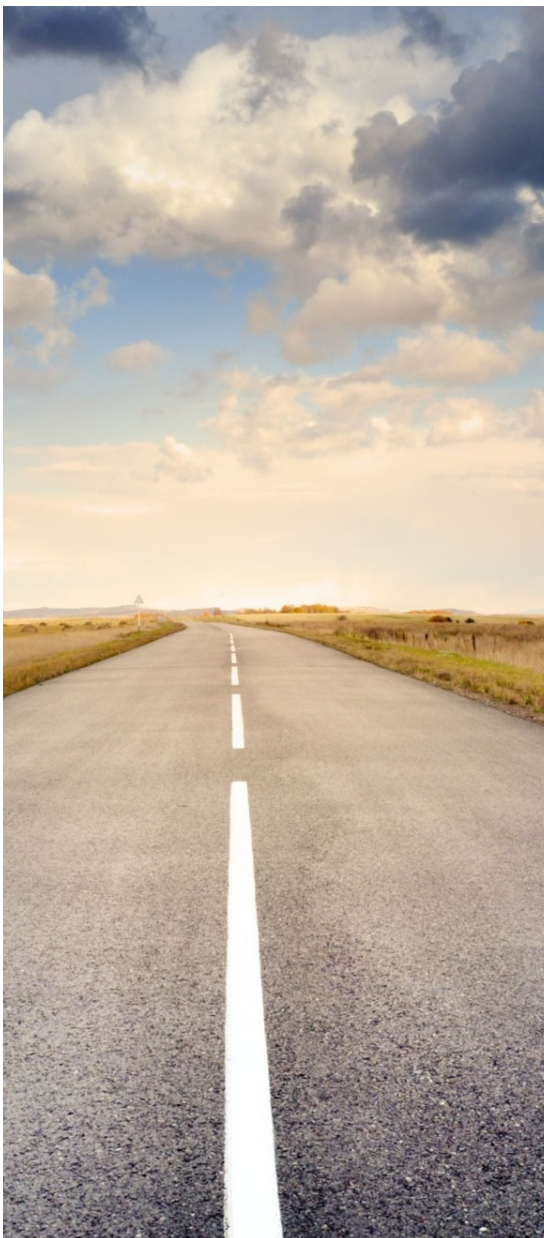


Remote Playbook for SMEs



grow remote

Building a remote-first company can be a challenge



As a remote-first start-up, we understand the need for help and guidance from others who do remote really well.

The Remote Playbook for SMEs has been designed especially for small and medium-sized enterprises.

It contains practical guidance and insights gathered directly from some of Ireland's leading remote-first companies.

If you are a remote-first company and would like to contribute your expertise, send us an email to hello@growremote.ie and we will be happy to speak with you.

You can find more resources for employers including our training programmes at www.growremote.ie/employers.

Everything you need to be a great remote employer

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With insights from leading remote-first companies

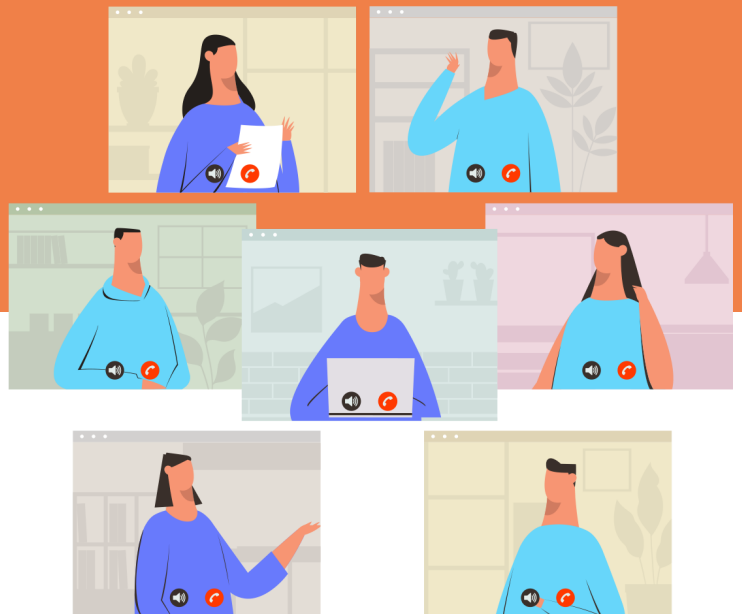
This playbook has been co-created in partnership with Ireland's leading remote-first companies. These organisations have shared their experiences, insights and expertise with us to enable us to help other organisations on the remote-first journey.



With thanks to our supporters:



Section 1: Building a remote working policy



1: Building a remote working policy

1.0. Why do companies need a remote working policy?

Recent research by the National University of Ireland Galway and the Western Development Commission has revealed that three-quarters of organisations have not yet finalised their remote working policies.

Having a remote working policy that is clearly documented and understood by everyone in the organisation will mitigate compliance risks, provide clarity, enable companies to attract and retain talent, and help organisations to scale remotely.

Furthermore, according to the draft Right to Request Remote Working Bill 2022, companies in Ireland will be required to have a written remote working policy that is shared with all employees on commencement of employment and thereafter at least annually or when amended.

What should the remote working policy include?

- The remote working approach
- The remote working model
- Office access
- Working hours
- Requirements for working remotely
- Security
- Work from home set up
- Health & Safety
- Relocation/mobility policy

In addition to the list above, in Ireland a company's remote working policy must include information on how remote working requests will be managed and the timeframe for making decisions.

1: Building a remote working policy

1.1. The remote working approach

The first step in a remote policy is to clearly outline the company's overall approach or philosophy towards remote work, which will set expectations and give everyone clarity from the outset.

Approaches to remote working usually fall under one of these three categories:

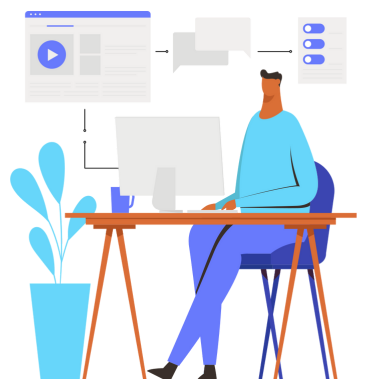
Fully remote: a fully remote company does not have any physical office space, the entire team is distributed. Some fully remote companies allow their employees to work anywhere in the world, while others only hire in certain jurisdictions. Examples of fully remote companies hiring in Ireland include Shopify, Automattic, and Grow Remote.

Remote-first: a remote-first company may have physical offices but they operate a 'remote by default' model, meaning everything is optimised for remote work, regardless of where people are working from. Physical office space may be available for people who need them or used for collaborative purposes such as training or team building.

However the majority of employees work outside of the office. Examples of remote-first companies hiring in Ireland are Nearform and HubSpot.

Remote-friendly: a remote-friendly company allows employees to work remotely, but primarily operates an office-first model. Employees may work from home, but there may also be a certain number of days they have to spend in the office. Office space is used for individual work as well as collaboration, and processes, systems and policies are built around the office as the primary place of work.

Tip: Many companies are opting for the remote-friendly option as a compromise between fully in-office and fully remote, but there are many challenges with this model. This excellent [article](#) by Doist outlines the pitfalls of being remote-friendly.



1: Building a remote working policy

1.2. The remote working model

Now that you have defined your approach to remote work, you should document your model in more detail. There are many different models for remote working so you should clearly outline how your model works in your remote work policy.

For example: Can employees only work from their homes? Or can they also work from co-working spaces? Do you offer the option for employees to work from the office if they choose? If you offer different options for employees to choose from you should document them in your remote working policy.

You should also outline how people can opt in for particular options - for example, do they have to choose at the start of the year what model they will work under? Can they change options if they wish? What is the process for opting in and changing models?

Case Study: HubSpot's remote-first model

Remote-first employer HubSpot offers a hybrid model for their staff. Employees can choose their preferred option based on how they do their best work.

@office: You come into a HubSpot office 3 or more days per week. You have a dedicated desk and you do not get a work-from-home (WFH) desk set up.

@flex: You come into a HubSpot office 2 or fewer days per week. When you come to the office, you are allocated a "hot desk". Because you opted out of dedicated desk space in an office, HubSpot will help support your WFH set-up.

@home: You work the majority of your time from home. HubSpot provides everything you need for your WFH set-up.

1: Building a remote working policy

1.3. Office access

Some fully remote SMEs still retain an office space, which they use for certain events, such as client meetings or training. If you do have an office you should describe the policy around accessing these premises in your remote working policy.

It is important to bear in mind that your office access policy may change depending on COVID restrictions.

