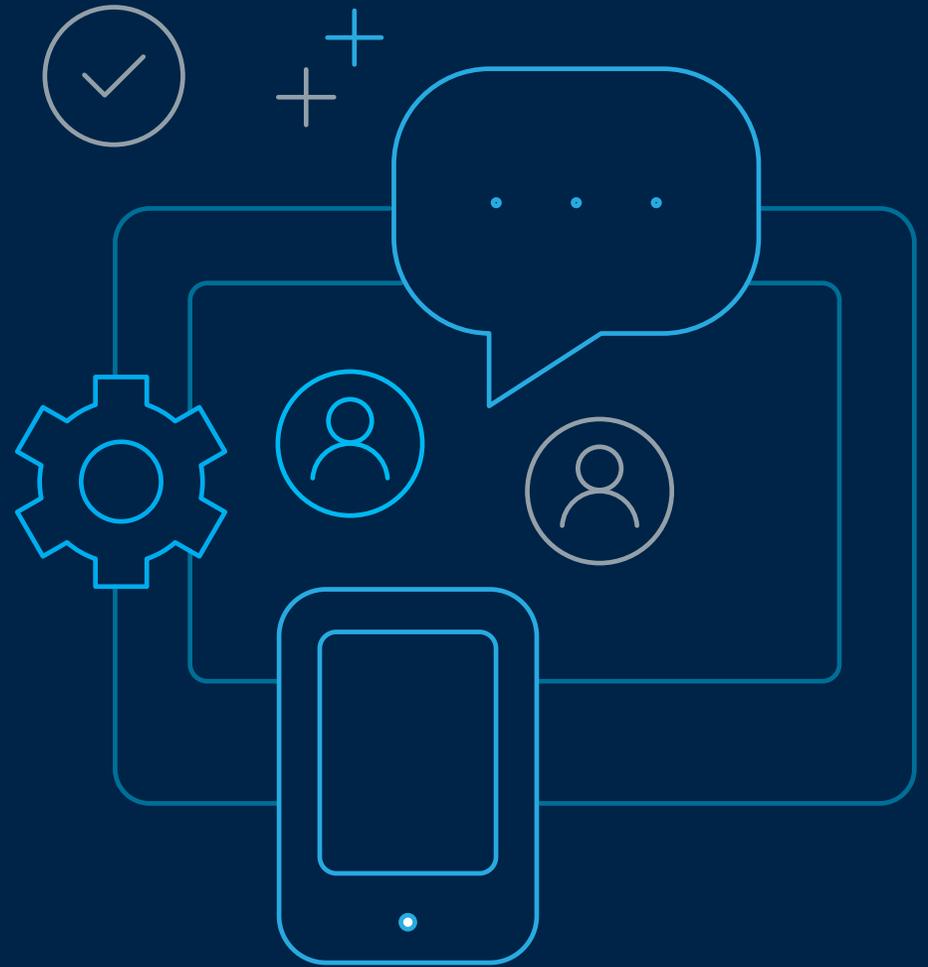


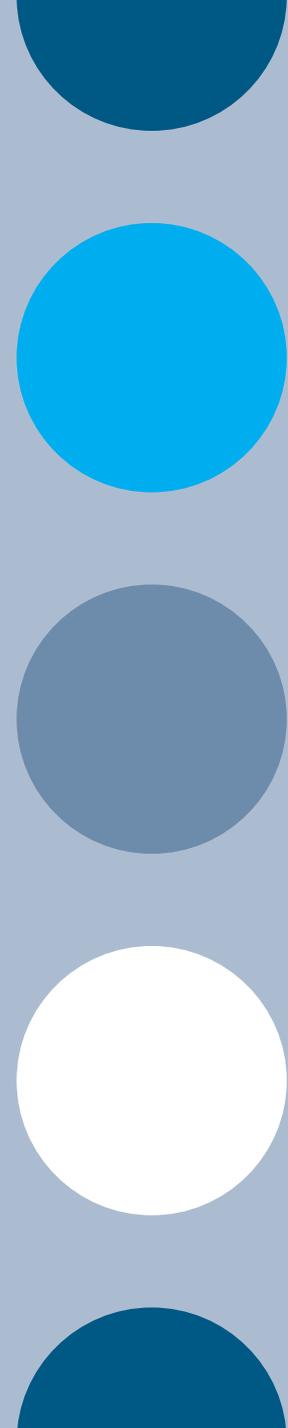
Managed  
**REMOTE  
WORKING**

Leaders' Toolkit



# KEY PRINCIPLES

- **The safety and well-being of our employees is our priority**
- Our companies remain open for business – serving our clients, regardless of where people are located
- Where roles can be performed remotely, then we are asking people to work remotely – with variations by market in line with local circumstances
- Where roles cannot be performed remotely, then we are asking managers to work with their people to stagger commute times and to take other measures to ensure flexibility
- Our offices will remain open and safe with a greatly reduced density and increased cleaning
- Detailed plans must be sustainable for weeks and months, not days
- We will support our people during this period through regular check-ins and other best practices
- We will need to constantly adapt our plans, by market and in line with government policy



# IMPLEMENTING MANAGED REMOTE WORKING IN YOUR AGENCY

## **Strong leadership and clear expectations for our people are critical.**

The term Remote Working means doing our job during normal working hours, from a location other than the office, to meet role expectations. Be clear on start and finish times.

Identify key leadership roles and business-critical functions that rely on existing on-premises infrastructure and services to operate efficiently and effectively (e.g. leadership team, client teams, IT, payroll).

Split teams can be implemented across these critical functions for business continuity. In this model, a businesscritical on-premises functional team would be split in two based on a careful mix of capability and authority.

Each half of the team would spend alternate weeks working in the office and remotely.

Ensure employees have a safe working environment within the office (e.g. people work two metres apart, no large or congested meetings, staggered lunchtimes).

Ensure employees have access to support staff and systems as applicable (e.g. IT to help set up remote client meetings).

