

Working Remotely: How We Make It Work

Working from home requires extra structure, intention and care. In person, there are continuous opportunities to gather context, clarify intentions and adapt to each other's needs. When a team is dispersed, it's important to invest energy in planning ahead, documenting decisions, and communicating proactively. The tips and resources in this toolkit are here to help you do your best work, wherever you're working.

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To our partners and community,

Wherever we are, the challenges of work during this pandemic go way beyond adapting to a desk outside the office. We are juggling caregiving and job responsibilities. We're concerned not just about our own health but the physical, social and financial well-being of our loved ones and communities. Some of us have jobs that can't be done remotely. Many of us wake up each morning with heartache and uncertainty. There is no playbook for this.

The resources here are a first step in supporting the people who work at Facebook while they work remotely all over the world. We are sharing this toolkit in case it helps others, and so we can all learn and improve. This is the start of a discussion about the future of work; it focuses on getting the basics right.

Like you, though, we are thinking beyond basics as we support our people in real time. There are four focus areas that have helped us in these early days, as our people navigate the huge changes happening in their work and in their lives – flexibility, humanity, internal community, and focus on impact.

Flexibility. We are telling our managers to “*offer extreme flexibility to help accommodate the added pressures people are experiencing as they care for their families.*” This means being very open to non-traditional working hours, meeting people where they are, and embracing cameos from our toddler “coworkers” and four-legged friends. We're getting to know each other better and building empathy in small ways every day.

Humanity. We're showing fierce support for our people in words and in actions. We're talking about what it means to be resilient in times of stress and fear, and how important it is for people to take care of themselves - in addition to talking about productivity and impact. We're reinforcing the importance of making everyone feel fully seen, heard and valued during – especially now that we're not physically together. We're making commitments that show deep care for people and their families.

Internal community. Workplace groups at Facebook have sprung up in the last few weeks to connect people and to help us get work done in new ways. People are sharing tips for teaching kids at home, turning to videoconference to produce acapella musical projects, using our #StayHome filter on Facebook and “Stay Home” sticker on Instagram, organizing fundraisers and other ways to support others, and sharing honestly the hardship and inspiration in their communities right now. Through it all, much-needed moments of levity are providing relief and connection for many.

Focus on impact. This is one of our core company values, and now more than ever we're prioritizing work that has the greatest value to our community and business. We are encouraging our people to get extraordinarily clear about their highest priorities, execute on those, and ask for help if they need it. We want to make sure they have the connections and information they need to do their job well, and they know their work matters.

Again, this is our way of approach in these early days, and the attached toolkit is just a start to supporting people in getting the basics right. There is much more to do and we would love to hear what is working for you. Thank you for everything you are doing to support your people, and our global community.

Warmly,
Facebook's People Team

Remote Work Tips

Remote work can be challenging, but it can also be productive and fulfilling. Here are a few things to keep in mind when you're working remotely.

01. Put the right infrastructure in place.

Make sure you're set up to collaborate effectively.

- High-speed internet
- A microphone and camera for your computer
- A comfortable and secure place to work
- Easy access to communication and collaboration tools

02. Communicate effectively and often.

• Clarify your needs and preferences.

Let your manager, team and partners know your preferred working hours and communication channels. Shifting your hours to help you manage work and life is fine, as long as your team knows your plan.

• Choose the right channel.

Be thoughtful about what and where you're communicating. Here are some tips:

- A group or 1:1 online chat works well for quick questions or updates
- Shared documents let people with different schedules work asynchronously
- Quick conversations are easiest on the phone or over video chat
- A video conference is best for meetings with more than two participants
- Have hard conversations over video chat

• Make sure everyone has the context they need.

It can be hard to keep track of who knows what. Start meetings and documents with a summary of goals and status. It might feel like over-communicating, but you'll be able to collaborate more effectively if everyone is aligned.

03. Focus on impact.

Stay in close touch about goals and timelines, and work with your manager and team to stay aligned if deliverables or timing change. Make sure you're clear about how you'll measure success for your projects.

