YOUR GUIDE TO ESTABLISHING A SUCCESSFUL Virtual Work Environment





Executive Summary

The unprecedented spread of COVID-19 continues to impact our daily lives, communities and world of work. As a result, remote work has become the new normal. What began as an alternative for few has become a necessary way of life for millions to ensure health and safety.

As we get through these challenging times in business, Kforce is committed to helping our customers manage the transition. That's why we've collected the best work from home (WFH) guidelines, tips on managing remote teams and real-time advice from our Kforce experts across the country. Let's navigate these new uncharted waters together.

We Love What We Do. We Love Who We Serve. $\ensuremath{\mathbb{R}}$

And, that starts with you.

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Guiding Principles

BE FLEXIBLE, COMPASSIONATE AND NIMBLE

In these unprecedented times, things are changing constantly. Real-time adjustments are expected and that includes leading with more empathy as we navigate these rapidly evolving times.

CHECK IN MORE OFTEN

As more workspaces transition to remote work, it's essential to stay connected. Leverage video tools and technology to maintain rapport with your team and stay updated on activities.

ESTABLISH DAILY AND WEEKLY GOALS

Maintain alignment by sharing daily and weekly goals. In this current high-pressure environment, it's vital to celebrate wins to ensure morale. When shortcomings occur, be sure to fail fast and pivot accordingly.

UPDATE PRIORITIES FREQUENTLY

The world is changing fast, and so is our pace. Re-establish daily and weekly goals as things evolve. Then, routinely update priorities with your team to keep everyone on the same page.

KEEP BUSINESS MOVING

Although many things are coming to a halt, business remains a top priority. If traditional avenues are temporarily closed, get innovative and creative by taking advantage of unique opportunities, even if it is different business.

DON'T STOP HIRING OR ONBOARDING

If you're in the position to bring on new talent, don't hesitate to explore your options. There will be great talent in the market, just like during the last market shift. Companies who make the most of this opportunity will reap the benefits.

OFFER NON-TRADITIONAL BENEFITS OR AWARDS

During this time, it's critical to think out of the box to attract and retain talent. People will look back at this period and remember how you took care of them. What you offer and do today will play a big factor in future retention.

Staying Connected



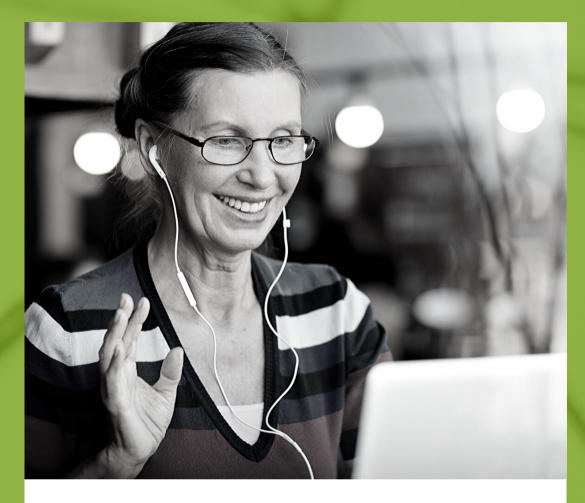


LEVERAGE COLLABORATION TOOLS

Leverage programs like Microsoft Teams, Slack and Zoom to stay connected with your team and customers. It's imperative to stay in touch during this challenging time. Thanks to modern technology, hightouch communication is still possible.

MAKE EVERY MEETING A VIDEO MEETING

While phone calls can certainly relay a message, video is the next best thing when it comes to face-to-face chats. Use digital video when possible to maintain communication whether it's a check-in, stakeholder or update call.



CONDUCT WEEKLY GROUP CHATS

Managing difficult times and collaborating on solving challenges requires open, frequent communication with multiple feedback channels. Be sure to discuss struggles, best practices and ideas to facilitate support and optimize results.

Staying Connected

TAKE A BREAK AND HAVE FUN

These are stressful times, and we have to find unique ways to maintain bonds and morale. Consider virtual coffee breaks, lunches, workouts, happy hours, digital threads or learning sessions to encourage social interaction and entertainment.