Develop appropriate plans for longer-term (e.g. moving some technical equipment to employees' homes if necessary).

# DIAL UP CLIENT COMMUNICATIONS

Ensure you are **regularly communicating with clients** (and partners) about team locations.

Ensure equally that you **keep clients updated** on our 'normal' work, not just the status of where we are with COVID-19.

Continue to **develop detailed objectives and track output for our clients**. This is more critical now than ever.

At this exceptional time, we should aim to **service our clients even better**. This is an opportunity for us to stand out in the way we collaborate to continue to meet our clients' needs.

**Our clients will remember how we behaved in this difficult time and reward that loyalty later.**



# SET THE TONE FOR THE DAY

For teams, **start each day with a quick virtual huddle** to align on expectations and focus areas. Be mindful that some team members will be juggling family / personal obligations so pick a time when the entire team is available.

**Create a safe space to share** what's working and where there are challenges with this new way of working – share your own examples to facilitate dialogue.

**Encourage your team** to keep the same morning routine. Working remotely does not mean you have to start working once you wake up – plan to start working at the same time that you'd normally arrive at the office.

# INCREASE LEVEL AND FREQUENCY OF COMMUNICATION

**Regularly check in** with your team members individually every day. Ensure you are setting clear expectations with the team and individuals.

**Create group chats in Teams or the agreed means of communication** to foster group collaboration and mimic informal brainstorming sessions.

**Make yourself readily available** on regular communication channels to field questions and help remove roadblocks.

Encourage your team members to **follow the “2-hour rule”** – if it's been longer than 2 hours since you connected with someone, find a colleague who's available for a quick chat to bounce around ideas.

