

REMOTE WORKING GUIDELINES FOR THE GAVI SECRETARIAT



Introduction

These remote working guidelines take effect from the “green phase”, once Gavi colleagues have returned to the office. Gavi, as a learning organisation, is shifting its approach by recognising that remote working can be effective and although it is not an entitlement, it is encouraging the practice through these guidelines.

Remote working may be used for a variety of reasons, such as increasing efficiency by providing uninterrupted time to focus, improving work-life balance and feeling better connected to one’s home environment, decreasing the time and cost of commuting and lessening environmental impact.

The guidelines supersede the relevant HR Manual guidance section 8.0 on flexible working arrangements and will be reviewed and updated after an eight-month trial period.

Principles of remote working at Gavi

- In line with Gavi **values**, remote working will be based on the principles of trust, respect and accountability on the part of both managers and staff;
- We are committed to a workplace that promotes diversity and as such all employees may benefit from a remote working arrangement, regardless of gender, career step, etc;
- We prioritise the wellbeing of employees and a remote working arrangement may help them achieve a better balance between their professional and personal lives;
- Staff members working remotely are responsible for ensuring they have a reliable internet and phone connection;
- Staff members are expected to operate as usual and not to delay or postpone having discussions or making decisions due to remote working; the rhythm of work should be uninterrupted;
- The productivity and quality of output is expected to be the same as when working on Gavi premises, as assessed by managers. Managers, in turn, need to clearly communicate to staff their expectations of the standard of delivery of their objectives;
- Remote working is not intended to be used in response to obligations such as childcare or personal appointments. As per the HR Manual, Gavi offers various types of leave to support such commitments, including a generous annual leave entitlement of 30 days and 5 days of special leave for emergency situations;
- No extra costs should be incurred by Gavi due to remote working. Individuals are responsible for any resulting financial costs, such as IT equipment, ergonomic chair or insurance (see Annex III);
- Remote working is optional and there should be no financial or tax implication to Gavi based on the number of days staff work remotely;
- Staff working remotely are fully responsible for the security and integrity of Gavi information and equipment and remain bound by all of the information technology policies, procedures and guidelines as may be in force at the time.

How remote working is applied

REMOTE WORKING DAYS

- Full-time staff are empowered to work remotely up to 8 days per calendar month¹
- There is no restriction on which days of the week staff can work remotely, but the days should be agreed with the manager in advance, providing as much notice as possible (ideally a minimum of two weeks)
- All remote working days must be recorded by the staff member in me@gavi
- Managers will not be required to approve remote working of up to 8 days per month
- The allocated 8 days per month cannot be accrued from month to month
- Remote working in excess of 8 days per month is subject to manager approval and should be agreed and entered into me@gavi

There may be occasions where remote working would not be feasible and different conditions may better serve Gavi's business interests. For example, the need for in-person meetings during peak periods, physical presence is essential for performance of the function, or if remote work impedes individual performance or team wellbeing. In such instances, a manager has the discretion to discuss options with a staff member, while communicating the reasons and conditions clearly with supporting justification.

CORE HOURS

While working remotely, staff are expected to be available during regular business hours as per the HR Manual, unless otherwise agreed with their line manager.

Location	Time Block
Geneva	9:00am – 6:00pm Monday through Friday
Washington, D.C.	8:30am – 5:30pm Monday through Friday

REMOTE WORKING LOCATION

Remote working should take place within the vicinity of the Gavi office, unless otherwise agreed in advance with the line manager.

PROBATION

Staff on probation may work remotely up to **4 days per month**, recognising that this is a period where closer communication and learning are required.

INTERNS

Interns may work remotely up to **4 days per month** to ensure we optimise the opportunity for professional growth during the six-month period of the internship.

INDEPENDENT CONTRACTORS/ AGENCY TEMPS

Remote working up to **8 days per month** would normally be extended to contractors and agency temps with contracts of twelve months or more unless otherwise indicated in their contract or agreed with their manager.

PART-TIME

The monthly allocation of remote working days will be pro-rated for those working part-time (ie if you work 80%, you can work up to 6.5 days remotely per month).

¹The number of remote working days per month may need to be limited to avoid any requirement for Gavi to pay any type of tax or social security charges (ie for those working in neighbouring France).