1.4. Working hours

Many remote companies offer flexible working schedules where employees can choose their start and finish times depending on their circumstances, while others have to adhere to set hours for business purposes. Whatever model you work under it is important that you outline this clearly in your remote working policy.

Important: Employers should always adhere to the requirements of the [Organisation of Working Time Act 1997](#) and [Code of Practice on the Right to Disconnect](#) when defining employee's working hours.

1.5. Requirements for working remotely

Your remote working policy should include the details of what your employees need to have in place to enable them to work well remotely.

For example, you can mandate that they need a quiet work space where they can work with minimal interruption, and a reliable internet connection.

However, you should also allow for the fact that employees working from home may face interruptions now and then and that your company culture is accepting of these as a normal part of life when working remotely.

1.6. Security

Your remote working policy should detail any specific policies in place at your company around security.

For example, do your employees have to access systems through a VPN? Are there standards or requirements for passwords, or policies in place around theft or loss of equipment?

1: Building a remote working policy

1.7. Work from home set up

Your remote working policy should include details of the equipment that you provide to your remote employees to enable them to work remotely. You should outline what is included in your standard set up package: eg. Laptop, mouse, keyboard, and how and when this is sent to new hires.

If your company offers an allowance for employees to purchase items such as desks, chairs this should also be outlined in the remote working policy plus the details of how the process works.

Your remote working policy should include any guidelines for your staff on how they can access what they need to set up their home offices. For example, you could include:

- Recommended vendors for the best standing desks or other equipment your staff need to set up their home offices.

Tip: Encourage your employees to share what they are buying for their home offices so you can build a database of recommended products, and get discounts if you are bulk buying.

Work from home (WFH) set up: what is common practice for remote employers in Ireland?

Most remote employers offer an allowance for staff to buy WFH equipment such as desks, office chairs etc.

This allowance can range anywhere from €250 to €1500 for the initial home office set up.

Some employers also offer a monthly allowance for WFH expenses such as electricity and heat but this is much less common. In Ireland, an employer can pay up to €3.20 per day without incurring any tax.

Alternatively the employee can claim up to 30% of vouched expenses for electricity, heat and internet services for days spent working from home.

1: Building a remote working policy

1.8. Health & Safety

The remote working policy should include information for employees on the organisation's health and safety policies.

In Ireland, it is the employer's responsibility to ensure the health and safety of employees. If an employee is working from home, the employer is obliged to ensure the home is a safe place for them to work, as far as is reasonably practical. There are numerous pieces of legislation covering Health and Safety at work which can be found on the [Health and Safety Authority's website](#).

To help employers, the HSA has made a [Home Working Risk Assessment Checklist](#) available. At Grow Remote have also made our Working from Home Self-Declaration questionnaire publicly available to view [here](#).



1: Building a remote working policy

1.9. Relocation/mobility policy

Since the shift to remote work, many employers have been dealing with requests from their staff to relocate outside of the country, for example international staff who want to spend time closer to family in their home countries. Recent high-profile media reports about companies such as Facebook and Dropbox offering the option to relocate to their staff means many companies are wondering if this is something they also need to offer if they are to remain competitive in the 'war for talent'.

Therefore, it is important to include a statement in the remote working policy which clearly outlines the relocation/mobility policy of the organisation and the rationale behind it.

However, defining this policy can be challenging for SMEs as they do not always have the in-house resources or expertise in place to ensure they are managing these requests compliantly. Issues which can arise from longer-term relocations abroad include employment contracts, employment rights, payroll, social security, benefits, and taxation issues.



1: Building a remote working policy

1.9. Relocation/mobility policy (continued)



Short term relocations abroad

Employer of Record Boundless outlines the best practices for managing relocations abroad in this [article](#). In the case of short term relocations, within most EU states and many OECD countries there is a period of six months before compliance with local tax and employment legislation becomes a factor. However, it is important to check the specific regulations of the country as some countries have stricter time periods, for example in India, Canada, Argentina, and Jordan.

Tip: Before the employee relocates, it is good practice for the employer and employee to create a one-page document that outlines the circumstances and expected duration of the stay abroad. This document should be signed by both employee and employer and the agreement reviewed every three months.

Long term or permanent relocations abroad

When it comes to longer term relocations, there are a range of potentially risky compliance issues facing the employer. Employers are legally obliged to provide employees with the rights of the country/state that they live in, and their pay must be processed for tax purposes through the tax system of the government of the country that they are tax resident in. Some companies are opting to hire independent contractors in different countries, as a means of avoiding some of the compliance issues that come with hiring full time employees internationally. However, hiring independent contractors on a full-time basis comes with its own risks, including the possibility of being fined for misclassification.

There are other options for organisations who want to hire internationally, including the setting up of a legal entity or using local intermediaries, but both of these options come with their own set of challenges, particularly for SMEs. A good solution which many remote-first SMEs (including Grow Remote) are using is to employ the services of an Employer of Record like Boundless, who enable SMEs to hire remotely without having to take on the complexity and risk.

1: Building a remote working policy

axonista

Case Study: Axonista's relocation policy

Axonista are building the video-first future of shopping, and powers interactive video commerce for global brands including QVC, HSN, WaterBear, and Oxfam. Axonista has a fully remote team of 45 across Europe with its HQ in Ireland. Axonista was founded in 2010 by Claire McHugh and Daragh Ward, from a shared vision for how video storytellers could use touchscreen devices to interact with their viewers.

Axonista was one of the first companies in Ireland to enable their employees to relocate to other countries temporarily. Since the onset of the pandemic several Axonista employees have taken the opportunity to relocate, whether to be closer to their families or to spend some time in a new part of the world.

They are unusual in having this policy around relocation, which Director of Finance and Operations Emma Whelan says gives them a competitive edge as an employer.

“During the pandemic we recognised the impact isolation was having on our team, we believed by offering flexibility on location of work our employees could benefit from being closer to their families, or experiencing a different pace of life” says Emma.

How does the policy work?

It depends on the length of time the employee wishes to relocate for. At Axonista you can go anywhere within the timezone in which the company operates for a short-term relocation. There are some conditions to this move, firstly the employee must consult with and obtain sign off from their manager. They must also have a suitable work from home set-up in their new location, with an adequate Wifi connection, a suitable workspace, and be contactable within the same working hours as the team.

1: Building a remote working policy

axonista

Case Study: Axonista's relocation policy (continued)

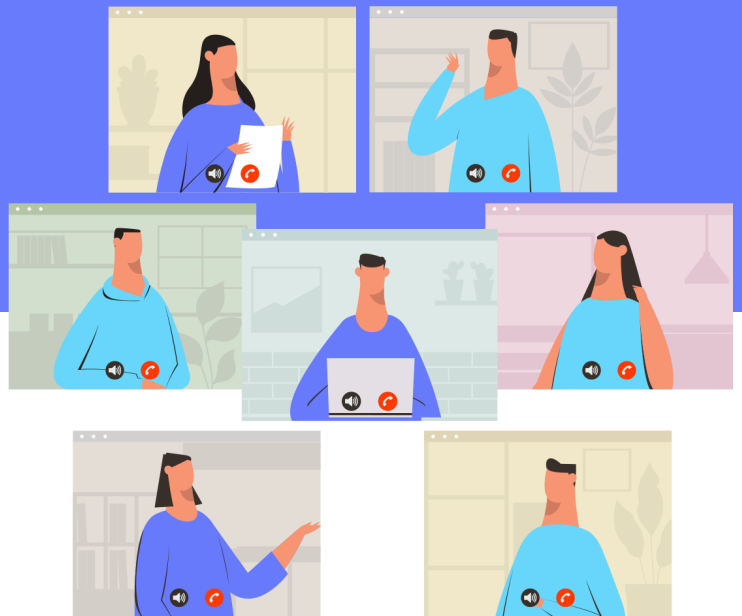
Within their HR system (Axonista uses [BambooHR](#)) they have the option of marking employees as 'temporarily relocated' on the calendar. This way everyone in the team knows who is working from where.

If an employee requests a longer term or permanent relocation, Axonista deals with this on a case-by-case basis. Ideally they would like to avoid having people outside of the time zones in which they operate, as this can negatively impact the team in terms of communication.

It can also depend on the country to which the employee wishes to relocate. For example, Axonista have large teams in Ireland, Croatia, and Spain, so requests to relocate to these countries can be easier to manage than requests to countries where they are not already established.



Section 2: Attracting remote talent



2: Attracting remote talent

2.0. Introduction

According to research by NUIG and WDC 94 percent of employees are in favour of working remotely some or all of the time. So the good news is that enabling your staff to work remotely is a great way to attract and retain top talent.