# UTILISE TOOLS TO GET WORK DONE EFFECTIVELY & EFFICIENTLY

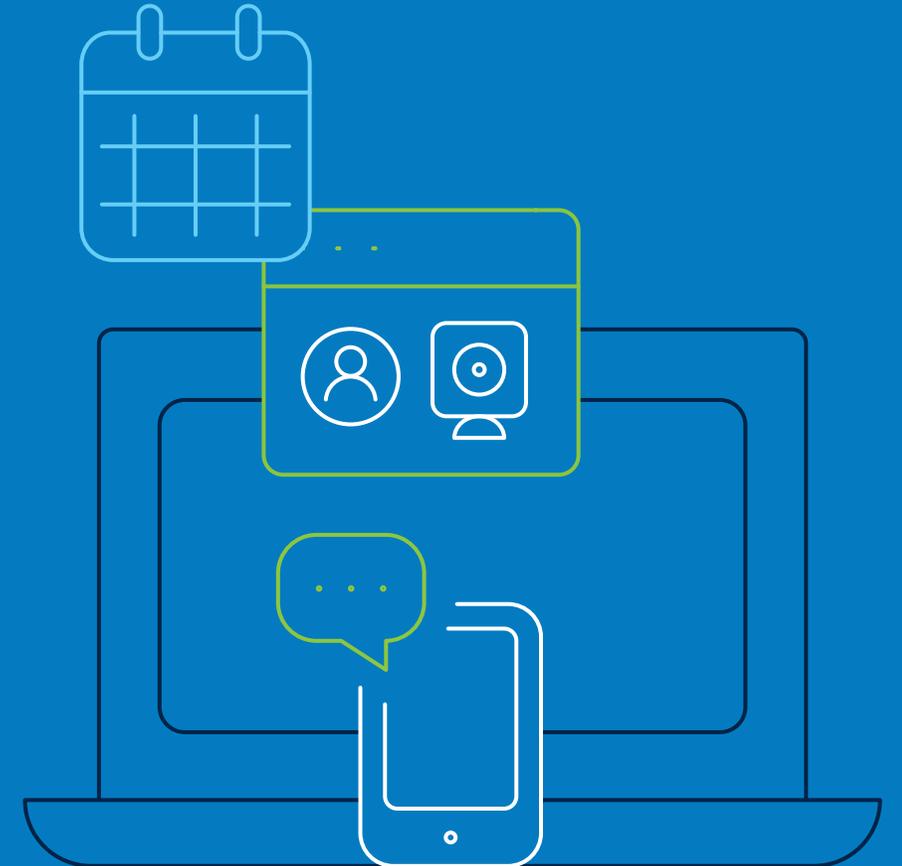
**OneDrive, Teams or a cloud platform of choice** to share documents, make edits in real-time and mitigate any risks with version control.

**Ensure your calendar is up to date** so team members know when you are available.

## WHERE TEAMS IS USED:

**Leverage the Planner module in Teams** to keep track of who's working on what and how work is progressing – you'll be able to keep track of all your team's work in one place, all updated in real-time.

Encourage your **team to leverage their “status” button** on Teams so others know when they're available, busy or away from their computer.



# USE VIRTUAL MEETINGS TO DRIVE ENGAGEMENT

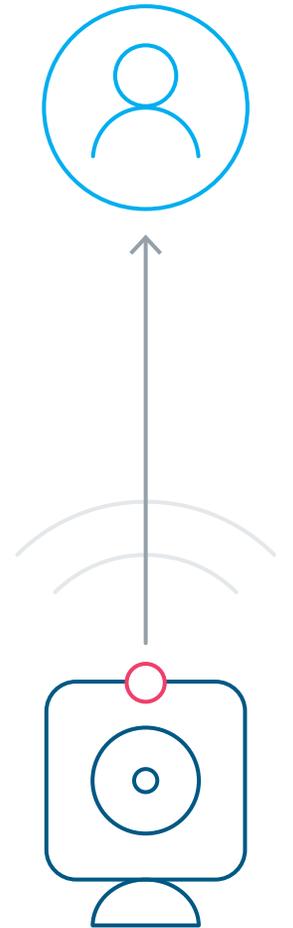
**Always have your camera on.** For internal meetings, video is always the way to go – face-to-face exposure will help keep the team engaged and reduces the risk of distraction.

