

**Purpose:** To provide tools, tips, and thought leadership to aid those who are providing support and leadership to teams. (Note: This page will be updated in PowerDMS with new information as it's available.)

**Audience:** Leadership (all)

**Included:**

- Leading people remotely for an extended period
  - Caring for your people during this (or any) event
  - Leading people who are balancing family and work
  - (Updated!) Understanding Sheltering In Place orders and they mean for us
  - (Updated!) What to do if someone says they cannot work
  - (Updated!) What to do if someone on your team tests positive for COVID-19
  - (New!) PTO requests as states reopen.
  - (New!) Your HR Team
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## Leading people remotely for an extended period

It's true; some companies do this every day. But for us, we're primarily office-based. That means, leading people on a 100% remote basis is a new challenge for many leaders. And, it's a real challenge for individuals not used to this kind of work environment. Here are some quick reads covering some of the more common challenges and pro tips on how to navigate them:

- **Working Remotely: A Guide for Leaders.** Tips include setting expectations early (it's never too late though), leading your people as individuals, and communicate-communicate-communicate.  
[https://www.gallup.com/workplace/288956/covid-teams-working-remotely-guide-leaders.aspx?utm\\_source=workplace-newsletter&utm\\_medium=email&utm\\_campaign=WorkplaceNewsletter\\_March\\_03172020&utm\\_content=readourrecommendations-CTA-2&elqTrackId=5425240020ec4c2297f4836b9fb5810c&elq=4f3aefd3bf984e5493c5fb322e0e833d&elqaid=3589&elqat=1&elqCampaignId=787](https://www.gallup.com/workplace/288956/covid-teams-working-remotely-guide-leaders.aspx?utm_source=workplace-newsletter&utm_medium=email&utm_campaign=WorkplaceNewsletter_March_03172020&utm_content=readourrecommendations-CTA-2&elqTrackId=5425240020ec4c2297f4836b9fb5810c&elq=4f3aefd3bf984e5493c5fb322e0e833d&elqaid=3589&elqat=1&elqCampaignId=787)
- **Managing the loneliness and isolation of remote workers:**  
[https://www.gallup.com/workplace/268076/manage-loneliness-isolation-remote-workers.aspx?utm\\_source=workplace-newsletter&utm\\_medium=email&utm\\_campaign=WorkplaceNewsletter\\_March\\_03172020&utm\\_content=howtomanageremoteworkers-CTA-3&elqTrackId=d32e757e608e45adb6f99b65dfe34e9e&elq=4f3aefd3bf984e5493c5fb322e0e](https://www.gallup.com/workplace/268076/manage-loneliness-isolation-remote-workers.aspx?utm_source=workplace-newsletter&utm_medium=email&utm_campaign=WorkplaceNewsletter_March_03172020&utm_content=howtomanageremoteworkers-CTA-3&elqTrackId=d32e757e608e45adb6f99b65dfe34e9e&elq=4f3aefd3bf984e5493c5fb322e0e)

[833d&elqaid=3589&elqat=1&elqCampaignId=787](https://hbr.org/2020/03/that-discomfort-youre-feeling-is-grief)

- **Harvard Business Review - "That Discomfort You're Feeling is Grief":**  
<https://hbr.org/2020/03/that-discomfort-youre-feeling-is-grief>

## Caring for your people during this (or any) event

One of the larger concerns as the pandemic event continues to unfold is mental health. More specifically, how we are all coping with this. Many of our people are juggling kids who are now at home with no child care or school (especially so for 2-working-parent families), are attempting homeschooling, have spouses that may be out-of-work resulting in income loss, are worrying about and caring for parents and grandparents, and other stressors in addition to the worry of falling sick themselves. It makes it extremely difficult to focus on work.

Here are a few things you as a leader can do to help:

- **Be vulnerable, be generous.** Be generous with your time, with your ear, and especially with your patience. After a few weeks, this situation will get old. You may find your people will start to feel edgy, agitated, and maybe snappy. Be patient with them. Empathize with them, and be vulnerable with them about how you're feeling, too.

This was taken from a blog post by Patrick Lencioni at The Table Group, and it's put perfectly: "By that, I mean that you should demonstrate your concern for the very real fears and anxieties that your people are experiencing, not only professionally and economically, but socially and personally. Even though you don't have definitive answers to all of their questions, don't let that keep you from listening to them and empathizing with their fears. And, contrary to conventional wisdom, you should not be hesitant to share your own concerns with your people. They want to know that they can relate to you and that they are not alone in their concerns."

- **Pulse Check - "How are you doing?"** It's an important way to connect, exhibit generosity, allow them to be vulnerable with you, and help them focus. Make sure they have what they need, and help connect them with tools or resources they are lacking.
- **Tell them to take a hike.** Literally. If they need it, suggest they do something to take a break from the stress. Advise them to take a brisk walk, work outside in the sunshine, play music, meditate/breathe, stretch/do yoga, etc.
- **Connect them with a professional.** If you have anyone on your team about whom you are more seriously concerned, please let a member of the HR team know. We have EAP on standby and ready to assist where needed, not just with mental health, but financial,

legal, and other resources. The contact information may be found in PowerDMS (search "Employee Assistance Program", pinned in Slack in #hrnewsandinfo, and in the Self Service Portal of Paylocity.

### Leading people who are balancing family and work

About 50% of our organization have children under 18 in their homes. It's challenging to find resources covering this topic because, typically, it shouldn't happen. But these are extraordinary times, and times like these call for us to leverage our values of innovation, openness, vulnerability, and generosity to keep things moving. Here are some guidelines for supporting your individuals and the team during this time.

