



Manager's Guide for Work-at-Home Teams

In Response to COVID-19 Concerns

Managing employees who are working remotely is an opportunity to meet business needs while accommodating employees with flexibility through their personal situations. Here are some tips to reflect our QPS Beliefs during this time, and ensure your employees stay professional and productive.

Be clear on your expectations. Not only what work they'll accomplish and what hours they'll work, but also things like availability, breaks, etc. Is working overtime acceptable? Do not allow hourly employees to work "off-the-clock." It may be helpful to specifically list the tasks and/or outcomes on which they should focus. It's ok if it's different than what they would normally do in the branch/office. Provide them clarity.

Explain WHY employees need to work from home. We CARE about our employees' health and are taking extra precautions to keep them healthy while maintaining QPS operations. To accomplish this, we are asking roughly half of all teams (in branches and at corporate offices) to work remotely. In the unfortunate event that a location had an exposure, the entire location would not be at risk, and we could continue to support our QPS family (AEs and clients) in the best manner possible.

Team members and customers should know how to contact employees who work remotely as well – their working hours, what phone number to use, is texting ok? If the employee is unavailable on certain days, be sure others are aware.

Check in often. Consider scheduling a regular one-on-one touch-base at least weekly, if not more often. Maybe even daily, especially at the beginning of a work-from-home schedule.

Schedule team 'huddles' for the entire team on a frequent basis so you can provide business updates more efficiently and allow the team to interact. Aim to over-communicate and cascade information. Remote team members will likely feel cut off from typical information flows they used to have through others in the office, so you need to make time to communicate more – pass information you learn from other teams, other meetings, etc. Remember to celebrate successes and stay positive!

Actively solicit feedback – allow more time for it, but also don't assume that your team members will feel comfortable sharing. Ask what more you could do to support them. What roadblocks are they facing? What could make their job easier? Are they clear on outcomes and how to get there? Tone doesn't translate via email or text. Call.

During this unprecedented time of confusion and anxiety, manage for outcomes, not inputs. Don't focus on what tasks your team members are doing on a constant basis. Instead, make sure you are clearly communicating the expected outcomes and timeframes, and trust that your team members know how to deliver. Actively provide feedback in constant, quick sound-bites to help them course-correct quickly.



Thank both employees working remotely, as well as those working in the branch/office. It is stressful, in different ways, to both. Make sure both feel appreciated.

Ensure your employees have a reasonable working environment at home – preferably a room with a door that can close out distractions and background noise, minimal interruption from family members, etc. If you have concerns, talk to the employee about them to set expectations. Demonstrate flexibility and consider alternate work schedules if they make sense to create a better, more accommodating, working environment. Also allow them to take office supplies with them as needed.

Remind them to take time for themselves – take breaks, stretch, stay healthy!

Remind employees about the importance of information and data security. They should take steps to not only protect information stored on a computer, but also minimize their use of paper and secure sensitive information appropriately when not working. Cyber-attacks will likely increase – be alert!

If an employee incurs additional expenses due to working from home (such as extra minutes charged for mobile phone usage), consider allowing reasonable reimbursements.

Managing Work-at-home teams requires extra effort and coordination from you, the manager. We appreciate everything you are doing to ensure ALL employees see the QPS Beliefs in action. Contact Human Resources if you need any assistance. We're here to support you!