The bad news is that as remote working becomes more widespread, it may not be the key differentiator it once was in the marketplace when it comes to attracting talent. The companies who will stay ahead of the curve and retain their competitive edge in the war for talent are the ones who are clear about why they want to offer remote work and those who are intentional about how they will embed a remote-first culture into their organisation.

In this section we outline 4 key ways for SMEs to attract remote talent, based on our conversations with the top remote employers in Ireland.

1. Hire location-less
2. Showcase your remote work benefits
3. Build a great careers page
4. Don't treat remote work as a benefit



2: Attracting remote talent

2.1. Hire location-less



The single most important step you can take in your journey to being an attractive remote-first employer is to advertise open positions without location.

Maybe your organisation maintains an office, or rents a co-working space for a few days per month, or maybe you are completely office-free. Regardless of your approach, being remote-first means your employees should be able to decide for themselves where they want to spend the majority of their working time.

This does not mean employees will never come to the office - it just means they will be **empowered to make that decision for themselves**. Of course there may be times when everyone needs to come together, perhaps for a team get-together, collaboration session, planning meeting or training programme. The key word here is **choice** - if you mandate a certain number of days in the office you are not enabling your staff to make the choice that best suits their lives.

2: Attracting remote talent

2.2. Showcase your remote working benefits

In today's competitive hiring landscape, it is the employees who are calling the shots - and their decisions about who to work for are no longer driven primarily by salary.

According to research by the [Pew Research Centre](#), millennials now represent one in three American labour force participants, making them the largest generation in the US labour force. And this generation prioritizes work-life balance and employer benefits on an equal - or even higher - level to compensation.

A study by [Workday and Yonder Consulting](#) found that 54% of employees would be willing to reduce their salaries for more flexible working conditions. Flexibility and work-life balance are not the only benefits remote work can bring. Research has also found that remote work can positively impact diversity and inclusion in the workplace. With 83% of Gen Z candidates stating that diversity and inclusion is a key factor when choosing an employer, this is something that employers cannot afford to ignore if they want to attract the workforce of the future.

All of this is great news for SMEs who often struggle to compete on salary alone with larger players in the war for talent.

So here are some ways your organization can beef up your remote-first credentials and differentiate yourself from the competition when it comes to attracting and retaining talent

- Offer flexible paid time off - many remote employers now offer unlimited paid time off
- Empower your employees to choose their own working hours
- Provide a decent remote working stipend

As we move away from office-based culture of ping pong tables and free lunches, it's the companies who offer benefits around employee well-being and creating a healthy work-life balance are more likely to beat the competition in attracting top talent.

2: Attracting remote talent

2.3. Build a great careers page

The first place a potential new hire will look is your careers page, so you need to make sure your company culture is evident at first glance. Many companies make the mistake of just listing their company values and their open roles on their careers page, but that is a missed opportunity. Prospective new hires want to know what it is like to work at your company, and are looking for more than just your company mission statement. A really strong careers page will give potential new employees a clear indication of your company culture and should help you to attract candidates who will add value and strengthen this culture.

In addition to open roles and your company values, your careers page should also include:

- Your remote working philosophy
- Perks and benefits
- Testimonials from your employees - videos and photos work well
- Your hiring and onboarding process
- Your diversity and inclusion policy

Here is a [brilliant careers page](#) from one of Ireland's top remote-first SMEs and Deloitte Fast 50 award recipient Zyte (formerly Scraping Hub).

2: Attracting remote talent

2.4. Don't treat remote work as a benefit

As remote work becomes more widespread, a common mistake employers make is to apply remote work as a *tool*, something that can easily slot into their existing processes to help attract and retain talent.

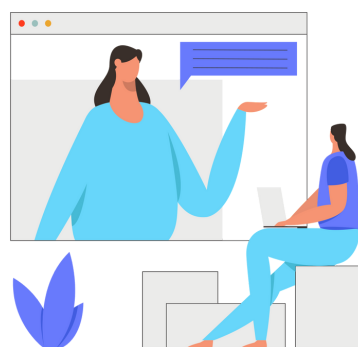
Remote work should not be viewed as simply another tool to add to your existing benefits toolkit, like health insurance, gym membership or a company pension. This may help you to initially attract talent, but remote work alone will not help you to keep those employees engaged or support long term retention of talent.

In fact, applying remote work as a tool without making any substantive changes to your company culture could negatively impact your ability to attract and retain talent in the long run.

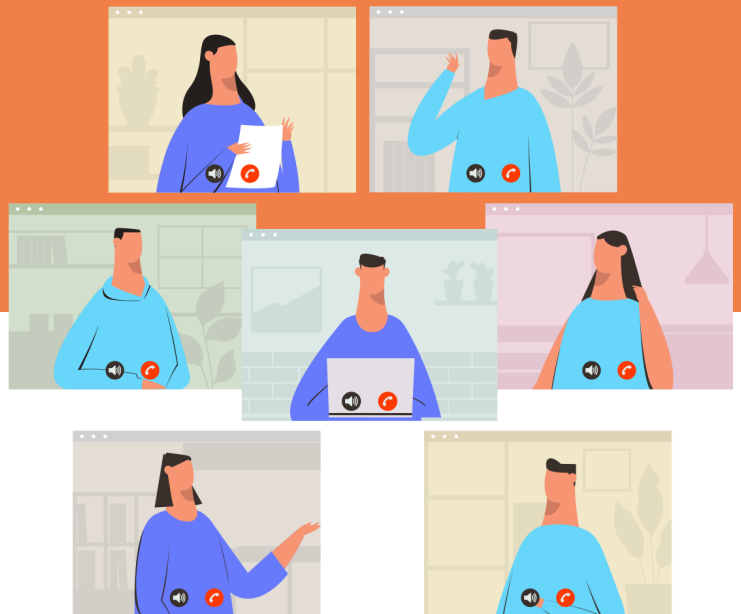
The companies who will be most successful - not only attracting talent - but also maintaining an engaged, motivated and happy workforce and achieving high levels of retention are those who invest time and effort into building a **truly remote-first culture**.

So before you even begin to think about hiring remotely, look at your reasons for considering remote work for your organisation. Are you cynical about remote work but willing to consider it because you are afraid you will lose talented workers to the competition?

Or do you want to be a leader in an organisation which empowers employees to attain a positive work/life balance and have autonomy over when, where and how they work?



Section 3: Recruiting remotely



3: Recruiting remotely

3.0. Introduction

In today's competitive hiring market, having a seamless recruitment process can make all the difference for remote-first companies.

From the first contact to their first day on the job, you should ensure you have a professional and structured approach towards all candidates.

Even if they are not successful in their application, it is critical that potential employees have a positive recruitment experience - so they will recommend you as a great employer to their friends and networks.

In this section we outline the best practices for successful remote recruitment, directly from some of Ireland's fastest growing remote organisations, including:

- **3 steps to building a great recruitment process**
- **Writing a compelling job specification**
- **Mastering the remote interview**



3: Recruiting remotely

3.1 Three steps to a great recruitment process

Hiring the right people for your team is probably the most important thing you can do as a small business leader or founder. In a small company everyone is involved in the hiring process - from the hiring manager to the employees - and it's really important that you have a structured and well thought out recruitment process to ensure you are getting the best candidates.

Step 1: Define the profile of the people you want to hire

This means not only defining the specific responsibilities of the roles and the objectives they will be expected to achieve, but also the ideal profile of candidates in terms of adding positively to your culture and thriving in a fully remote environment.

It's important to recognise that remote work comes more easily to some candidates than others and to build your recruitment process around finding the kind of people who are flexible and adaptable enough to succeed in a remote-first company.

Step 2: Decide how you will evaluate candidates

Once you define the attributes you are looking for in a great new hire, you can design your hiring process around identifying and evaluating those attributes in potential candidates. For example, you may identify the ability to work independently as a key success factor for a remote employee, so you need to build competency-based questions around this topic in your interview process or identify an activity or test project the candidate could work on that could ascertain their level of competency in this area.

Step 3: Outline your interview process

Once you have designed your recruitment process it's really important that you share this with candidates so they know what to expect during the hiring process. Will you ask them to work on a test project? How many interviews will they expect to participate in? All of this should be clearly communicated to prospective candidates.

Take a look at this really simple [example](#) from remote employer Flipdish on what candidates can expect during the hiring process.

3: Recruiting remotely

3.2 Writing a compelling job specification

Once you are clear about who you want to hire, what the role looks like and the ideal profile of candidates you can put it all together in a compelling job specification.

A job specification is more than just a list of requirements and a description of the role, it should also set the scene for how you work as an organisation and provide a compelling value proposition for any potential candidates.