- **Remind them they are not alone.** Literally people all over the world are also dealing with this event in some way. For Americans, people are working from kitchen tables, laundry rooms, garages, balconies, closets... anywhere they can to get some focus. If a child or a spouse pops in on a video conference, embrace it! Let them wave and say hello. But encourage your people to find innovative ways to set boundaries at home, too. Such as signs, "time-outs" for mom/dad, creating a "Stoplight" (Red Light/Yellow Light/Green Light), etc.
- **Be flexible.** Work with and be as flexible as you can with individuals to help them find the best schedule that works for both them and the team. This may mean that the individual works in windows of time, or "chunking" work. (Example: One day they may work 6am - 9am, 12pm - 3pm, 7pm - 9pm.)
- **Encourage the individual to tag-team with a spouse or partner.** If both parents are working together at home, tag-teaming seems to be the best practice. This will involve communication and flexibility on their part at home. (Be careful not to get yourself in the middle of a domestic dispute!)
- **Be specific on your expectations.** If there are certain meetings that need to be attended or groups that need collaboration, communicate that. Then, find a time that works best for everyone (or most everyone) before scheduling.
- **Come together as a team.** Are there others who can help cover or pick up slack? It is not "unfair" to ask those who don't have family obligations to help out those who are struggling. Again, *these are extraordinary times*. There will be a time for parent employees to "pay forward" non-parent employees in the future.
- **If an individual says they can not work full time or at all: let HR know.** The government has signed into law an act called the Families First Coronavirus Response Act, or FFCRA,

requiring us to follow certain rules in cases like these. Please allow HR to guide you and the individuals on this so we stay compliant.

### **(Updated!) What to do if someone says that can't work**

As businesses reopen and as PowerDMS makes plans to Return to Office, there may be a rise in tension between an individual's ability to find childcare and their desire or the need to return to the office. Although businesses are reopening, school remains virtual, many Summer camps are cancelled, daycares remain closed, and grandparents/older family members are unable to offer support.

As always and at all times, keep the lines of communication open and stay flexible with those individuals and work to find a solution that will benefit all. Please see "Leading people who are balancing family and work" section above.

In the event one of your people feels they are unable to meet their goals or work their regular schedule during this time, and when the above practices have been discussed, **please contact your Executive Leader and HR for guidance.** The individual *may* be eligible for relief or assistance under the newly-passed Families First Coronavirus Response Act (FFCRA).

### **(Updated!) What a Stay at Home order is and what it means for us.**

As of 5.1.2020, the Shelter in Place/Stay at Home orders for the state and city of Orlando have been lifted. As such, the office will start a phased-in reopening plan. Please stay tuned for updates and information.

For DMSers that work elsewhere, the state or federal government will provide instructions on what will and will not be allowed to do if/when you are ordered to Stay at Home, and where exceptions exist.

### **(Updated!) What to do if someone on your team tests positive for COVID-19.**

We hope the measures our company and governments have put in place will slow and the spread of the virus, and the impact on our team is minimal. But should an individual OR one of their family members test positive, we want to provide as much support and assistance as possible.

1. **Before it happens, advise your people on what to do. Please let your teams know that HR needs to be notified immediately if they or a family member tests positive for COVID-19.** PowerDMS has implemented a protocol to ensure that the employee is cared for and that the diagnosis is handled in accordance with OSHA, CDC, EEOC, and other newly-passed guidelines.
2. **If it happens, contact HR immediately and follow instructions.** Depending on the situation, HR and Facilities may need to implement contact tracing, ask additional individuals to quarantine, or shut down the work area altogether until cleaning and sanitation can be completed.
3. **From there, treat this as you would a regular sick occurrence.** Best case scenario, plan for the illness to last about as long as the flu or a bad cold. But in some cases, it could extend longer. Either way, the leader should plan for up to 1 week of Out of Work status with the expectation it could run longer. (Note: Out of Work means the employee is unable to work at all and is resting.) Once the employee notifies us they are able to work again, remote work is expected.

**Note:** If we're not under a Shelter in Place/Stay at Home order or already working remotely, **anyone exposed to or testing positive for COVID-19 must stay out of the office for a minimum of 14-days.** (This protocol may be updated as new CDC guidelines are available.)

### (New!) PTO requests as states reopen

As states reopen, people will be ready to get away and take time off. And rightfully so! As a result, we may experience a surge of PTO requests. Now is the time to speak to your executive leader about how you plan on balancing PTO requests with deadlines, releases, campaigns, and other deliverables and deadlines to ensure your teams have coverage and can continue operations.

As a reminder, all PTO request should be submitted via Paylocity. Leaders at all times have the right to "execute managerial functions" (lead the operation the way they see needed), which includes denying PTO requests or creating a system by which approvals will be handled, provided the process is fair and legal. See HR for additional guidance on this.

### Your HR Team

As always, the HR Team is here to help and support you. Please see one of us to answer any questions.

- Heather Sorensen | Director of HR / Leadership Business Partner
- Allison MacCumbee | HR Coordinator / Employee Support
- Denise Marlowe | Facilities and Office Manager
- Ben Davis | CFO / Executive HR Lead

*"Show up. Show up when it's hard. Show up when you're scared. Just keep showing up. Show them your truth. Do it by showing up and not backing down." - The illustrious John Morgan*

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