How to request a remote working arrangement

REMOTE WORKING (UP TO 8 DAYS/MONTH)

The details of your remote working arrangement should be agreed in advance with your manager and entered into me@gavi using the code **Remote Work (up to 8 days/month)**. For the time being, staff will need to enter each request individually. To avoid managers being inundated with emails, they will not receive an automatic notification for remote working up to 8 days/month.

ADDITIONAL REMOTE WORKING (GREATER THAN 8 DAYS/MONTH)

Any days of remote working above 8 days per month are at the manager's discretion. Any additional remote working days agreed with your manager should be entered into me@gavi using the code **Remote Work (greater than 8 days/month)**. Your manager will receive a request to approve.

Further support for remote working

Tips for staff and managers who wish to work remotely are available in the annexes to this document. If you have any further questions or need support on remote working, you are encouraged to contact your HRBP.



ANNEX I

Tips for effective remote working

WHAT DO I NEED TO DO TO WORK REMOTELY?

- Agree on the details of your remote working arrangements with your manager, providing as much notice as possible, this arrangement may be recurring (ie the same each week) or may be determined on a regular basis, such as monthly, with your manager;
- Staff should enter agreed remote working days into me@gavi;
- Staff should review their remote working arrangement with their manager on a regular basis (ie quarterly and at mid-year and year-end review) to ensure this arrangement is working well on both sides.

WHAT DO I NEED TO CONSIDER?

Role requirements and expected performance

Think about how you will meet the demands of your role through the proposed arrangement and how you can best support your manager and team. Consider factors such as the requirements of your role and whether it necessitates your regular physical presence in the workplace. You should also consider remote collaboration barriers.

TIPS FOR STAFF MEMBERS TO MAKE REMOTE WORKING A SUCCESS

Communication

Communication becomes a top priority while working remotely. **Communicate proactively** with your line manager and colleagues to stay connected. Confirm your manager's preferred mode and type of communication while working remotely. It is important to avoid being out of sight, out of mind. Ensure **your schedules**

overlap with those of your manager and colleagues for as long as is necessary to complete your duties effectively and support regular communication. Make use of online tools such as Jabber, WebEx or Microsoft Teams to connect as needed, to ensure work commitments are met.

Performance

Consider how you will deliver, and proactively demonstrate and communicate the work you will be performing remotely. Ensure you and your line manager regularly communicate and are fully **aligned on objectives, priorities and deadlines**. **Have regular touchpoints** to get feedback from your manager to ensure you are on track (ie, through weekly check-ins).

Organisation

Consider how you could best organise your time in and out of the office to **maximise efficiencies while in the office** and ensure continuation of business while working remotely. You may consider scheduling the majority of your meetings while in the office to **maximise face-to-face interaction** and minimise reliance on IT applications to communicate while working remotely.

Communicate to your line manager and wider team the days you will be working remotely. Add your remote working days to your email signature and your calendar.

Equipment and set-up

Consider the physical set-up available to you at home as opposed to your Gavi office setup. Determine your technology needs and secure the tools and appropriate training to ensure productivity at home. Staff members working remotely are expected to always maintain their Gavi equipment and accessories to ensure they are safe and secure. Contact the Service Desk if in doubt about set-up requirements.

All KMTS guidance on remote working is available on the dedicated Remote Working resource page on:

<https://gavinet.sharepoint.com/sites/kmts/SitePages/Remote-working.aspx>

Information security and confidentiality

To ensure the safety of Gavi's data and information, all work done remotely should be performed using a Gavi-issued laptop and a secure connection. Remote working in public spaces, which limits privacy and increases the risk of hacking, should be avoided.

Home/remote office space

Consider your remote working location. Ensure you have a **secure internet and stable connection** that is adequate for your job. Use only your Gavi-provided laptop, accessories and applications at all times, and use only your work computer for handling and storing work-related information and data.

Wellbeing and remote working

Choose a quiet and distraction-free working space that is separate and distinct from your "home space" as far as possible. Ensure you take breaks as you would in the office environment it can be helpful to follow a similar routine.

ANNEX II

Tips for managing remote teams

WHAT SHOULD I CONSIDER?

Line managers are encouraged to support all remote working requests with the spirit of trust, respect and accountability.