HAVE 1:1'S

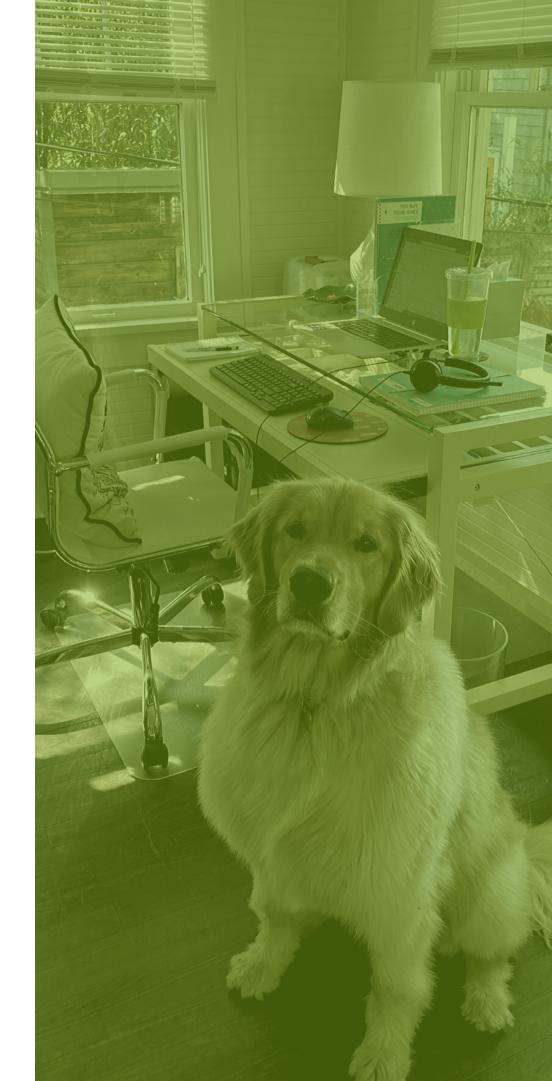
Schedule reoccurring sessions with individual team members to get in-depth updates and additional perspective outside the group. This is also a great opportunity to provide real-time guidance and support to associates in this highly climactic time.

RECORD WINS AND CHALLENGES DAILY

Being mindful of your achievements and struggles helps you proactively identify best practices for your new routine and a plan of action to address current challenges. This will also help organize your thoughts as you prepare items to share in weekly meetings.

HOST A BOOK OR SKILLS CLUB

Use education as an opportunity to maintain connections with your team. Everyone can learn something new together. When considering what to learn, evaluate areas of opportunity for cross-learning or skills that can be improved on largely as a team.



"Now, more than ever, it's important to truly connect with our people in a meaningful way and provide the opportunity to express challenges and engage with others on a human level.

Our team hosts a daily whiteboard huddle on camera. We spend the first few minutes checking in and sharing Netflix recommendations. We also leverage Microsoft Teams not only for collaboration, but also for fun. We have a specific channel where we answer the question of the day, from desired superpowers to favorite home-cooked recipes.

During these unprecedented times, we must focus on being strong for our people and bringing levity to our conversations. We have to remember we're all in this together."

> Crystal Early, Kforce Senior Manager, Recognition and Creative Services



Maintaining Productivity

PROVIDE FLEXIBILITY

For many organizations, work may ramp up due to the current circumstances. Moreover, social distancing may affect people's personal lives as we transition to remote work. Practice empathy by increasing your flexibility to completing work within the day rather than eight hours to promote work-life balance.

ESTABLISH OR RE-ESTABLISH SLA'S

Things are constantly changing within this rapidly evolving climate. That's why you should reprioritize service level agreements on a daily and weekly basis. Be sure to set realistic deliverable dates and over communicate to stakeholders to establish alignment and expectations.

REALIGN TEAM WORKING AGREEMENTS

Different times call for different measures. If needed, try assigning smaller or sub-team tasks to tackle work. Re-imagining how we approach work is critical during this time. Traditional routes may not be feasible in this unconventional world of work.