In the case of remote employers, there are specific elements which should be included, not only to showcase the positive benefits potential candidates could enjoy if working remotely at your company, but also to highlight some of the expectations you have as a remote employer.

Here are some key elements you should include in a remote job specification:

- Clearly define what remote working means in your organisation. Explain your remote working approach and model - whether you are fully remote or hybrid - and what the expectations are for attendance at an office, if any.
- Highlight the company's remote working benefits. If you offer unlimited PTO, home office set up, work from home stipend, allowance for co-working spaces, or flexible work schedules you need to highlight these in your job specification as they will differentiate you from the competition.
- Make sure to include information on when your company meets face to face - for example you may have an annual company retreat or quarterly team meetings in person.
- Include some high level information on how your team communicates. Are you asynchronous first or do you prefer to communicate via synchronous means? This will help candidates decide if your organisation is the right fit for them.
- Clearly communicate the organisation's culture and values in the job specification. These points need to be communicated in a way that captures attention and naturally attracts candidates who are aligned to the culture and values of the company.

3: Recruiting remotely

3.3 Mastering the remote interview

Investing time in developing a strong interview process will reap rewards as it will help you find candidates that will add value to your company from day 1. Here are some ways you can beef up your remote interview process to set you and your team up for success.

- Don't make the mistake of thinking a single interview is enough to find the right candidate. Conduct a series of interviews - for example, start with an informal chat over the phone, then bring in some of your employees to meet with the candidate over Zoom, then conduct a hiring manager interview. While it may seem like a lot of investment of time, it will be worth it in the long run.
- Include a 'culture-add' panel interview with a couple of employees from your company. The panel could come from any department, not just the candidates potential team mates. This interview can be less formal than a traditional interview, perhaps over a virtual coffee. The purpose of the meeting is to assess if the candidate will add positively to your company culture.

- Give the candidate a practical exercise or a test project to complete as part of the interview process. This is not only to assess the candidate's ability to perform the task, but also an opportunity to get some insight into how they would work if they were hired by you. Look at how they approach the task, what kinds of questions they ask, how they deal with ambiguous or complex instructions.

REMEMBER:

Things can go wrong in a remote interview, more so than in a face to face one. Connection drops, screen sharing issues, ringing doorbells, pet interruptions - these are all potential challenges that the candidate may have to deal with during a virtual interview.

These issues can be a great opportunity to see in real time how the candidate manages when things don't go exactly to plan. Be on the lookout for these signs during the interview and you might learn more about the candidate than you do from your interview questions.

3: Recruiting remotely



Top recruitment tips from remote-first company Zyte.

Zyte (formerly ScrapingHub) provide web data to the largest data-driven companies in the world. Zyte are a remote-first company with over 200 staff across 28 countries. They focus on hiring the right talent and allowing people to work from where they do their best work. Here are some of Zyte's top tips for finding and hiring the best remote talent.

- Employer branding is not just important for remote hiring, it's important full stop. But make sure your Employer brand is effusive in its promotion of remote working. Create eye-catching job adverts to reflect your remote model.
- Use remote-friendly job boards and social platforms to advertise our open positions. Some of them include Glassdoor, Twitter, StackOverflow, Github, and the [Grow Remote Jobs Board](#).
- Look to your social channels to give you an edge - Facebook, Snapchat, Instagram, YouTube. These are all platforms where you can produce content to build your employer brand and attract candidates. Produce interesting and shareable content - make it intriguing. If you can build a brand on these platforms, the people you are looking for will find you. Work with your Marketing team on adapting some of their materials for your recruitment needs
- Be clear about what your remote working model is on your careers page, social media platforms, job specification and throughout the recruitment process. Zyte are a fully remote company but they make the important distinction that this is not only a 'work from home' model (although it can be for many of their employees). They operate a 'work from anywhere' model which means being able to work from anywhere that you do your best work.

3: Recruiting remotely



Top recruitment tips from remote-first company Zyte (continued)

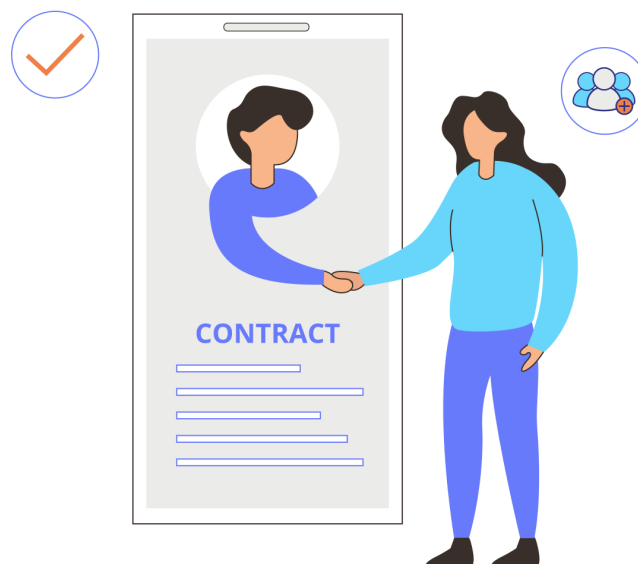
- Respond quickly. Recruiters need to move quickly to get candidates on board, so tracking your 'Time to Hire' KPI is always good, but do not ignore the fact that while you are moving candidates successfully through a process, you should also be giving timely feedback to candidates who are not progressing.
- Make it easy to apply. A lengthy application form can deter candidates from applying, especially in a market where candidates have plenty of choices and it might be just easier to apply elsewhere. So keep it simple and have a good qualifying process in place that allows you to determine the best candidates. Using web data extraction you can get easy access to competitors or market application forms or processes giving you an edge on hiring trends by location.
- It is not just important for candidates to present themselves well, it is equally important for employers. Ensure to dress in a way that positively reflects your company - it's always important to put your best foot forward.
- Focus on Candidate Experience, be sure to give the candidate a great experience, even if you decide to hire another candidate. Work hard during the interview to make the candidate comfortable. Listen attentively, be sure to engage with the candidates' answers and make the interview a positive experience.
- Remember to be on time for video interviews. This is important for all interviews, but video interviewing means that people can be far more efficient with their time as they don't need to travel to the interview, so respect the value of this and use the time well. Furthermore, while you don't have a physical reception area, you should always make it welcoming for a candidate when they join a Zoom or Hangout meeting. Pick a quiet area for your interview with a tidy background, or use the various backgrounds that are built into the video tools. Check that laptop, camera and microphone, along with connection to internet are optimized.

3: Recruiting remotely

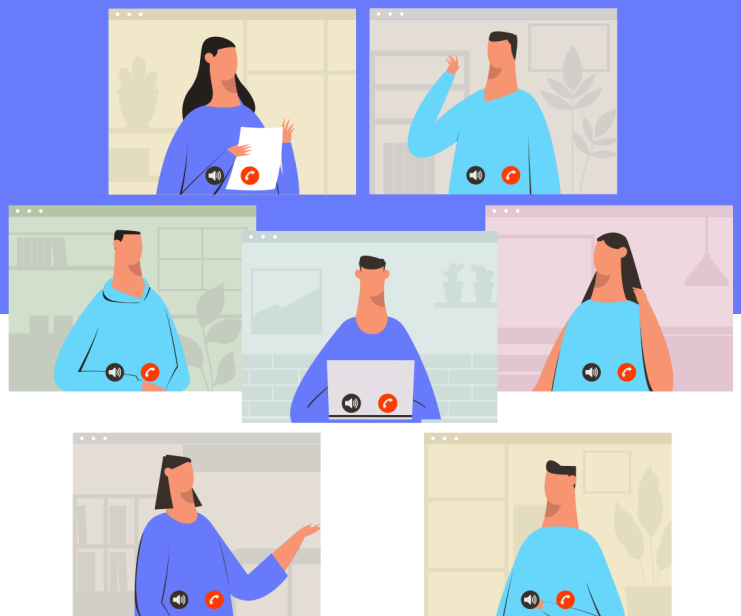


Top recruitment tips from remote-first company Zyte (continued)

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- While you don't have a physical reception area, you should always make it welcoming for a candidate when they join a Zoom or Hangout meeting. Pick a quiet area for your interview with a tidy background, or use the various backgrounds that are built into the video tools. Check that laptop, camera and microphone, along with connection to internet are optimized.
- Be sure to assess for 'remote-fit'. Remote working doesn't suit everybody so you need to build it into your interview process. Assess for autonomy, initiative, self motivation, communication, adaptability, collaboration, and using remote tools. Ensure people have a good social network. Remote working can be very isolating for people, so look out for this and check that your candidates have a strong social network to support them.



