

Working in a Crisis: OneWorld Policy & Guideline

Version 1.2, 18th March 2020

Preamble

In the wake of the arrival of coronavirus (Covid-19) on South Africa's shores, and in the context of the already high cost that the virus has exacted globally, OneWorld has developed a flexible policy for remote working and for applying social distancing practices. Remote work is increasingly becoming the recommended option and is regarded as best practice. It is also an approach that must be considered in the context of the needs of the business' requirements, which are to maintain sound operational and financial functionality and the ability to remain in business.

This policy sets out the parameters within which OneWorld will work during the Covid-19 escalation period in South Africa, and the many geographies in which we work. The escalation of Covid-19, its patterns and responses will be monitored on a daily basis by the OneWorld directors. New arising information will continuously re-inform this policy, which should be treated as an adaptive management policy, in line with our overall business philosophy.

This policy is intended to cover all of OneWorld's geographies of operation, thus including our South African and European places of operation, as well as our project work in the various countries and regions in which we deliver services. It sets out our policy parameters for work related travel, personal travel, remote and face to face working.

Two fundamental objectives underpin this policy and these need to be viewed in conjunction with each other:

- 1) To safeguard our staff and families, our colleagues and our fellow global citizens as far as possible against Covid-19, and;
- 2) To ensure that OneWorld continues to be a viable business that delivers high quality work, on time, and in various partnerships, with and for our clients, and within the overall developmental objective that underpins our business approach – *building resilient futures, through accelerating the pace of change.*

These objectives are the principles on which this policy is premised. Based on these, this policy outlines ways to facilitate all types of work including general remote teamwork and workshops, client and stakeholder engagement, and productive work at home, as well as face to face meetings and work travel.

A| Working from home/remotely

A.1| Parameters

1. Adequate facilities

Only staff members that have adequate facilities to work from home, or remotely, may do so. This includes, but is not limited to: robust Internet access, such as through fiber, to enable adequate access to remote platforms such as Teams and SharePoint; a functioning computer and access to commonly used software, such as Microsoft Office,



as well as software outlined in this policy and/or that may be required from time to time; a quiet space in which to work, that is relatively free from external noise, and video conferencing when required; and which enables confidentiality of our data, conversations and information, in line with all of our various contractual obligations.

2. Adherence to OneWorld's conditions of Employment

Staff that work remotely will be required to adhere to all their conditions of employment, to our contractual obligations with clients and to the established modalities and ethics that apply to our usual places of work, for example, our offices, shared workspaces, and stakeholder and client environments. This means for example, that the usual code of conduct, hours of work, dress codes, and rules of engagement apply.

3. Optional

Until further notice, working remotely is optional and not prescribed. Staff should advise the OneWorld directors of their intentions and plans for the forthcoming week, each Monday morning. All staff to adhere to social distancing practices. For guidance, please follow this link: <https://www.who.int/emergencies/diseases/novel-coronavirus-2019/advice-for-public>

4. Face to face meetings

These are still required under this version of this policy, from time to time, depending on agreements with clients and colleagues. Staff should factor these into the plans they submit to the directors each Monday, as per 3 above. The code of conduct for these is outlined in more detail later in this policy document.

Staff members that are unable to guarantee that they are able to meet these requirements, should discuss and agree solutions with the OneWorld directors.

Working from home can be difficult. Read these resources for some tips to make it easier and more productive:

[Coronavirus: How to work from home, the right way](#)

A.2| Teamwork

Daily Communication

At OW we rely heavily on each other to get our work done. Working remotely will require everyone to be **highly contactable through their email, Teams, and their phone which is defined as replying within 30 min.** Every team members' Teams account must be open from at least 8.30 am to 5 pm during the workday.

Keeping track of team members

In order to check in with members of the team and ensure people are on the right track, we will have **daily power deliverables meetings using Teams** where each member of the team will report on what they are busy with that day in addition to the usual power deliverables update. Belynda will take part in these meetings.