REASSESS PROCESSES

If Agile, assess sprint goals and point systems based on new environments. Teams might need time to re-establish speed and execution if there are tech issues.

Maintaining Productivity

CONDUCT DAILY VIDEO STATUS CALLS

Check in each day to establish progress and evaluate what is or isn't working, including tech issues. It's important to maintain continuity by being aware of success and current challenges that need to be resolved.

Transitioning to new work environments requires new routines. Find a schedule to ensure you maintain productivity throughout the day. Also, consider sharing your calendar/time blocks to provide transparency with others about your bandwidth.

EXPECT THE UNEXPECTED

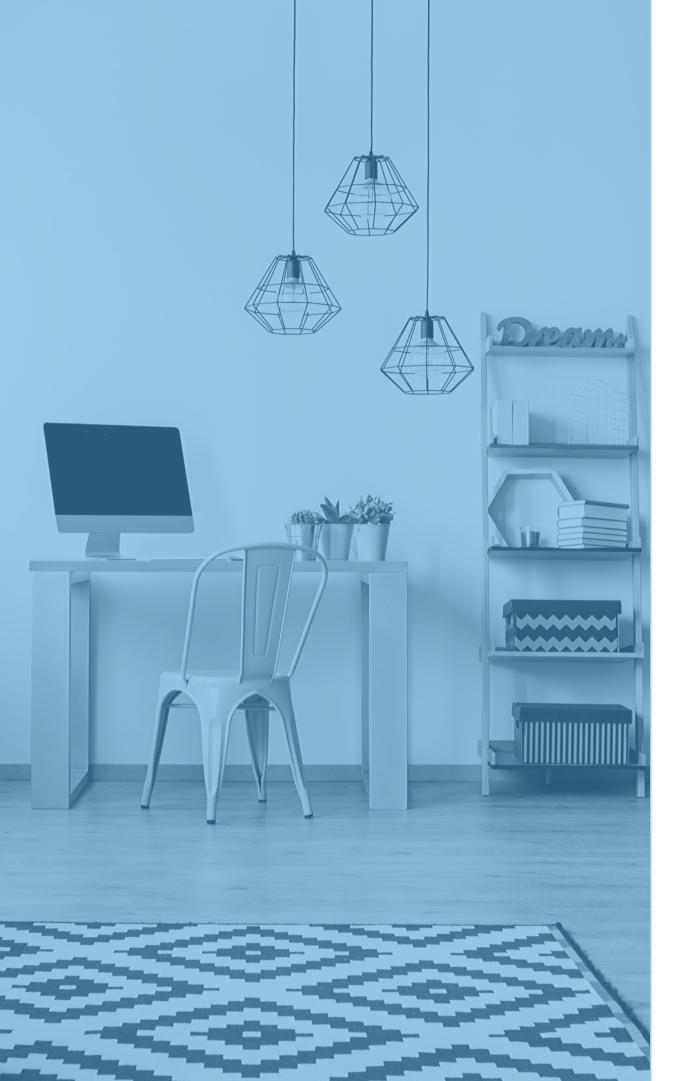
These unprecedented times will continue to be unique in unforeseen events. Team members may coordinate unplanned time away to care for family or other emergencies. Establish an internal process to stay informed and be sure to have calendars and online statuses updated.

ESTABLISH A SCHEDULE AND STICK TO IT

"Shifting to full-time remote while managing a team of 17 people has required transition across how we operate in this work-environment.

I work harder to maintain engagement by increasing communication and providing various incentives to keep my team motivated for success. We have contests, multiple daily check-in calls and team updates to ensure that the team is aligned and inspired to produce results."

Audra Woods, Kforce Director, National Delivery



CREATE A COMFORTABLE SPACE

Your dedicated work-from-home area should be a relaxing place that inspires you to produce to the best of your abilities. If needed, try replicating your formal office work environment at home. If you need a two-monitor setup in the office or photos to decorate your desk, recreate that at home. Lastly, make sure this area remains clean so you can stay organized and productive.

