

Teleworking Guidelines to be applied during Covid-19

13 March 2020

What is Teleworking?

Normally, teleworking is where an employee works from home up to two days a week on a routine basis. However, during the disruptive period caused by Covid-19 we acknowledge that teleworking can enable the Global Fund to continue to function, therefore we may be required to work from home for a more prolonged period. Recent studies have shown that employees working from home can be most effective if several conditions are being met.

This document is relevant to staff members, individual consultants working in the Global Health Campus, and interns and will summarize roles and responsibilities while teleworking, to ensure its success.

1. Tips for Line Managers

Line Managers play a particularly important role during extraordinary events and the ensuing teleworking period. They must communicate clearly and frequently regarding expectations and encourage regular communication from their direct reports, ensuring an environment where people are not afraid to admit they don't know how to use certain tools.

Line Managers need to determine how the performance of the employee is going to be supervised and measured while teleworking. We also expect them to establish a set of rules and guidelines on which everyone can agree while teleworking. These guidelines should cover:

1. Meeting etiquette e.g. frequency, platform, format, camera use and dress code;
2. Expectations as to when and how they should reach out to discuss both pressing issues or any other routine business, and ensuring line managers remain informed about workload and achievements;
3. The regularity of check-ins with staff members to ensure they are safe at home, to gauge their experience and take corrective action if needed. The first check-in is particularly important to address any concerns, resolve problems, and set the tone for the continuation of teleworking for the following days or weeks.
4. Mechanisms for managers to be available for employees to connect, share information, ask questions and discuss concerns.

Once these guidelines are in place, Line Managers should trust those reporting to them to work productively. If any concerns do arise, they should be discussed promptly and openly.

Line Managers should also consider the following for staff under their supervision who are required to work remotely. Does the role require the following factors?

- ✓ Face-to-face interaction.
- ✓ Face-to-face team work.
- ✓ Face-to-face supervision.
- ✓ Special equipment for the role (including software, hardware, or other materials).

Team interaction:

Where possible, decide on one common day to schedule team meetings when all team members are available.

You may wish to consider creating an informal team WhatsApp group, respecting the following rules:

- i. All team members should be asked for their permission before adding their mobile number;
- ii. Whenever someone is on leave, they can mute their notifications;
- iii. Sensitive work content should not be shared on this platform;
- iv. The Global Fund Codes of Conduct and values apply to this communication medium.

Line Managers should maintain lines of communication throughout the day, with regular touchpoints via Skype for Business as needed. Line Managers may like to consider having a short daily briefing call with each team member to enable all parties to feel connected and surface any concerns or challenges that may not be evident through email/messaging communications.

2. Tips for Staff Members to make working remotely a success

Staff Members should inform their Line Manager before commencing teleworking in the event they are doing so voluntarily in response to the prevailing Covid-19 guidelines.

It is recommended that Staff Members with family care responsibilities plan their care solutions in advance, wherever possible. Enlisting nannies, paid carers, and/or extended family may be necessary during emergency situations when schools or childcare facilities may be closed, and is likely to be crucial to remaining productive with work obligations.

We appreciate staff with younger children or children with special needs may need time to organize themselves, so Staff Members should keep their Line Manager updated with any challenges they may be facing.

See Section 4 for information on what to do when irregular family commitments caused by the Covid-19 disruption will make regular work impossible.

These tips are offered to make the teleworking period as effective as possible:

- Before you start teleworking, clarify with your Line Manager their expectations including if the job requirements and duties will be the same when working remotely as in the office.
- Set aside a specific place exclusively for work. Be cautious of the ergonomics of your arrangement, including the light and visual comfort. It will help you psychologically and physically.
- Create a work schedule. It will help you be well-organized and to manage your time.
- Make use of online tools. Use Skype for Business to check-in with your colleagues and Line Manager during the day. Use your headset mute button during online meetings to cancel background noise.
- Use SharePoint to upload documents to the Global Fund servers and/or ensure you are logged in to OneDrive.
- Set boundaries. Don't let friends or family members interrupt you.
- Take breaks. Like in the office environment, taking a few breaks during your workday will help your concentration.

- Remain active. During your breaks, take time to stand, walk and if possible, take in some fresh air.
- Know when it's time to switch off: apart from scheduled meetings and core hours (10am to 4 pm), you may adapt your hours of work. Be clear with yourself on when your day will end.
- Don't let your brain get tired. Use the Pomodoro Technique of setting a timer for 25 mins of concentrated work blocks. Then take a quick 5-minute time out. Then repeat. Brains work best in sprints.