Section 4: Onboarding remote employees



4: Onboarding remote employees

4.1. Introduction



69 per cent of employees are more likely to stay with a company for three years or more if they experience a great onboarding. And remote employers in particular need to invest time in building a strong onboarding process that starts before the employee even joins the team.

Onboarding can be challenging when done remotely. It means no traditional coffee catch ups or team lunches and can often feel like new hires are thrown straight into work, without the more fun and exciting parts of the onboarding journey.

It's so important that to get the onboarding period right as these early experiences set the tone for the new hire's time at the company - whilst also helping them get up and running more quickly. Poor experiences go against a positive company culture, can drive attrition, and can also impact the company's brand and reputation externally.

This new hire onboarding guide will ensure your new team members feel welcomed and connected to the team from their first day.

4: Onboarding remote employees

4.2. Before they start

What should HR do?

- Send the contract to the new starter electronically and send onboarding documents via email or the HR system. Notify the people manager of the new team member's start date.

Tip: Take a look at this list of the [best electronic signature apps](#) from Investopedia.

- Send them a welcome pack with branded items such as hoodies, water bottles or coffee cups or another welcome gift.
- Trigger the IT onboarding process which ensures IT equipment is sent out on time.
- Set up the new starter's access to internal systems, email, calendar etc. before their first day.

Tip: Many remote SMEs use [Google Workspace](#) for their communication, productivity and collaboration tools.

- Arrange an HR induction within their first few days to familiarize the new starter with the company's HR system, ways of working, company benefits and to answer any questions.
- Send onboarding training to be completed (for example GDPR training)

Tip: Use a product such as [Loom](#) or [Thinkific](#) to easily create online onboarding training videos

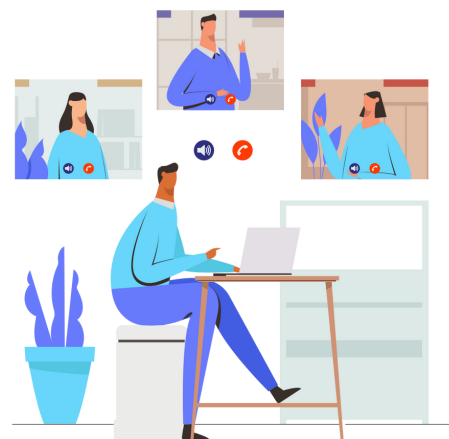
- Pair them up with a buddy who will offer support and guidance.
- At the end of week 1, HR should send out a message on Slack or other communication channels to welcome the new hire to the company.
- HR should personally check-in with the line manager and the new hire after 1 month, 3 months and 6 months and then conduct a final survey after 3 months with the company to see how their onboarding experience has been.
- Any feedback should be used to improve the onboarding process.

4: Onboarding remote employees

4.2. Before they start (continued)

What should the hiring manager do?

- It's always nice to keep in touch, so once a new starter has accepted the job offer, you can drop them an email to their personal email address welcoming them to the team.
- If there is a long period of time from offer to start date (4 weeks+), arrange a time for a call to keep in touch.
- Slot in short introduction meetings with your immediate team and any key stakeholders. Make sure that both parties are clear on the purpose of the meeting and what you want your new starter to get from it (e.g. an understanding of that specific department). Make sure the meetings are in both diaries.
- Add them to all appropriate meetings eg. team catch ups, daily stand-ups. Put scheduled 1:1's in their diaries.
- Ensure they know who their buddy is and understand their role as a "go to" person for quick day-to-day questions, where you may not be available all the time.
- Brief your team on your new joiner – it's important that your team are kept in the loop of any changes.
- Try and plan in a social event (e.g. virtual lunch or even just a coffee) within the first two weeks.
- Remember to plot probation reviews in your diary.



4: Onboarding remote employees

4.3. New hire: Day 1

What should the hiring manager do?

- Arrange a time to share their induction plan in more detail (ie. give an overview of the meetings plotted in their diary) and share the team or project structure.
- Get some time to talk through department or project objectives, what is expected of them on this team, the wider context of their role and how it fits into the department and wider business (i.e. explain the hierarchy within the team and department.
- Make sure you are touching on the basics as well such as how to use any systems, programmes or software that may be new to them and make sure they can locate different drives or any networks you regularly access as a team.
- Agree on level of communication/ catch ups in the first week. Consider scheduling short daily check in for the first 2-3 weeks towards the end of the working day.
- Consider building a daily plan for the first two weeks which clearly outlines what they will be focusing on - eg. Day 1 = HR and IT induction, Day 2 = History and culture, Day 3 = Communications etc.
- It can be harder for new hires to ask questions when they are remote so make sure you put them at ease by discussing and agreeing the best way for them to contact you.
- Welcome them on Slack or other communication channels used at your organisation. Invite them to any social Slack channels eg. hobbies, pet pictures, holidays and encourage them to join in.
- Share the story of the company and give them an overview of the mission, vision and values and how these are lived every day.

Remember:

It's better to over-communicate with new starters, reminding them that they aren't isolated and giving them plenty of opportunities to ask questions if they need help.

4: Onboarding remote employees

4.4. Week 1 and beyond

- Consider other important key contacts/stakeholders in the business and arrange meetings with those who are relevant.
- Consider any other training they may need or any refresher training throughout the probation period.
- You probably won't be able to cover everything in the first week so make sure you are giving them time to digest and ask questions.
- Conduct weekly review meetings. Use these meetings as an opportunity to ask the employee how they have found their induction and onboarding experience and understand whether they have any feedback.
- Prepare for the review and collect feedback from anyone else in the department or project as appropriate.
- Make sure they have their job description to support with this.
- Dedicate the time and stick to the meetings as they are so important for their development and engagement.



4: Onboarding remote employees

4.5. Planning for the first 30, 60, 90 days

Onboarding is an ongoing process that doesn't end after the first week. Make sure hiring managers spend plenty of time with new hires, at first on a daily basis and then with weekly one-to-ones as they become more familiar with their roles. And look for feedback from new hires on your onboarding process as early as possible so you can build this into any improvements for future new talent.

It is a good idea to set some SMART goals with your new hire for their first 90 days rather than putting an annual plan in place straight away. This puts structure on the conversations managers and new hires can have in the first 90 days and gives space to build the employee's annual plan.

30-60-90 day plan for new hire

30 days:

New hire and manager agree a 90-day plan with 3 SMART goals

60 days:

New hire and manager review 90-day plan and course-correct if necessary. Manager gives feedback to employee on performance to date.

90 days:

Formal onboarding is complete, employee has an annual plan in place with clear OKRs and measures of success

4: Onboarding remote employees



Case Study: Flipdish's remote 'buddy' process

Flipdish was founded by brothers Conor and James McCarthy in 2015 and in January 2022 made headlines as one of Ireland's newest tech unicorns. Flipdish allows food businesses take their online ordering systems in-house - rather than having them rely on delivery apps. Flipdish is a remote-first company operating in 25 countries.

The 'buddy' system is a great tool for helping to onboard a new hire effectively. It facilitates a personal connection between new hires and the organisation and long term can help drive employee engagement and retention.

A good buddy process is essential in a remote company, especially if the new hire is working remotely for the first time. Even for remote working pros, a good buddy will help them get up to speed on the company culture and support them in their first few weeks at the organisation.

What are the characteristics of a good buddy at Flipdish?

- They have a good understanding of the company culture, the different teams and their function
- They have a good internal network and will know who to reach out to on specific queries
- They can show empathy and understanding and offer advice to new hires who may be feeling overwhelmed
- They are in good standing in the company, including tenure (but not limited to this)
- They have the bandwidth and willingness to help a new team member

4: Onboarding remote employees



Case Study: Flipdish's remote 'buddy' process (continued)

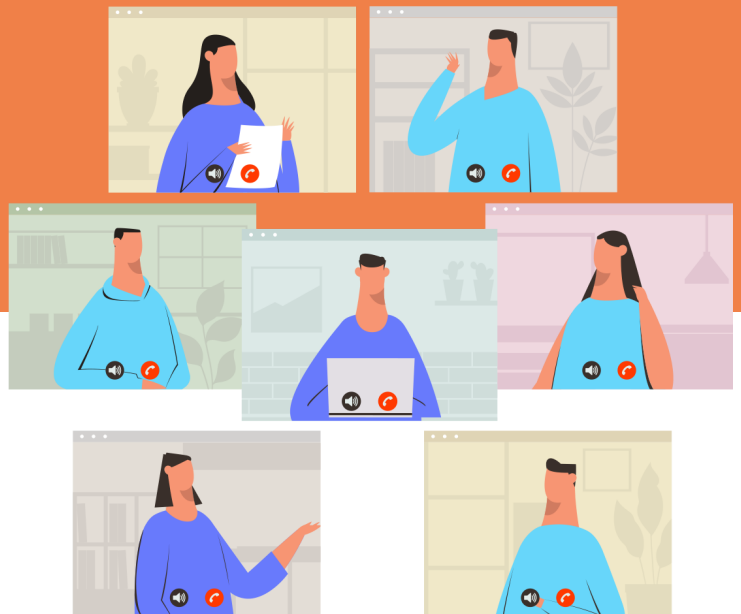
What does the buddy do when a new hire joins?