SETUP FOR SUCCESS

Not only should you be comfortable in your new workspace, but you should also have the appropriate tools for success. Having high-speed internet and a reliable router is vital to maintaining connectivity. Be conscious of bandwidth constraints. Close out of programs that you're not using throughout the day to optimize speed. Most importantly, make sure you have the resources you need like equipment, writing utensils, note pads, a printer, a headset and an ergonomic chair to make work life easy.

MINIMIZE DISTRACTIONS

Find a quiet location where you concentrate on your work. It's always a good idea to choose a workspace situated away from household noises or potential disturbances that can reduce your engagement during work. If you're managing a family while at home, establish common quiet hours, break periods and guidelines for what constitutes an acceptable disruption.

Workspace

"We've spent time creating collaborative, functional and comfortable workspaces in our offices for our great people. Now that we're all remote, I encourage everyone to be mindful of the type of workspace that will benefit them the most.

For me, a change of scenery throughout the day is so important. I've discovered that one of my favorite places to take conference calls is from the comfort of my screened porch."

> Dan Keating, Kforce VP, Procurement and Real Estate





EXPLAIN THE RISKS

Ensure business leaders understand the dangers created when employees work outside of enterprise-managed systems. Likewise, employees need to understand that working remotely still requires security measures like not using unauthorized personal devices for work. They also need to be aware that attackers will try to exploit fears, curiosity and uncertainties that occur during a crisis. Employees should be additionally abreast about fake coronavirus domains that only intend to breach networks.

ALIGN INTERNAL IT TEAMS

Ensure your help desk and other support staff have clear guidance on how security incidents should be handled in the current environment. This will be critical in managing and resolving issues effectively.

INFORM AND TRAIN YOUR WORKFORCE

Partner with your communications team to engage and educate your workforce about spotting social engineering, and what to do if they see it. Don't focus on just email phishing attacks, but also highlight other methods which include phone calls, texting, social media and fake news articles.



Security

UPDATE NETWORKING EQUIPMENT AND SOFTWARE

Make sure your employees' home networking equipment is up to date. Update firmware and operating systems on all corporate devices and home networking equipment. Also, make sure the default admin password is changed, and remote administration is disabled.

BEWARE OF PHISHING

There has been a considerable increase in phishing attempts. Watch out for emails and files received from unknown senders. Most importantly, avoid emails that request sensitive information, check a sender's email address for authenticity, and don't open suspicious links or attachments. You should also instruct employees to report these messages immediately when discovered.

MONITOR EMAIL USAGE

Examine email correspondence for the presence of sensitive information. Detect whether employees or business partners are using email to share private data.

PRIORITIZE VPN USE

Use a virtual private network (VPN) whenever possible outside the office, whether at home or on public networks. This tool will help add a layer of protection over sensitive data and information. For an extra level of security, use multi-factor authentication where applicable.

MAINTAIN SEPARATION

As we transition to work from home, it's important that we also maintain security with our devices from others we come in contact with. Don't allow children, family or friends to use business devices for personal activities.



"The COVID-19 pandemic has impacted all areas of society. Cybersecurity considerations have especially been crucial during this time as cybercriminals take this opportunity to further their breach efforts.