Without our usual face-to-face interaction, we need to be extra-deliberate in our communication. In this situation, it is best to overcommunicate rather than undercommunicate. Project coordinators can decide on how to manage their project work if they are working with other people – potentially a daily check in. The daily updates from Sarah will also be an important communication with Belynda and Sven.



In this way we will have a team interaction with Belynda at the beginning and end of each day.

Weekly Clockify Reports

Each Friday, Sarah will send a Clockify report to the OneWorld team and directors which includes a report on the following information:

- Total number of hours worked by the team
- % Project work
- % Bus Dev
- % Internal

Dedicated announcement group (Teams)

When your team members aren't all together under one roof, it's important to have a single place where everyone can go to for information. Announcement channels are crucial for getting updates to the team.

Create chats for each project/workpiece (Teams)

Creating Whats App chats for each project or piece of work will enable people to keep moving on their own projects. These can stand in for meetings, especially status updates and quick questions. Chats also replace endless email threads when they're used to keep everyone informed about the status of work still to be done. Beyond replacing meetings and email, such channels keep conversations focused, encourage the exchange of ideas, and move work forward.

Update your status (Teams)

When you are in a meeting or on a call, update your Teams status to reflect your contactability. This will allow other team members to communicate with you more effectively. Teams will do this automatically if you are in an event in your calendar.

Use the calendar

While working from home, you are expected be available throughout the workday, as you would be if you were in office. If you do need to leave the house for an appointment or will be unavailable for a time period, please let Elsje know via email and update the team calendar accordingly.

A.3| Remote Meetings

Remote meetings will require more preparation than face-to-face meetings usually have. This applies to both the person hosting the meeting and the people attending.

All meeting requests should have a **Teams link sent** with them. For outsiders, have a set for instructions for opening it up. This will make joining meetings much easier.

Meeting requests should be sent with a **proposed agenda and key questions in OW format (see this as an example)** to be answered in that meeting. If relevant, meeting notes or PowerPoint should be sent out in advance. Depending on the length of the meeting, the agenda should include:

- Teams link and instructions
- Name facilitator



- Key talking points
- Meeting structure (for example, when and for how long you plan to discuss each talking point)
- Team members/teams that will be in attendance
- What each team member/team is responsible for bringing to the meeting
- Any relevant documents, files, or research
- Meeting specific rules – will video cameras be on or off, just the presenter have a video on, etc.

Each meeting should have a **facilitator**- likely the person who called the meeting. The role of the meeting facilitator is to make sure the meeting runs smoothly and everyone has the opportunity to participate. One of the biggest meeting challenges for remote and on-site workers is being interrupted or talked over. The meeting facilitator guides the conversation and keeps things on track. The facilitator should also ensure all participants are set up effectively and that all participants are in the conversation and have not dropped off the call. If you would like to read more about the role of a facilitator in a remote meeting, find some information [here](#).

At the beginning of the meeting, as with in person meetings, allow a few minutes for participants to **catch up with each other**. This is especially important in the context of remote work where participants will have less opportunity to do this outside of the meeting context.

During the meeting, there is a remote meeting etiquette which should be followed. This will allow the meeting to flow smoothly. Meeting etiquette includes **muting your microphone** when you are not speaking, not talking over others, paying attention and not multitasking etc.

A key challenge of remote meetings is keeping participants engaged. This can be achieved by giving everyone a role in the meeting. This is preferably an active role that they take on, but can also be a reason why you have invited them to the meeting – i.e. what is the reason that you have invited each participant. Roles of the participants should be:

- **Interactive.** The role should require each person to contribute in real time and interact with the meeting and other team members.
- **Straightforward.** If the role is too complex, your team may spend more time trying to figure out what to do than actually participating in the meeting.
- **Frequent.** Ideally, each team member’s role is something they need to do over the duration of the meeting so that they’re engaged from start to finish, rather than being assigned a “one and done” task.