04. Manage your meetings.

Structured meetings with clear outcomes help people stay productive and connected.

- **Be mindful of schedules and time zones.**
Try to schedule meetings when people's preferred working hours overlap. This can be hard with global teams – try to distribute inconvenience fairly.
- **Avoid last-minute changes or cancellations.**
Keep in mind that people often schedule breaks, work time and appointments around meeting times. When your team is dispersed, they may rely on meetings for face-to-face interaction with each other.
- **Make sure meetings have a clear goal and agenda.**
Share the agenda before the meeting and ask someone to take and share notes.

05. Prioritize inclusion.

Be aware of the subtle ways people may feel left out.

- **Help bring people up to speed.**
Pay special attention to people who are new to the team or conversation.
- **Bring the right people into conversations.**
Before you get started, pause to see if anyone is missing and invite them to participate.
- **Make sure everyone is heard.**
Get comfortable with longer pauses in conversation to make sure others have a chance to speak.

06. Take care of yourself.

Working remotely can blur the lines between work and life. Don't forget to prioritize your mental and physical well-being.

- **Build a routine.**
Set up your schedule to work when you know you'll be the most productive, and have a clear stop time when you shut off for the day.
- **Take breaks.**
Create reminders to move, eat and get outside. Break up intense activities with something fun to clear your mind. Consider shortening meetings by 5 minutes to allow time to transition between meetings.
- **Build community.**
Check in with each other, show support for those who might need it, and make space for fun and informal connection. Schedule a virtual happy hour, take an online fitness class together or create a group to share tips or funny stories.
- **Embrace life's messiness.**
Working remotely can be a great way to let others see the real you – laundry piles and all!

Tips for People Managers

Prioritize clarity, inclusion and care when leading a dispersed team. It's important for managers and organizational leaders to set a good example and go the extra mile to make sure your teams are supported, engaged and able to do their best work.

01. Set up your team's infrastructure.

Make sure your team has the right tools to communicate and collaborate effectively. This includes a laptop, [access to Workplace](#), and a [Portal](#).

- Establish a direct line of communication with each of your team members.
- Some options include weekly [1:1 meetings](#), 1:1 [chat threads](#), and 1:1 Workplace groups.
- Set up a [well-structured weekly team meeting](#) and try not to change the time.
- Check in about preferred working hours for each person on the team and limit work communications outside of those times.
- Set team expectations around reasonable response times.
- Develop a system to document and share meeting notes and decisions.

02. Focus on impact.

Set clear expectations for outcomes, not hours worked. Have an explicit conversation with each person about priorities and how you will measure success.

- Set up time to check in on progress against important goals. Consider daily virtual "standups" with teams working on critical projects.
- Post a regular summary of updates in your team's Workplace group and share video updates about key projects from you and other leaders.

03. Keep the team connected and engaged.

Stay in touch with your team through both big and small moments to create a sense of connection and a network of support.

- Kickstart weekly fun challenges in team groups.
- Encourage your team to coordinate virtual social meet ups.
- Tips for leaders of large organizations:
 - Write a post in your team group summarizing what's on your mind at the beginning and/or end of the week.
 - Host a weekly Q&A with your team.
 - Make yourself available to a broader set of people via "office hours".

04. Show care.

Reach out often to check in and offer support.

- During 1:1s, make sure people have what they need to do their best work and take care of themselves and their loved ones. People who have others to care for at home may need to take a more flexible approach when working remotely.
- Help people avoid burnout by encouraging them to stay connected to their community, get exercise, and establish boundaries between home and work. Reinforce this by modeling it yourself and sharing what's working for you and what's not.
- Make sure work is distributed evenly across the team and there is a back-up plan in place if someone needs to take time away from work.
- Avoid last-minute updates to meetings. Caregivers may not be able to react to sudden changes in schedule.

Tips for Parents and Caregivers

Remote work can be particularly challenging for parents and caregivers if kids are home from school or usual caregiving arrangements aren't available. Here are some tips to help navigate this situation.