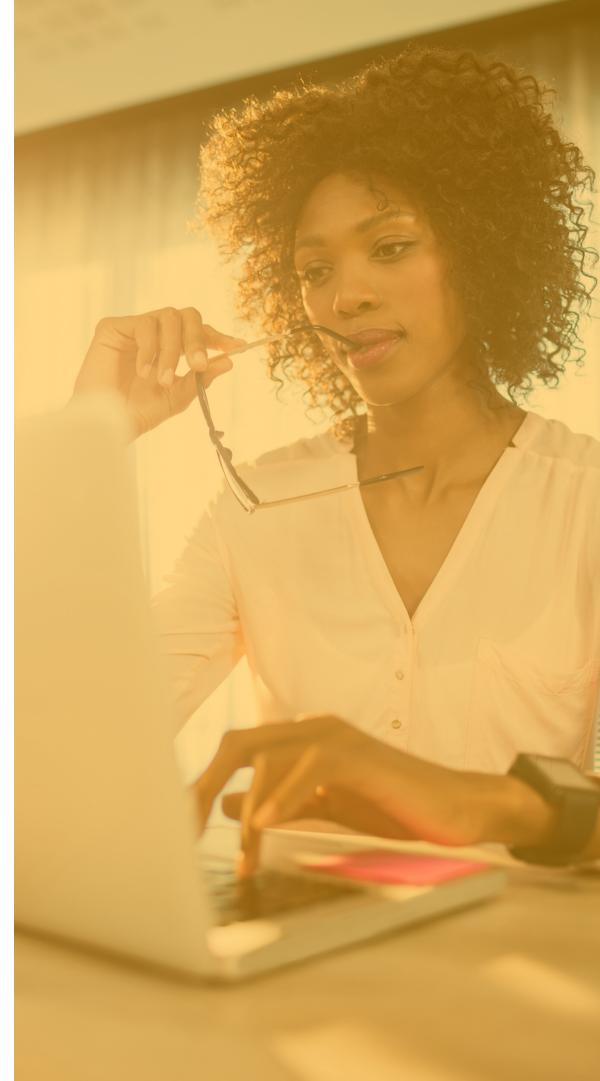
This pandemic has also created business continuity, confidentiality and data integrity challenges. Many companies have retooled and expanded remote access as employees have been forced to work remotely. In this climate, it's imperative to validate security posture to ensure controls are fully operational and validate endpoint configurations.

Now, more than ever, companies are becoming more creative in how they can help their customers and protect information. Cybersecurity teams must work with business leaders and other partners collectively to help solve these business opportunities and challenges.

At Kforce, we have been fortunate to have pre-planned for remote workers, business continuity challenges and breach attempts. Since the COVID-19 pandemic, we have evaluated current security policies, VPN configurations and capabilities, including validating profiles and ensuring multi-factor authentication. We've also increased security awareness, training communications and discussions on cyber insurance limits and policies.

Internal and external partnerships are critical to successfully navigate troubled waters during these turbulent, unpredictable times. We continue to strive to be a positive, contributing member of our client's cybersecurity supply chain.

Security is everyone's responsibility."



Hardware and Software



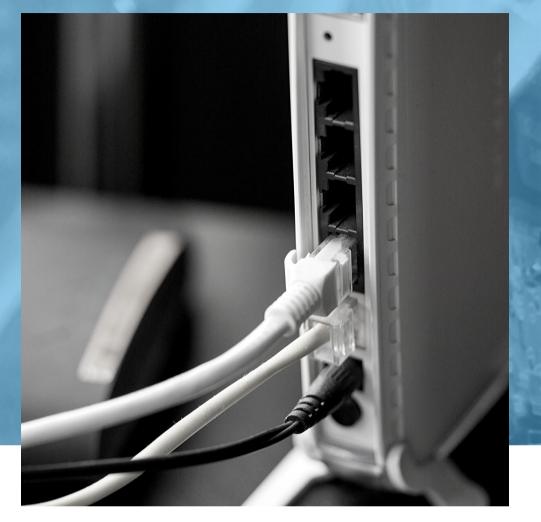


PREORDER AND PRE-CONFIGURE LAPTOPS

Order and set up computer equipment to align with your hiring and consultant budget. Also, prepare for potential and unexpected needs when configuring equipment. This will help reduce backlog and disruption if a future issue arises.

PLAN YOUR DISTRIBUTION

Be sure to develop a process to distribute hardware to your remote workforce. Consider the capabilities you currently have and the ones you need to maintain business continuity. This includes computer equipment, network access and security measures for accessing private company information remotely.



ENSURE BANDWIDTH IS ADEQUATE

Having the proper bandwidth is essential for efficient remote work. You
should anticipate increased traffic via a
VPN connection and potential strain on the gateways to those services.
Develop a solution to ensure that network
pathways have the proper capacity to manage the uptick in usage.

