6 located on the roof of the Merle Norman Pavilion (MNP). The existing AHU services the 3rd floor operating room suite and will be replaced by a new energy management system (EMS) AHU that matches the current hospital EMS and humidifier system. Work shall include the procurement and installation of a new AHU and back up AHU. The backup AHU shall allow the operating room suite to remain operational during replacement of existing AHU 6. Additional scope shall include the Nonstructural Performance Category (NPC) 3 seismic upgrading of the entire operating room suite. Trade work shall include demolition, concrete, structural/metal/anchoring, roofing, waterproofing, plumbing, electrical, HVAC, drywall, painting and controls. Contractor shall adhere to strict infection control criteria and all OSHPD inspection criteria.

The estimated construction cost is \$2,000,000.00.

BIDDING DOCUMENTS:

1. Bidding Documents will be available beginning on March 1, 2013 and will be issued at:

ARC

2435 Military Ave.

Los Angeles, CA 90064

Telephone (310) 477-6501

Website: <http://socal.fordgraphics.com>

2. Bidders may view the Bidding Documents online at the ARC PlanWell Public Plan Room, and purchase digital and/or hard copies of the Bidding Documents by contacting ARC as indicated above. All parties will make arrangements with and payment to ARC directly. (NOTE: Bidding Documents will not be issued at the University's office.)

BID DEADLINE: Bids will be received only at the following location:

Contracts Administration
University of California, Los Angeles
1060 Veteran Avenue, Suite 125
Box 951365
Los Angeles, California 90095-1365
310-825-7015

and must be received at or before:

2:00 p.m., April 3, 2013

MANDATORY PRE-BID CONFERENCE & JOB WALK: A mandatory Pre-Bid Conference

and mandatory Pre-Bid Job Walk will be conducted on March 8, 2013 beginning promptly at 10:00 a.m. Only bidders who participate in both the Conference and the Job Walk, in their entirety, will be allowed to bid on the Project as prime contractors. Participants must arrive at or before 10:00 a.m. Persons arriving later than said time will not be allowed to bid on the Project as prime contractors. Participants shall meet at Capital Programs Building, 1060 Veteran Avenue (follow signs to the meeting room), UCLA campus (refer to the online UCLA Campus Map at www.ucla.edu/map). For further information, contact Mike Chen at 310-825-1240.

(NOTE: Bidders are advised that parking may be difficult. Bidders should allow ample time to drive to the above location in heavy traffic, find a parking space, walk to the building, and arrive in the designated Meeting Room prior to the required time. It is currently anticipated that the Conference/Job Walk will last at least 2 hours.)

LICENSE REQUIREMENTS: The successful Bidder will be required to have the following California current and active contractor's license at the time of submission of the Bid:

B License (General Building)

PREQUALIFICATION: To be allowed to submit a bid, Bidders must have the minimum experience set forth in the Prequalification Questionnaire contained in the Bidding Documents and posted on the website listed below. Bidders must submit to the above-listed location a completed Prequalification Questionnaire in a sealed envelope no later than:

3:00 p.m., March 15, 2013

Every effort will be made to ensure that all persons have equal access to contracts and other business opportunities with the University within the limits imposed by law or University policy. Each Bidder may be required to show evidence of its equal employment opportunity policy. The successful Bidder and its subcontractors will be required to follow the nondiscrimination requirements set forth in the Bidding Documents and to pay prevailing wage at the location of the work.

The work described in the contract is a public work subject to section 1771 of the California Labor Code.

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

(Visit our website at:
<http://www.capital.ucla.edu>)