01. Communicate your needs & prioritize results.

Let your manager know if you need flexibility to care for your family during the work day. Work with your manager to understand what results to prioritize, and channel your energy toward those, rather than worrying about which hours you're working.

02. Set boundaries with your workspace.

Communicate to family members when you need focus or privacy. This could be working from a designated area in your home, but it could also be a signal, like wearing headphones (bonus points for a noise-cancelling pair), a lamp turned on or off near your workstation, or a sign on the back of your chair.

03. Create a schedule for your family.

Parents inside and outside of Facebook have started sharing examples of schedules for keeping kids busy when caregiving is disrupted. Think about committing to share meal times and exercise breaks with your loved ones – it's a nice way to spend focused time with your family and it's necessary care for you, too.

04. Find community.

Tap into the [communities on Facebook](#) that support working parents and caregivers.

05. Educational Resources.

Many parents are looking for ways to help their children learn and stay active during the day when schools are closed or they're home sick. We've created a [list of engaging, academic-oriented resources](#) on a variety of subjects to support you during this time.

Educational Resources for Parents

Many parents are looking for ways to help their children learn and stay active when they're home for an extended period of time. We've created a list of engaging, academic-oriented resources on a variety of subjects.

01. Multiple Subjects.

- [Dancing Mat from BBC](#) // You start by learning the home row keys. Each stage builds on previous lessons, introducing new letters as you progress. Kids love it!
- [Arcademic](#) //Grades 1-6// Arcade-like games that teach a variety of subjects
- [PBS Kids](#) //Grades Pre-3// Great videos and games from one of the most trusted sources in early learning.
- [Scholastic Learn-at-Home](#) //Grades Pre-6// Daily lessons launched as four separate learning experiences, each built around a thrilling, meaningful story or video.
- [BrainPOP](#) //Grades K-8// Online resource for learning almost every subject. Courses include videos, games, quizzes, vocab, and related reading.
- [Education.com](#) //Grades Pre-12// Syncs with the standard US school year calendar.
- [IXL](#) //Grades Pre-12// Skills-based, adaptive, personalized learning in math, language arts, science, social studies, and Spanish.
- [Khan Academy](#) //Grades K-12// Created by experts, Khan Academy's library of trusted, standards-aligned practice and lessons covers math, grammar, science, history, AP®, SAT®, and more. Students practice at their own pace, first filling in gaps in their understanding and then accelerating their learning.
- [Mystery Doug](#) // Short videos that investigate and explore questions asked by real students.
- [Outschool](#) //Grades Pre-12// Live Online Classes created and taught by teachers.
- [PBS Learning Media](#) //Grades Pre-12// Standards aligned videos, interactive lesson plans, and more for just about every subject. Early learning through high school.
- [Teachers Pay Teachers](#) //Grades Pre-12// Over 3 million free and paid resources, created by educators, on the full spectrum of subjects and grade levels.
- [The Great Courses](#) //Grades Pre-12// Courses in almost every topic for all ages.

02. Art.

- [The Art Sherpa](#) // Live streaming and previously recorded videos that teach a variety of painting techniques and projects.
- [Art with Everyone](#) // Drawing and painting tutorials for all ages and skill levels.
- [Smithsonian Art & Design](#)

03. Civics.

- [iCivics](#) // Founded by Justice Sandra Day O'Connor – students learn how government works by experiencing it. They step into the role of a judge, a member of Congress, a community activist, even the President of the United States – and do the job they do.
- [State of Youth](#) // Online lessons where young people can learn about the sustainable development goals and how they can become changemakers.

04. Coding & Computer Science.

- [Tech Prep by FB](#) //Age 8+// TechPrep is a free website and resource hub to help you discover computer programming, learn about jobs available to programmers, and get matched to resources to start building programming skills.
- [Code.org](#) //Grades K-12// Online learning platform to teach students coding and computer science. Used by schools and districts worldwide, with a focus on increasing participation by women and underrepresented youth.
- [Scratch](#) // Free, online coding platform developed by MIT Media Lab for children using intuitive drag and drop visual interface that teaches coding basics. Kids can program their own interactive stories, games, and animations – and share their creations with others in the online community.
- [MicroBit](#) // If you are already using, or planning to use, video streaming tools for remote learning, you can combine them with the free micro:bit classroom tool to run your own live micro:bit coding lessons. Students do not need micro:bit devices to use the classroom, they can program the simulator in MakeCode.