Hardware and Software

IMPLEMENT A CHAT TOOL

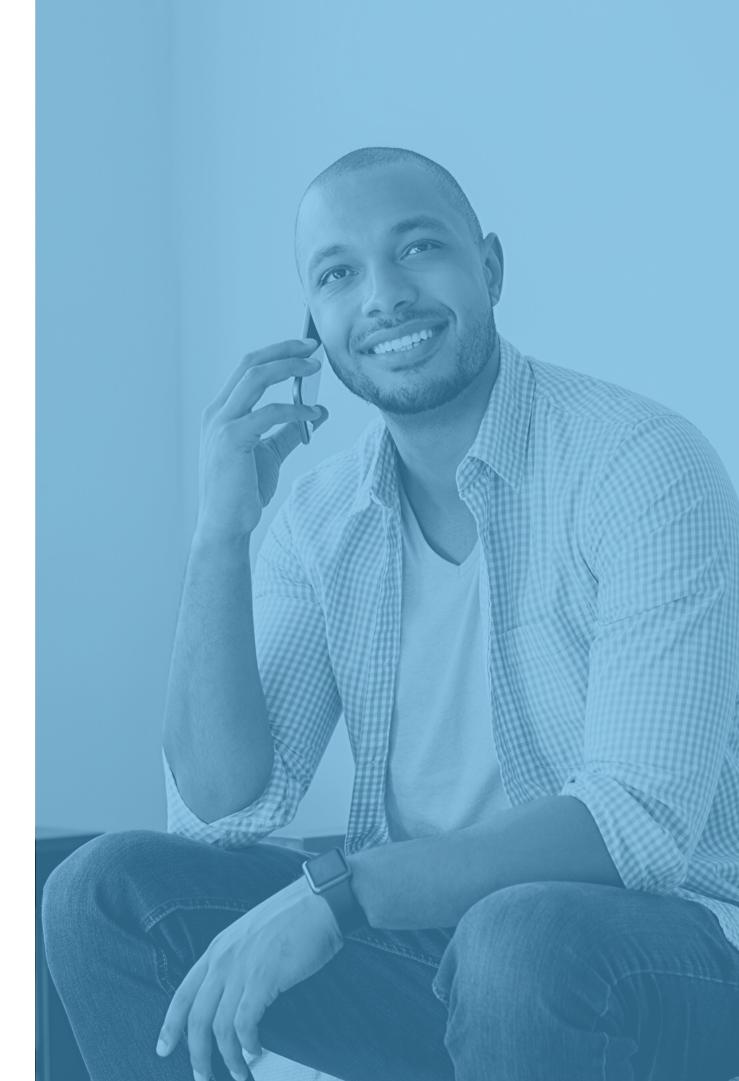
One of the biggest challenges in remote work is communication. Programs like Slack, Jabber, Microsoft Teams and Skype help ensure real-time communication between team members and departments. Implementing chat channels on these platforms gives associates the ability to discuss work, brainstorm ideas and stay connected.

INVEST IN VIRTUAL TOOLS

Whether it's a digital whiteboard or meeting software, technology can help your team maintain collaboration. When considering virtual tools, consider what capabilities you need to facilitate teamwork. For example, some video software can only accommodate so many users in view at once. Zoom can accommodate many people, while Microsoft Teams can only feature four video streams at capacity.

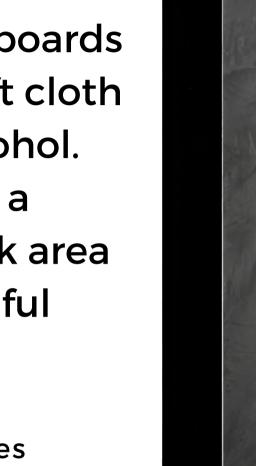
GATHER FEEDBACK

Creating feedback channels about current technology experiences and communicating best practices will be critical to preventing and addressing work-from-home technology issues as they occur. Sharing practices like calling in from a cell phone versus VOIP audio to achieve better quality calls and other tips can make all the difference to associates when transitioning to remote work.



"Now, more than ever, it's important to remember to keep your devices clean and sanitized to help thwart the spread of COVID-19. Surfaces, laptops, keyboards and mouses can be gently cleaned using a soft cloth dampened with 70% isopropyl rubbing alcohol. Electronic device cleaning wipes are also a good cleaning tool. Be sure to clean your work area frequently to maintain the spread of harmful bacteria, viruses and germs."