- The buddy sends the new hire an invitation for a virtual meeting, explaining it will be an informal meeting (coffee!) and asking them to prepare some questions in advance. The buddy schedules a series of these check in meetings with the new hire and for the first few days checks in with them daily over chat or a virtual coffee.
- Some topics for the first meeting might include the buddy's work background, their role and some interests outside of work. At Flipdish they emphasise that buddy's should not feel under pressure to share personal details, only what they are comfortable with.
- The buddy sets up a Slack channel or a chat group with the new hire for easy communication.
- It is important that the buddy keeps an eye on the new hire during video team meetings to see how they are doing. Are they engaging? Is it difficult for them to have their voices heard? Are there any ways they can help them feel more included?

Buddy Expectations at Flipdish:

- You do not need to know everything!
- You will be a good listener and open to new ideas.
- You are not taking the place of the new team member's manager.
- Your role is informal and objective.
- You should not feel forced into dealing with something you are not comfortable with.
- If you are asked something you are not sure about you should speak to your Manager.
- Don't feel rushed, it takes time for a new team member to find their feet, and you don't need to cover all topics in one day.
- Some new members may find their feet very soon. Don't be put off if they are not reaching out to you as often as you thought they might.
- Be open minded to new ideas, some new starters may have concerns or questions that never crossed your mind.

Section 5: Communication in a remote world



5: Communication in a remote world

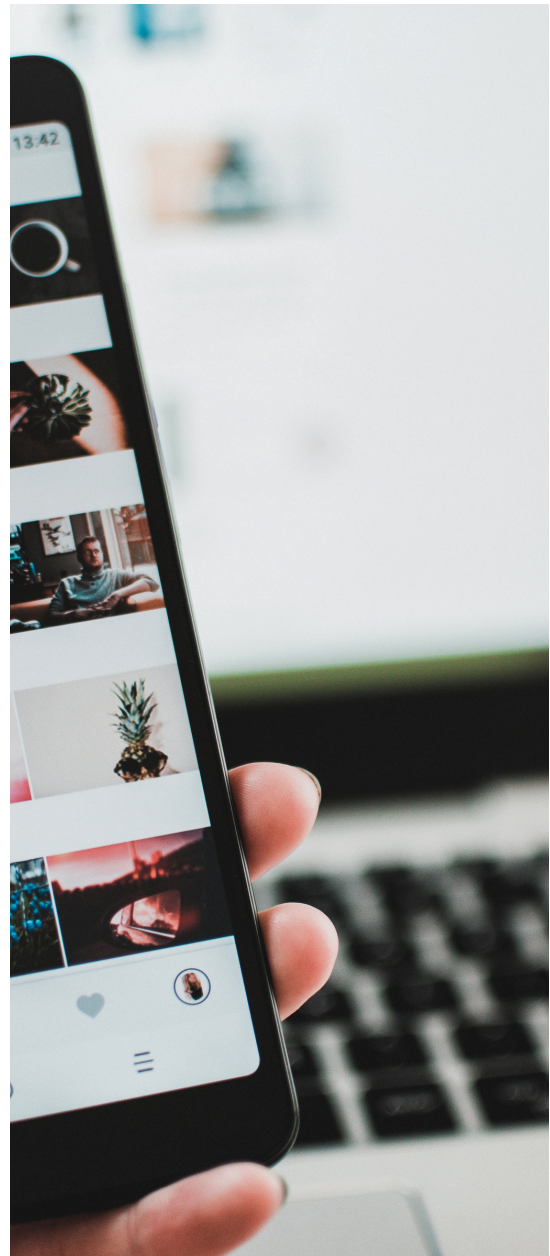
5.0. Introduction

According to Buffer, 20% of remote workers identified communication as a key challenge when working remotely. Not being located in the same office can sometimes make simple communication between employees more difficult.

Meetings may have worked well in a traditional office setting, but in a remote world too many Zoom meetings can leave employees feeling overwhelmed and exhausted. Instant messaging apps like Slack may seem like a good replacement for dropping by a colleagues desk, but too many interruptions can be distracting and lead to employees feeling frustrated and unfocused.

Based on feedback from some of Ireland's leading remote-first organisations, we have identified the four key steps to successful remote communications for your organisation.

1. **Build, document and reinforce communication guidelines**
2. **Create a 'single source of truth'**
3. **Over-communicate**
4. **Make every meeting count**



5: Communication in a remote world

5.1. Build, document and reinforce communication guidelines

The leading remote-first companies have one thing in common - they have all built a set of clear communication guidelines for their teams.

These are documented, shared and continually reinforced so that everyone knows from day one how to best communicate with their manager, team members and the wider organisation.

This helps to avoid some of the common communication pitfalls that remote organisations can face.

Here are some examples of communication guidelines from remote companies, which can be easily replicated when creating your company's remote communication guidelines:

[Remote communication guidelines](#)
[Glitch Communication Guidelines](#)

Dropbox have also created this handy [communications kit](#) which contains lots of useful guides and exercises.

Take the 'instant' out of instant messaging

One of the biggest issues in a remote team is the overuse of Slack or other instant messaging apps for team communication. While instant messaging apps can be great tools for remote teams to communicate, problems can arise when these tools are used mainly for synchronous or real-time communication - leading to everyone expecting instant answers and people feeling pressure to respond immediately.

Just as it is distracting in an office environment when people constantly drop by your desk, so too is it impossible to focus on deep work when you are constantly getting notifications of new Slack messages.

Documenting the best practices for use of Slack and other communication tools will help to avoid these issues. We have created this handy [Slack guidelines template](#) for SMEs which can be easily incorporated into your organisation's communication guidelines.

5: Communication in a remote world

5.2. Create a 'single source of truth'

Even in a small company it is important that everyone has access to the information they need to be successful. Some companies call this a 'Wiki', others a 'single source of truth', or a 'company handbook'.

Whatever you call it, there are plenty of easy tools you can use to store and manage the most relevant, up to date and useful information that your employees need to keep up to date, informed and engaged.

Notion is a great tool for creating your company wiki, it's easy to use and includes several templates that can be used to build your company wiki page. Other free and/or cost-effective tools you can use to build your own company wiki are Trello, Dokuwiki, and Nuclino.

Here are some great examples of company wikis or handbooks that you can replicate easily:

Remote Handbook (built with Notion)

Trello Handbook (built with Trello)

Glitch Handbook (built with Glitch)



5: Communication in a remote world

5.3. Over-communicate

We often hear that in a remote working world there is no such thing as ‘over-communication’. But what does ‘over-communication’ really mean? And how can a company over-communicate without overloading it’s employees with too much information?

Here are some tips from remote-first companies we spoke to on how teams and managers can over-communicate.

- Managers should check in with their team on a daily basis. This could be over a video call, through Slack or via a direct message. In a remote environment it’s critical to let your teams know that they are supported if they need anything and to give them the opportunity to raise any issues or ask questions.
- Don’t assume that everyone gets the information the first time around, as in a remote working environment it is easy to miss or misinterpret information. Record all-hands and other important meetings and share the recordings and minutes afterwards with the team.
- Provide regular updates and reminders on Slack, in company newsletters or regular emails. The most important thing is to repeat key messages, it may seem like overkill but it is critical to make sure everyone is kept in the loop and feels engaged.
- Use a range of communication channels and tools to keep your team updated and engaged. Create a weekly or monthly newsletter with company news and updates using tools such as [Mailchimp](#), [GetResponse](#) or [SendinBlue](#). Send regular video updates using tools such as [Loom](#) or [Vimeo](#).
- Appoint a person to be responsible for overseeing internal communications. In a smaller company this can be an additional responsibility for an employee in the communications, HR, or operations team.

Remember:

Take regular employee pulse checks to check how the team is doing and gather feedback. There are plenty of free survey tools out there such as [SurveyMonkey](#), [Typeform](#), [SoGoSurvey](#) or [Google Forms](#).

5: Communication in a remote world

5.4. Make every meeting count

A common mistake remote companies can make is to have too many ineffective meetings. This can be a result of a culture that is synchronous-first rather than asynchronous-first, which leads to people jumping on to Zoom calls every time a decision needs to be made or a topic needs to be discussed. In a high-functioning remote company every meeting should be effective so that no one's time is wasted.