LESSONS LEARNED FROM THE COVID-19 REMOTE WORK PERIOD

Managers should collaboratively discuss and identify with their teams lessons learned at the beginning of the launch period of these guidelines about what worked well, what needs time and attention, and what clearly cannot be achieved through remote work, bearing in mind business needs and team needs (both task-oriented and relational needs). It may be helpful to consider lessons learned in each of the categories below. These lessons can be helpful in clarifying expectations for remote work.

The nature of the role

Managers should consider the nature of the employee's role. Some roles lend themselves to remote working more than others. Some **roles will naturally require an increased physical presence** in the office; however, it is expected that mitigation strategies will be considered for these roles. Staff members may need to be in the office during certain times or days in order to provide physical support or access resources that are not available remotely.

Work performance

Consider employees' **past performance**, specifically whether they have demonstrated the ability to work efficiently and **independently with minimal supervision**, to establish priorities and manage their own time and communicate effectively. Consider how remote working can maintain or enhance the **quality of output** for the individual employee or the team as a whole. Instances of abuse of this way of working will be managed in accordance with Gavi's performance management process and may result in a staff member being asked to work from the Gavi office.

Impact on the team and business

Consider the **broader impact** of a staff member working from home. Does a remote working arrangement for one staff member place additional pressure on other team members or business clients. If so, work with the staff member to determine if mitigation strategies could be applied. **Maintain a balance and be fair to the employee** while considering the impact on the team.

TIPS FOR LINE MANAGERS TO MAKE REMOTE WORKING A SUCCESS

Make communication your top priority

Clear and consistent communication is key to the success of managing a staff member working remotely. Make use of Gavi technology such as Jabber, Microsoft Teams or WebEx to connect face-to-face. Communicate your preferred communication style and/or mode with your team members.

Be clear on objectives and priorities

The move to remote working is an opportunity to **ensure that the employee is clear on both team and individual objectives and priorities**. Make sure that you have agreed objectives and that you schedule regular conversations to update on progress and changing priorities, and provide feedback on both the “what” and the “how” of their output.

Support your team

Though the employee may be out of sight, don’t let them be out of your mind. **Maintain an open dialogue with staff members working remotely** and encourage communication and collaboration within the team. Ensure staff are not excluded from meetings due to working from home. If feasible for your team, consider arranging one or two days a week when the full team is encouraged to physically be in the office.

Performance management

Focus on the **quality of output** of staff members’ work performed remotely and provide **ongoing and timely feedback**. The opportunity for impromptu feedback is decreased while working remotely, making regular feedback discussions even more important. It is recommended that the remote working arrangement is reviewed with the staff member if their performance is no longer meeting the expected standards or in case of abuse of remote working. In such cases, timely feedback should be provided to the staff member. This can be done on an ad-hoc basis in addition to the mid-year and year-end performance discussions.

ANNEX III

Additional considerations

INSURANCE

If your remote working location is your home, you may consider advising your home insurance provider of the working arrangement to ensure appropriate coverage is in place.

KNOWLEDGE MANAGEMENT & TECHNOLOGY SOLUTIONS

Equipment

Employees are required to determine their technological needs and agree to secure the tools and appropriate training at their own expense to ensure productivity at home. Staff members working remotely will be expected to maintain a safe workspace that is free from disruptions and distractions to the maximum extent possible.

Home office equipment such as ergonomic chairs may be available at a discounted rate. Please contact the Operations team for support.

Security and confidentiality

To ensure the safety of Gavi's data and information, all work done remotely should be performed using a Gavi-issued laptop and a secure connection. Remote working in public spaces, which limits privacy and increases the risk of hacking, should be avoided.

Employees are encouraged to discuss their remote set-up with the Service desk to ensure security.

If a personal computer is used, see guidance on **Information Technology Policy** and **Gavi Acceptable Use Policy**. Any costs associated with internet and telephone service will be the responsibility of the employee.

IT support

The Service Desk is available during the hours of **8:00 – 18:00**.

Email: **ServiceDesk@gavi.org**

Please use the phone for emergency issues only:

Geneva: **+41 22 909 6562**

DC: **+1 202 478 1062**

For KMTS remote working support, please consult the dedicated KMTS Remote Working resource page on:

<https://gavinet.sharepoint.com/sites/kmts/SitePages/Remote-working.aspx>



www.gavi.org
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we make #vaccineswork

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