Joe Buccini, Kforce Director of Technology Services



Managing Projects or Products

REDEFINE AND REPRIORITIZE

With the current disruption of COVID-19, companies should review current priorities and firm needs on a daily and weekly basis. Consider what is critical to complete now and what initiatives should be executed next. Also, be also prepared to pivot quickly to ensure you meet business demand and any upcoming opportunities.

EMBRACE OPPORTUNITIES

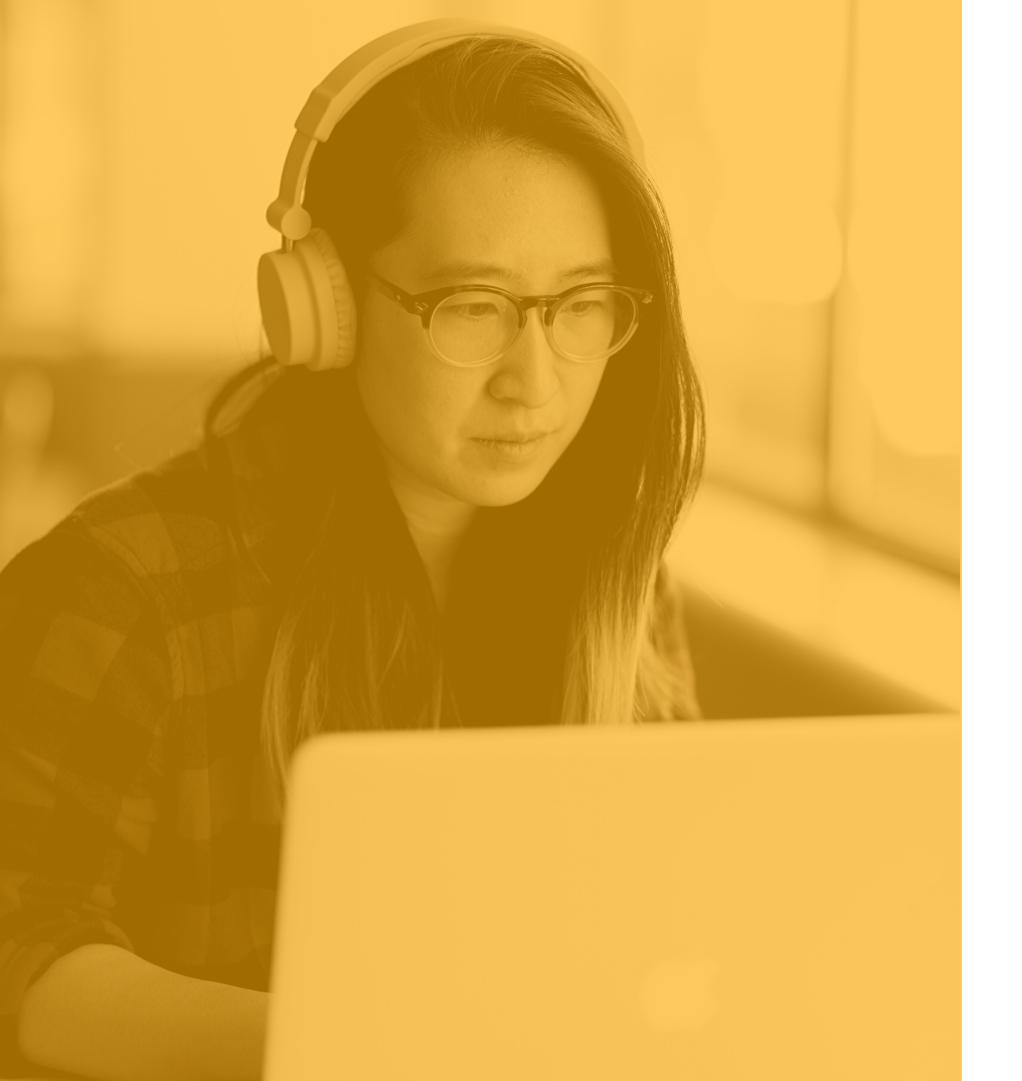
Be proactive in looking for new opportunities to help benefit the current and future landscape. Consider what technologies and new business prospects can make a difference to your oganization for the short and long term.