Here are some tips on making remote meetings more effective:

- Don't have a meeting to prepare for a meeting - come prepared.
- Always ask the question 'could this be done asynchronously?' If the answer is yes then maybe you do not need the meeting!
- Make sure there is an agenda for every meeting and that it is shared in advance. No one should join a meeting unsure of what it is about. If it is a less structured meeting such as a brainstorming session, there should be an outline of the overall aims and objectives of the meeting shared with everyone.

- Make time for informal meetings - plan 'coffee and chat' team meetings, with no agenda or work talk
- Gather feedback on meetings regularly. For example have a post-meeting survey where attendees can rate the meeting. Use the [Zoom Polling for Meetings](#) option at the end of the meeting to gather feedback.

Appoint a meeting chairperson

In virtual meetings it can be easy to miss when team members are less vocal than in a face to face meeting. Some people find it easier than others to speak up in a virtual meeting, however this does not mean that their contributions are less valuable than those who are more confident speaking up in this setting. To make sure everyone has the chance to contribute, appoint a 'chair' for every meeting. This person will look out for those who are less vocal and give them opportunities to share their ideas. Make sure to also leverage the chat function or 'hand raise' option to bring in those who prefer to communicate this way.

5: Communication in a remote world



Case Study: Three ways remote-first company NearForm do great communication

NearForm provides enterprise software development and capability building for top development teams. With a team of over 220 based in 29 locations around the world, NearForm has been a pioneer in remote working for the past 10 years. They recently published this excellent guide '[How to make remote work](#)' in which they share some of the best practices they have learned from over a decade of remote work.

Here are 3 practical communications initiatives that NearForm have implemented and that any small company can replicate. The purpose of these initiatives is to keep teams engaged, connected and collaborating effectively in a remote-first environment

#1 Monthly 'watercooler' chats & weekly knowledge sharing initiatives

What is it?

In an office environment, 'watercooler' conversations happen when colleagues meet casually while getting a coffee or a snack. These little social interactions are important for colleagues to stay connected with each other and in a remote setting they can be difficult to replicate. At NearForm they have a virtual 'watercooler' meeting which works like this:

- Everyone in the company is invited (Calendar invite with Zoom link included)
- 30-minute time slot
- 1 host
- Everyone joins the main room at the scheduled time (NearForm do Friday afternoon)
- The host gives an introduction and breaks people out into rooms (2-3 people in each, this is a Zoom feature)
- Chats last for approx. 15 mins, or for as long as each group decides
- Everyone is encouraged to talk about non-work related topics

5: Communication in a remote world



Case Study: Three ways remote-first company NearForm do great communication (continued)

Why it works well:

It's a great way to encourage social interaction between remote teams, and in particular to get new people or people who do not know each other well to meet and get to know each other. In a remote world, companies have to be more intentional about creating these moments, as they do not happen as organically as in a traditional office setting.

Read more about NearForm's virtual watercooler chats [here](#)

NearForm also hold weekly learning sessions, Lunch & Learns, and Brown Bags.

Lunch & Learns are short, 30 minute presentations by NearFormers taking place three times per month. In these sessions, presenters can discuss topics which they are interested in or feel passionately about. Examples include a practical guide to approaching mentorship, yoga, advice for buying your first home, and much more.

During the weeks where they do not have a Lunch & Learn, NearForm have a **Brown Bag** session, aimed at providing a friendly space for NearFormers to share knowledge on a particular technical topic.

#2 Asynchronous daily stand-up meetings

What is it?

A traditional daily stand-up meeting is an opportunity for a team to discuss progress on a project. These are similar to a team huddle in sports, a short meeting (usually 15 minutes) where all participants remain standing to keep things moving quickly. Often in a remote working environment, companies try to replicate the office in a virtual world. This means having a virtual daily stand-up over Zoom. However, remote working also offers opportunities to do things differently, and at NearForm they have done just that by implementing 'asynchronous daily stand ups' in some of their teams.

5: Communication in a remote world



Case Study: Three ways remote-first company NearForm do great communication (continued)

How it works:

Every morning the team members receive the following 4 questions via Slack:

1) How are you feeling today? 2) What have you done since yesterday? 3) What are you planning to do today? 4) Do you need help from anyone?

The team members submit their answers to the 4 questions before a certain time in the morning, and they are received by the manager who scans through each morning to ensure there are no issues or blockers. NearForm uses [Geekbot](#) for managing asynchronous standups, this is an easy-to-use Slack integration app.

Why it works well:

The asynchronous daily stand up is a very effective way of capturing team progress without having to rely on a daily Zoom call. Team members can quickly send their updates and get on with their day, while the manager gets a very quick overview of how the team is progressing and can easily identify any issues.

#3 Monthly newsletter

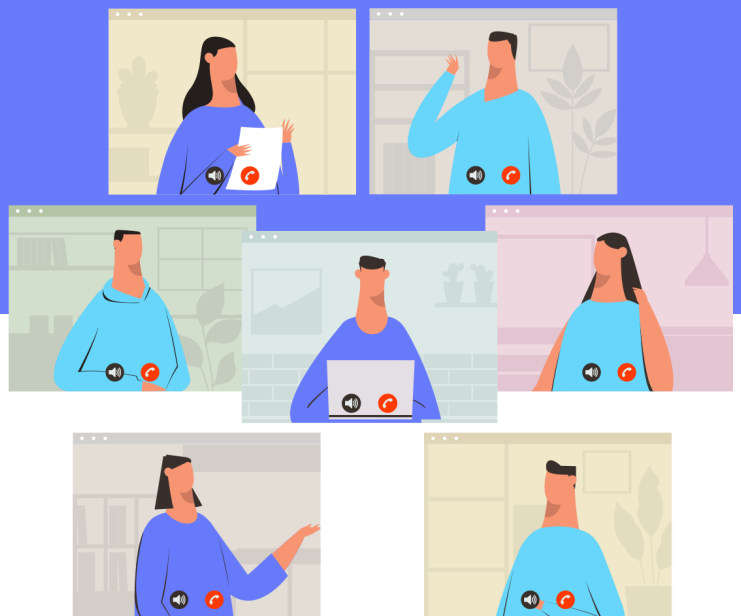
What is it?

Every month employees at NearForm (or 'NearFormers' as they are called) receive a monthly newsletter - called the 'Newsform'. This includes a video which is created by 2 volunteer team members who take on the role of newscasters. Newsform gives everyone in the organisation a recap of what is happening in the company, such as new hires who have joined in the past month, new clients and projects, company news and information.

Why it works well:

This initiative works really well as it gets the team involved in creating the updates, rather than the more traditional 'top down' approach often used by companies. Also video is a great medium for communicating with people in a remote environment.

Section 6: Creating a great company culture



6: Creating a great company culture

6.0. Introduction

What exactly do we mean by 'Company Culture'?

If we were to put a formal definition around company culture, it could be defined as a set of shared values, goals, attitudes and practices that make up the personality of an organisation. But culture is not simply a list of core values on a company website, or the perks and benefits which are offered to employees. Culture is an ethos that permeates throughout the organisation from top to bottom.

Culture is the way people feel about the work they do, the connection they feel to the company's mission, their sense of purpose, their feelings of value, and their motivation to play their part in making the company a success. Culture is often driven by employees but fundamentally it comes from the top down - from CEO level and throughout the management team, company culture needs to be both **intentional** and **lived** every day.



6: Creating a great company culture

6.1. The challenges of creating strong culture remotely

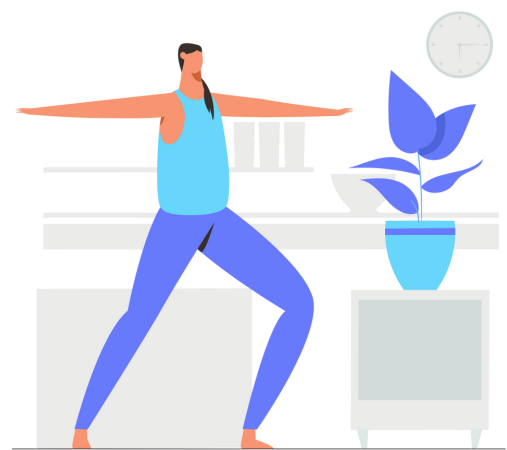
In an office-based environment, culture can often be expressed through physical spaces and objects, such as the design of the furniture, the layout of the meeting spaces, or the inspiring posters on the walls.

Employers making the transition to remote work often struggle to figure out how to build and maintain a sense of shared culture when people are not meeting face to face every day.