05. Economics.

- [The Stock Market Game](#) //Grades 4-12// An online simulation of the global capital markets that engage students in the world of economics, investing and personal finance.
- [Financial Football](#) //Grades 6-12// A fast-paced, interactive game that engages students while teaching them personal finance skills. The latest release features 3D graphics and game-changing opportunities with audibles, blitzes and long yardage plays.
- [Financial Soccer](#) //Grades 6-12// Put your financial skills to the test with Visa's World Cup-themed Financial Soccer multiple-choice question game. It tests players' knowledge of financial management skills as they advance down the field and try to score.

06. Language Arts.

- [Night Zoo Keeper](#) // Online writing tool and library of interactive lessons. Fun, engaging games that increase vocabulary and improve spelling. Puzzles and challenges that develop grammar and structure skills. Inspiring prompts and story creation lessons that spark imaginations.
- [Reading Eggs](#) // Learn to read with online games and activities.
- [Starfall](#) //Grades K-3// Reading, educational games, stories, songs, and other activities.
- [Story Pirates](#) // Podcast of stories by children and story writing inspiration.
- [Teach Your Monster to Read](#) // Even if you know how to read – you should visit this site! Teach Your Monster to Read is a fun, adventure-based game that teaches phonics and reading along the way. Help your monster rescue a friend from the goblin king as you travel through the galaxy.
- [Duolingo](#) // Learn close to 25 different languages using a fun and intuitive app that incentivizes learning through points and levels.

07. Math.

- [Beast Academy](#) //Ages 8-13// Online math and problem solving in a comic-book format.
- [Dragonbox](#) // Math apps developed by educational experts, dedicated teachers, game developers, designers, cognitive scientists, writers and artists who are passionate about creating innovative and engaging game based learning tools.
- [Dreambox](#) //Grades K-8// Adaptive, online math program.
- [Global Math Project](#) //Ages 10+// Join students from around the world on a global math project (Exploding Dots) that is mathematical story that starts at the very beginning of mathematics, assuming nothing, and swiftly takes you on a “wondrous journey” through grade school arithmetic, high-school polynomials algebra, infinite sums, and advanced mathematics and unsolved research problems baffling mathematicians still to this day.
- [Prodigy Math](#) //Grades 1-8// Engaging, curriculum-aligned math platform. Game-based, adaptive, and personalized.

08. Science.

- [The Science Guys](#) // Educational science videos for all ages.
- [Science Max](#) // YouTube series that explores common science experiments kids do at home and “turbocharges” them.
- [Smithsonian Science & Nature](#)
- [Astronomy](#) // Universe, galaxy, stars, systems, solar system, and exploration.
- [Biology](#) // Cell structure and function, microorganisms, plants, animals and animal systems.
- [Chemistry 4 Kids](#) // Matter, atoms, periodic table, elements, reactions, biochemistry.
- [Tyler DeWitt](#) // Chemistry and microbiology videos.

- [Minecraft Chemistry](#) // Discover the building blocks of matter, combine elements into useful compounds and Minecraft items, and conduct amazing experiments with new lessons and a downloadable world.
- [Teach Engineering](#) // Digital library comprised of standards-aligned engineering curricula for K-12 educators to make applied science and math come alive through engineering design.
- [Geography](#) // Earth energy and structure, atmosphere, hydrosphere, biosphere, climates, and more.
- [Physics 4 Kids](#) // Motion, heat & thermodynamics, electricity & magnetism, light, modern physics.

09. Social & Ethnic Studies.

- [The Duwamish Tribe](#)
- [The Tulalip People](#)
- [Teaching Tolerance](#) // Free lesson plans to teach about identity and learning about one's own race and ethnicity.