Following meetings, the facilitator (or someone who is assigned this role) should send out a follow-up email which can include:

- Deliverables and next steps
- Who is responsible for following up on each item or task
- When those deliverables are due
- When the next meeting or check-in will be

A.4| Remote Workshops

Workshop and brainstorm meetings rely on high levels of interaction between participants. In



these meeting settings, it is especially important to **encourage high levels of participation**. This is best done by the facilitator setting the tone with an **ice breaker** such as sharing a funny story or answering a ‘would you rather question’ etc. These can be done in person or over Mentimeter followed by a discussion.

For meetings such as workshops and brainstorms, the steps above are even more important. Specifically, **providing participants with key questions to think about and prepare for** is important to ensure active and meaningful participation.

As the workshop progresses, a **virtual flip chart** should be kept. Depending on the intention of the brainstorm and the facilitator’s preference, either a SharePoint word file, Mentimeter enabled PowerPoint or a Miro board (the latter two explained below) can be used. This will allow an interactive record of the discussion.

Mentimeter

Interactive inputs (multiple choice, open response, word clouds etc.)– better for larger groups as more centrally controlled.

Tutorials:

- [What is Mentimeter](#)
- [Create your first Mentimeter presentation](#)
- [Import and integrate presentations](#)

Mural

Interactive whiteboard – all participants can edit. Useful for brainstorms and interactive workshops.

Tutorials

- Playlist: [Learning the basics of MURAL](#)
- Playlist: [Facilitating Sessions in MURAL](#)

Miro

Interactive whiteboard –team members can participate and others can view. Useful for brainstorms and interactive workshops.

Tutorials

- [Remote work meets Miro](#)
- [Getting started with Miro: Board Basics](#)
- [Getting started with Miro: Collaboration](#)
- [Getting started with Miro: Navigation](#)
- [Getting started with Miro: Sharing Boards and Staying Organised](#)

B| Face to Face Meetings

Face to Face meetings may be necessary under this version of the policy, from time to time. The following rules of engagement should be observed:

- OneWorld team members will not participate in meetings of 10 people or more. If a client invites us to a meeting of more than this, we are at liberty to decline, with justification. If any team member is asked to participate in a meeting of 10 people or less, and does not feel comfortable in doing so, perhaps because of the venue, or



because this policy parameter differs from the one adopted within their family, the meeting invitation should be declined, with clear motivation as to why, to the manager and to the meeting convener.

- No shaking of hands or other bodily contact
- Hand washing and sanitization at all times
- No participation in any meetings, of any size, if you have a cold, or any other immune compromising symptoms or illness.
- Social distance to be practiced at all time. For guidance, please follow the below link: <https://www.who.int/emergencies/diseases/novel-coronavirus-2019/advice-for-public>

C| Travel

C.1| Public transport

Work travel

Extremely limited travel on high volume and congested public transport modes and routes will be applied. All attempts should be made to conduct business and deliver our deliverables, milestones and projects without such travel. Any such travel required should be discussed and agreed with the directors of OneWorld and confirmed in writing.

Personal travel

Staff who decide to travel on high volume and congested public transport, particularly air, in their personal capacity are required to: i) take high levels of precaution; ii) disclose such travel information to the directors and colleagues at OneWorld in writing; iii) closely monitor their health and communicate any symptoms promptly, and; iv) engage in participatory decisions with OneWorld directors and colleagues on face to face engagements following such travel.

Last word....

Contracting a Corona Virus disease is a real possibility. More than that though, it is a strong possibility for many of our fellow global citizens who do not have the luxury of working from home, or who live in highly compromised locations or who have no option but to care for those already affected, perhaps because they cannot access good public healthcare. Many, many people around us will take risks we choose not to take, simply because the alternative is not to earn a living. We need to be sensitive to these issues and realities, as well as to our immediate families. In many ways, those of us that work at OneWorld are relatively better off and so we could have a lot to give to others.

We are all in this together. Please may we be mindful of that.