It is true it can be a little more challenging in a remote setting, but it is also true that culture is much more than funky meeting spaces, table football and Friday evening happy hour. And the good news is that there are plenty of ways for remote-first companies to live and breathe their values and translate these into a positive company culture that everyone can feel proud to be a part of.

We have spoken to some of Ireland's leading remote employers and here are our top 3 tips for SMEs when it comes to building and maintaining a great remote company culture

- **Your employees are your best culture ambassadors**
- **Be remote, but not distant**
- **Small actions can have big impact**



6: Creating a great company culture

6.2. Your employees are your best culture ambassadors

It's not just your current employees that experience your company's culture. Every day, potential new hires engage with your organisation before they take the step of applying for an open role, so it's critical that your company culture shines through, to ensure you are attracting the right profile of people - not just people who will fit in, but those who will actively contribute to and further enhance your company culture.

Your employees are your best ambassadors and advocates when it comes to articulating and communicating your company culture, because their feedback is a genuine reflection of life at your company, rather than just some generic corporate-speak on your website.

So create videos of your employees talking about what it is like to work at your organization or ask your employees to contribute to a blog about life at your company. You can highlight different departments and levels of seniority so that candidates can get a great overview of what makes your company culture unique.

This is a win-win in terms of building a strong company culture. In addition to helping the right candidates to contribute positively to your company culture, you will also be empowering your existing employees with a sense of shared purpose and belonging, further strengthening your positive company culture.

In addition to getting your employees involved in communicating your culture on your careers page, you can also enable them to share content on their own social media channels and proactively encourage them to provide feedback on sites such as Glassdoor.

Some companies are nervous about allowing employees to communicate publicly about the company, but if this is the case you should probably take some time to consider how positive your culture really is.

You can also implement some safeguards such as a good social media policy and regularly monitor employer review sites such as Glassdoor, not only to address concerns should they arise, but also to thank people who have made a contribution.

6: Creating a great company culture

6.3. Be remote, but not distant

A common misconception about remote is that people never meet face to face. Most of the remote companies we spoke to encourage their teams to meet when they can, whether that is for social events in their local community, team meetings or full company events.

Here are some tips for remote companies who want to create opportunities to bring people together:

- Try to hire people located close to each other geographically (e.g. in the same county or province in Ireland) so they have opportunities to meet face to face. Be intentional about where you are hiring, look for opportunities to build communities of employees that are close enough geographically to meet face to face. Facilitate and encourage these groups to meet up now and then for social events and provide a budget to cover expenses such as lunch, drinks etc.
- Use co-working spaces in locations where you have larger groups of people located - buy membership for a couple of days per month in the co-working space and use it for client meetings, social events or training in these locations.

- Have an annual event such as a company retreat where the entire team gets together for a day or a few days. Book an adventure centre, a wellness break, or simply take everyone for a hike in the mountains followed by a team dinner. Combine the retreat with a company strategy session in one of the many co-working spaces listed on the Connected Hubs website.
- Be intentional about meeting in person and if there is a good reason to do it you should facilitate it if possible. For example, if you have a new client the project team could meet to kick off the project. Or the leadership team could meet for bi-annual planning.

Organise a local Volunteering Day

It can be challenging for remote companies to organise in-person volunteering activities for their staff when they are located in different locations.

At Grow Remote we have a wide network of local community leaders who would be happy to facilitate a local beach clean up or other activities for remote workers living nearby.

6: Creating a great company culture

6.4. Small actions can make a big impact

Many organisations feel overwhelmed by stories of the 'cultural shift' needed when transitioning to remote work.

And yes, it's true that remote-first companies need to be intentional about culture - a great culture doesn't just happen organically, in a remote world it can require deliberate considering and planning.

But sometimes small actions can have a big impact on a positive company culture. If you are making the transition to remote, look for the quick wins that can help generate a sense of belonging and shared culture amongst your teams.

- Highlighting positive contributions - for example have a 'most valuable player' (MVP) of the month on Slack where people can nominate colleagues for their contribution during the month.
- Arranging virtual coffees, virtual water coolers, Friday afternoon beers over Zoom - these are all easy ways for remote employees to connect with each other.
- Simply remembering to say 'thank you' and encouraging everyone to do the same.



6: Creating a great company culture



Case Study: How remote-first employer Glofox builds a strong company culture

With over 130 staff across 21 countries, Glofox is a great example of a remote-first, mid-sized Irish company. As a fast-growing distributed organisation they recognise the importance of intentionally and deliberately planning for a great company culture. But they also understand that it is not just the big initiatives, but also the smaller actions that can have a big impact on enabling a positive and inclusive company culture.

Here are some really practical examples from Glofox on how they build an inclusive and positive culture in a remote world.

Hiring

- Glofox recognises the advantages of hiring in or near the same location, allowing people living close enough to each other to meet, build a network and address the challenge of social isolation. This may not always be possible, and a lot of their growing team are now fully remote so they are always mindful of employees who are not living near their colleagues, and they build initiatives around connecting online, when regular face to face meetings are not feasible.
- When a new person starts at Glofox, CEO Conor O'Loughlin always sends a welcome message via email or LinkedIn, highlighting the importance of the new employee's role and the impact it will have on Glofox's success. This small action can have a big impact as it makes the new team members feel immediately welcomed, engaged and valued.

6: Creating a great company culture



- At Glofox they plan to introduce 'Peer Culture Panel' interviews as part of their recruitment process. The panel will be made up of team members, not managers, and will be less formal than an interview. The panel will set up a virtual coffee session with the candidate where they will ask some questions, but the candidate will also be able to ask the panel about what it's like to work at Glofox - the important thing is that it will be a two-way conversation. This approach will give a candidate a real feel for what the company culture is like, and it will give the panel great insight into whether the candidate will add positively to the company culture and align with their values.

Building connection and engagement:

- Every month the entire Glofox team votes on the MVP (most valuable player) of the month. This is based on the person's contribution to the overall Glofox values which are: one team, growth mindset, courage, determination, and trust. Recognising individual contributions is an important motivator within a team, and when it comes from peers it is even more impactful. Linking it to the company values gives a sense of common purpose and helps to keep things fair and objective which is important when recognising individual contributions. This is also a great way to keep people engaged and connected, with individuals from different countries and teams nominating others.
- A great philosophy within the Glofox culture is to 'bring your authentic self to work'. In a remote working environment we often see people's personal lives in the background, whether that means a pet cat suddenly appearing on screen, a family member walking past in the background, or a child interrupting a meeting looking for a snack! Life happens when working remotely and everyone at Glofox knows that it's ok if life is going on in the background. But they also recognise that some people prefer to fade their background and keep their private lives private. Either way people at Glofox are encouraged to be themselves without any judgement.

6: Creating a great company culture



- Each team at Glofox has a budget for activities around building team connectedness and managers and employees alike are encouraged to think of new ideas for getting everyone together socially. For example, recently one of the Glofox managers held a 'Netflix Party Night' with their team to welcome a new team member where everyone had a takeaway and watched a Netflix show while also chatting and getting to know each other.
- Every month the Glofox team takes part in a 'connectedness pulse check'. This is a company-wide survey which asks employees how they feel about their connectedness to the team and to the wider company, if they feel a sense of belonging and if they understand and feel aligned to the company values. This gives an opportunity for the team to share how they feel and gives managers insights into what is working well and what may need attention.

Learn more about Glofox [here](#) and listen back to this session with Glofox Co-Founder and CPO Finn Hegarty on [making the transition to a remote-first culture](#).

Want to learn more about building a great remote company?

About Grow Remote

Grow Remote offers a range of services and support for companies and individuals who want to make the transition to remote working.

Our Leading Remote Teams training programme has been built in collaboration with some of the world's leading remote-first companies. Learning from peers, gaining insights from experienced remote leaders, this course blends the best of 'self-paced' online learning with live facilitated sessions and guest speakers. We are also building a remote ready workforce with Remote Ready training for employees and job seekers.

We partner with the best remote-first organisations and with companies making the transition to remote and hybrid working through our Employer Partnership Programme and the Remote Alliance.

Learn more about Grow Remote and join our community at www.growremote.ie

Disclaimer:

This playbook is meant as a practical guide for employers who want to make the transition to remote working and has been created in collaboration with a number of remote-first employers. However, it is not meant as a legally binding framework and all employers must adhere to the relevant laws, codes of practice and guidelines which govern the workplace. Nor is it an exhaustive summary of the considerations employers need to take when making the transition to remote working.

Employers can find further guidance in the Department of Enterprise, Trade and Employment's Guidance for Remote Working.

Remote Playbook for SMEs



grow remote