10. History.

- [Smithsonian History & Culture Collection](#)
- [The 1619 Project](#) // An ongoing initiative from The New York Times Magazine that began in August 2019, the 400th anniversary of the beginning of American slavery. It aims to reframe the country's history by placing the consequences of slavery and the contributions of black Americans at the very center of our national narrative.
- [Zinn Education Project](#) //Grades6-12// For more than ten years, the Zinn Education Project has introduced students to a more accurate, complex, and engaging understanding of history than is found in traditional textbooks and curricula.
- [Big History Project](#) // A free social studies course that encourages students to have a big-picture view of the world and emphasizes skill development as students draw "mind-blowing connections" between past, present and future.
- [Mission Us](#) // An interactive way to learn history, the game immerses players in rich, historical settings and then empowers them to make choices that illuminate how ordinary people experienced the past.

11. Play & Explore.

- [150 enrichment activities](#) for children while parents are working remotely
- [Online Karate Lessons](#)
- [Ideas for Social Distancing with kids](#)
- [A Principal's List of Things to do during COVID Closures](#)

12. Digital Skills & Wellbeing.

- [Get Digital](#) // Leverage Facebook's new Get Digital program to teach key digital citizenship and wellbeing skills and empower everyone to create safe, inclusive and supportive online communities.

- [Yale Center for Emotional Intelligence](#) // Managing Anxiety around COVID-19
- [Talking to Children About COVID-19 \(Coronavirus\): A Parent Resource](#)

13. Elderly Care.

- [AARP](#) // Resources for family caregivers to get prepared and reduce a loved one's exposure to the virus.
- [Outpatient](#) // The Outpatient app connects your staff managers, resident family members and potentially even medical professionals in a secure virtual collaboration space. The newest version of the Outpatient App will contain a Virus Tracker module specifically designed to coordinate tracking symptoms like Fever, Cough, and Shortness of Breath. Outpatient is offering free access to their platform until July 1st.

Virtual Team Meeting Tips

Here are the main things to think about when you're preparing for and running a meeting.

01. Basics.

- **Ensure the team can make video calls.**
Video creates a sense of connection and makes it easier to fully participate.
- **Give everyone access to a collaboration site and shared drive.**
Keep agendas, notes, and documents in a place where everyone can see and add to them.
- **Establish and commit to a regular schedule.**
Schedule team meetings for a time that works for all time zones represented in the meeting. If this isn't possible, consider trading off time zones. If you have to move a meeting, ask if it works for others, particularly if the meeting falls outside of someone's working hours.

02. Prepare for the Meeting.

- **Solicit agenda topics.**
Ask your team for agenda suggestions.
- **Share the agenda in advance.**
Include links to pre-reads, project updates or context people will need before or during the meeting.
- **Prep with presenters, if needed.**
Ensure people who are presenting or leading discussions are prepared and clear about their goals (including time limits).
- **Set expectations.**
Be clear with the team that they should review the meeting agenda and any supporting documents before the team meeting.

03. In the Meeting.

- **Designate a timekeeper and note-taker.**
Rotate this responsibility so one person does not have this role too often.
- **Ensure everyone is visible.**
Particularly for remote participants, camera visibility and eye contact with cameras is important. Make sure that everyone in the meeting can be seen during the meeting.
- **Avoid background noise.**
Remind people to mute themselves when they're not speaking and to use headphones to improve audio.
- **Make sure everyone is heard.**
If Wifi is spotty, call into the meeting or turn off video. Create pauses to give people an opportunity to speak up and share their thoughts. Pay attention to non-verbal cues follow up with people after the meeting who might be more comfortable sharing thoughts one-on-one.
- **Avoid side conversations.**
Having side conversations, even on mute, can be distracting and negatively impact collaboration. Actively work to keep the team focused and engaged.
- **Capture actions and owners.**
Reserve a few minutes at the end of every meeting for a wrap up. Increased accountability and clarity are particularly important for remote teams.

04. After the Meeting.

- **Put the notes on the team's shared drive or in the team's collaboration site.**
Notes saved by date of meeting allow for a running record of conversations and help keep everyone on the same page.