RE-ESTABLISH YOUR MISSION

In difficult times, it's advantageous to reiterate your call to arms to foster alignment and boost employee morale. Remind your associates about their purpose and impact on your company's overall mission to revitalize your base and increase productivity during this stressful period.

EVALUATE PROJECTS AND RESOURCES

The current environment and economy may have a significant impact on your business as federal authorities mandate social distancing. Be prepared to assess current initiatives, overseas functions and the resources needed to execute them.



"Collaboration and communication are critical when managing projects and products, especially in a distributed environment. As so, a distributed Scrum team should continue its daily early morning scrum activities.

At Kforce, we use Microsoft Outlook and Teams to manage our digital meetings and communications. When you create a recurring meeting within these platforms, Teams will create a designated chat for that meeting's duration of recurrence.

Use this chat throughout the day as an 'open channel' for ad-hoc instant messaging or voice conversations. Doing so will empower your team to simulate a co-located work environment outside the office."

Steven Shapiro, Kforce Sr. Technical Program Manager

Onboarding and Training

TRAIN THE TRAINERS

These are unprecedented times, and it's important not to assume your trainers will know how to work in this new environment effectively. Conduct a daily status meeting with your team to give real-time feedback.

SHARE A DIRECTORY

Give your new associates a sense of their team members via a directory. They can use this contact information to identify their new coworkers and who's responsible for what function within your organization. You can also implement a clear escalation list to give insight into how things should be handled or a buddy system to foster camaraderie and support.

ONBOARD REMOTELY

Organizations can ship a consultant's laptop and corresponding swag that a new hire is expected to get on day one. You can also schedule a kick-off call with your IT help desk for a VPN setup and troubleshooting for any potential work-from-home issues.

New associates should get to know their team members, even when remote. Schedule virtual meetings so they can meet their new coworkers and introduce themselves. It's pivotal during this time that teammates explain their role and how they'll be working together with new hires to give an initial sense of how the team operates.

ARRANGE VIRTUAL MEET AND GREETS



Onboarding and Training

PREPARE EQUIPMENT

Speed during your transition will be a definitive driver for your business continuity when bringing on new employees and facilitating training. If possible, order additional laptops in advance and have them generally configured to avoid delays.

DESIGNATE TRAINERS

Assign specific people who will be responsible for different onboarding processes. During this time, it may be possible that it might take two or three associates now versus one like before to enable completion of daily tasks.

LEVERAGE DIGITAL TOOLS

Social distancing advises organizations to avoid in-person social interactions. That's why screen sharing and video conferencing for training will be a necessity during this work from home transition. Familiarize yourself with these tools and their functions to fully optimize your sessions.

SET DAILY GOALS

Maintain productivity by creating frequent goals, tracking accomplishments and acknowledging challenges. Consider also assigning metrics to review and evaluate associate performance during onboarding. In this current climate, it's imperative to strike a balance of practicing compassion toward home life and exercising diligence when completing tasks.

4 Pillars of Onboarding and Training a Remote Workforce

Marcus Baum, Kforce Manager of Learning and Development

CONNECTIVITY

Communication frequency and clarity have been our guiding principles during this experience. Establish a cadence for frequent communication to ensure your new team members not only feel welcomed, but are aware of defined expectations within their role and onboarding experience.

AGILITY AND FLEXIBILITY

Unexpected requests and challenges are inevitable in these circumstances. Be flexible with your team and stakeholders as you navigate these uncharted waters together.

TEAM COLLABORATION

Effective training in a remote environment is truly a team effort. Involve your teams and top performers to contribute to your new hire's onboarding success. This will foster team connectivity in a distributed environment.

LEVERAGING YOUR LMS

We have made it a priority to leverage our learning management system's functionality fully. Most learning platforms have the opportunity to create virtual classrooms and platforms for collaboration, coaching and practice.





We Love What We Do. We Love Who We Serve®.