Ensure team members **share their screens whenever possible.** And if not, encourage your team to send **“pre-reads” for review at least 5 minutes before the meeting** and shout out page numbers as you go.

**Lead by example** and **be an active participant** in virtual meetings. Use various **tactics to engage the audience**, such as seeking opinions, calling on specific employees and asking for feedback.

Continue to ask yourself, **“Does this require a meeting, or can it be handled via another communication channel?”** to ensure time is used effectively.

**Have a social meeting**, virtually, **once per week** to check in on how the team is doing and create an environment where the team can have casual conversations.



# FOCUS ON YOUR PEOPLE'S WELL-BEING

Remember, just because an employee doesn't respond right away doesn't mean they aren't working.

**Focus on outcomes, not time spent.**

**Be understanding** of your team members' family / personal situations. Many will be home with kids due to cancelled schools or in apartments with roommates – provide them the space / freedom to juggle challenges in unprecedented times.

**Encourage time away from the laptop** – your teams may feel pressure to be available, so encourage having a coffee or lunch break.

**Make time to celebrate achievements as a team.** It may require creativity to celebrate in a virtual environment, but it's very important.

**As it's a difficult time, continue to provide regular reassurance.**



# ENCOURAGE EMPLOYEES TO TAKE CARE OF THEMSELVES AND BE MINDFUL OF WORKPLACE SAFETY

**Simple regular communication** (verbally and through signage) on the importance of regular and longer handwashing and social distancing, not coming into the office if you feel unwell.

**Sanitize workplace** on a more frequent basis.

**Encourage open communication** to ensure employees can speak up if they feel unsafe.

Continue to **observe the self-quarantine** guidelines of the relevant government or health authority.

Ensure a **safe office environment** with **appropriate physical distancing**.

# DOCUMENT AND SHARE YOUR LEARNINGS

**Share what's working and what's not with other leaders in your company.**



Since war rooms will now be virtual, planning for a pitch will look and feel very different – if you find a successful way to do it, spread the knowledge.

# DON'T FORGET TO SHARE THE EMPLOYEE REMOTE WORKING GUIDE WITH YOUR TEAM

## REMOTE WORKING

### Guidance

This guide is designed to support you and your colleagues when working away from the office.

As the COVID-19 situation develops, your leadership team will regularly review the need to continue remote working with Smollan and in line with local government guidelines.

Our first priority is your well-being, and doing what we can to mitigate the impact of the virus on our communities. The second is meeting our responsibilities to our clients and our colleagues by continuing to do great work.

- Subject to local government policies, our offices will remain open for our employees.
- At the same time, many of you will be working remotely in the coming weeks and months. In these circumstances, the term remote working means doing your job in your usual working hours from a location other than the office, producing the same high-quality work as you would normally, collaborating with your colleagues using technology, and being responsive to requests from clients, your manager and your team.
- If for any reason you are unable to work remotely, or are struggling with any aspect of it, please raise the issue with your line manager or People (HR) team.
- **Read the tips below on staying healthy, connected and fully supported while away from the office.**



## MAINTAIN TEAMWORK

- Use Microsoft Teams (or your company's preferred collaboration software) to stay connected.
- If you don't have one already, create a new single Team for quick, consolidated comms.
- Use Teams calls, video and webchats, as well as phone calls and video conferencing – don't just use email.
- Share mobile and back-up phone numbers within teams.
- Managers should be clear on everyone's roles and



## BEING

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## SUPPORTING YOUR CLIENTS

- Our clients need our skills and resources more than ever right now. Continue to focus on outstanding client service.
- Go ahead with regularly scheduled client status calls as if you were working from the office.
- Wherever possible, all meetings with clients should be conducted via phone or video conferencing.
- Discuss any client requests for face-to-face meetings with your manager.
- Create a single point of contact for clients to escalate any issues related to remote working.