1:1 Guide for Managers

Dedicating time for regular one-on-one connections with your team is one of the best ways to support them, especially when working remotely.

01. Prepare for the 1:1.

- **Schedule a standing weekly meeting with each person you support.**

This meeting can be 30 minutes or longer, or more or less frequent, depending on what you both need. Times of change, before critical project milestones, or during someone's onboarding period are good times to consider longer or more frequent 1:1s.

- **Don't miss 1:1s and try not to reschedule unless requested by the person you support.**

Make sure you're having 1:1s with everyone and in a format (location, structure) and time that works for them.

- **Keep a shared agenda document and/or use a 1:1 Workplace Group where you can both add topics.**

Link to other documents you may use in your 1:1 including goals, expectations, roadmaps, or career plans.

- **Empower the people you support.**

Ask them to contribute agenda topics. Add any topics you have for them after they've added theirs. Some people may not know what is important to cover, so be prepared to ask questions to understand work blockers or areas where a status update is needed.

- **Review actions items.**

Review actions items from the last 1:1 and make sure you have completed the actions you both committed to.

02. During the 1:1.

- **Check-in (5-15min)**

How are you? How are you feeling about your work this week? What are you excited about / apprehensive about?

Showing deep care for people helps you build trust and better understand someone's experience. Ask open-ended questions, and then LISTEN. Be open to changing the agenda of the 1:1 if needed, based on how the person is feeling and what support they need in the moment.

- **Provide support on near-term work (15-30min)**

What's been going well/not so well this week? Why?

Focus on areas in the work or relationships where you can help. Help people get to solutions by asking open-ended questions, and ask what specific things you can do to help unblock if needed. Ask about projects that are coming up and what they might need from you as they get started.

Additional Questions:

- *What roadblocks are you running into? How can I help?*
- *What work has given you the most energy?*
- *What work are you finding most challenging? How can I help?*
- *What are some risks that could prohibit you from keeping the work moving?*

- **Ongoing Feedback (10-30min)**

You may not be able to give and receive feedback every week, but the goal is to be as timely as possible.

- **Giving Recognition:**

You did really great work on [project or meeting or presentation] this week. I noticed that you [name specific behaviors you observed that you know they have been working on].

1:1s are also a great time to recognize people for improvement in areas they have been working on, or successes in XFN relationships, or other project or career-related milestones. Tie recognition to the impact it had, and reinforce that these are behaviors they should keep doing.

- **Giving Constructive Feedback:**

This week I observed an area of growth for you that I'd like to talk about./ This week I got feedback from one of your peers on an area of growth for you that I'd like to discuss.

It's critically important for everyone to get the ongoing feedback they need to improve. Be specific, and emphasize support for the person's growth.

Constructive example:

- *One of your peers noted that you missed a deadline this week that slowed down their own work. I'd like to hear how you experienced this, can you tell me a bit more? [if feedback is needed] – Although it's normal to adjust timelines as many things can be out of our control, I'd like to see you communicate any delays more proactively. That looks like [describe expected behavior]. I'm giving you this feedback because we have high expectations, and I know you can reach them.*

- **Asking for Feedback:**

It's important for me to get honest feedback from you. I want to make sure I am supporting you as well as I can. What are 1-2 ways I could support you better?

Asking for feedback helps you improve, and it sets the tone for an open and honest feedback relationship. Remember to thank them for feedback, and find ways for them to see you put their feedback into action.

Additional Questions:

- *What is one thing I did this week that I could have improved?*
- *What do you wish I did more/less of?*

03. After the 1:1.

- **Periodically ask how your 1:1s are going.**

What, if anything, might need to change about the length, frequency, or agenda for these meetings?

- **Reflect on the 1:1.**

Ask yourself:

- *“How much did I listen vs. talk?”*
- *“Were my feedback examples specific?”*
- *“Did I follow up on the things I promised?”*
- *“Did I understand and clarify the different types of support the person needs from me to execute?”*
- *“Where is my relationship with this person? What could I do differently to strengthen it (if anything)?”*