

COVID-19 Response

Bureau Return to Office (RTO) Toolkit

December 2021



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Introduction

Managers and Supervisors,

Thank you for your hard work supporting employees and successfully delivering on our mission while juggling the challenges of a global pandemic and a virtual workforce.

We understand a new set of challenges will arise as we begin transitioning employees back into the office and managing **in-person, virtual, and hybrid work environments**. This **Return-to-Office (RTO) Toolkit** is designed to equip you with **customizable communication, engagement, and training resources, tools, and templates** to effectively lead during this period of transition and beyond.

Thank you for your continued leadership as we **navigate the new way forward, together**.



Health & Safety in the Workplace

How we are prioritizing your health and safety



Our Approach to Workplace Health and Safety

The DOC's highest priority in reentry is the health, safety, and well being of its workforce, and it has implemented several measures to ready the workplace for employees according to community, building, and medical considerations.

Community



DOC protects its communities by:

- Continuously evaluating employee transportation and commuting options
- Assessing the availability of childcare options
- Identifying local food and beverage options for employees working onsite

Building



DOC protects its physical workspace by:

- Redesigning facility floor plans and workstations to account for accommodations and capacity limitations
- Applying cleaning and sanitation protocols in line with CDC recommendations
- Utilizing enhanced ventilation and HVAC, including ultraviolet germicidal irradiation to kill airborne pathogens
- Limiting access to not fully vaccinated contractors and visitors, and requiring document verification by senior officials

Medical



DOC observes pandemic health best practices by:

- Requiring masking and physical distancing in areas of high community transmission
- Utilizing contact tracing and testing for close contacts of known infections
- Requiring COVID-19 vaccination for employees and contractors
- Establishing testing requirements for not fully vaccinated contractors, visitors, and those granted Reasonable Accommodations

94%



DOC employees are vaccinated.*

CDC notes fully vaccinated individuals are **6x less likely to be infected** and **29x less likely to be hospitalized or die** from COVID-19.

* 94% as of 11/22 includes those who have received at least their first dose. 99% of DOC complied with Federal mandates as of the 11/22 deadline.

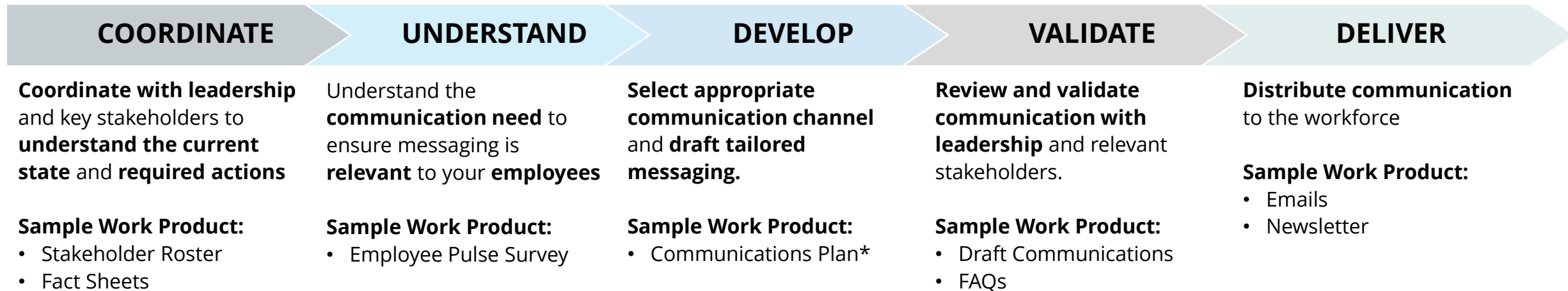
COMMUNICATE

Methods, templates, and signage for effective communication and employee outreach



Developing & Deploying Effective Communications

Effective communication is critical to supporting your employees as they adapt to new work environments and as the COVID-19 environment rapidly changes. Use the following communication process and principles to quickly **develop and deploy effective communications**, **spread need-to-know information**, and **engage your employees**.



Throughout this process, make sure your communications are:



AUTHENTIC

Messages should express core values. Communicate in a **human voice**. Stakeholders should hear from the source.



TAILORED

Messages are tailored to ensure the audience is receiving the information at the **right time** through the **preferred channel**.



TRANSPARENT

Transparency can **earn trust**. Be clear with stakeholders what is and isn't known.



CREATIVE

Create **compelling content** to reach more stakeholders with well-crafted messages. **Avoid jargon**.



AGILE

Create **content quickly** to respond to the cascade of events. **Keep messages brief** and refer to experts. Provide a call to action.



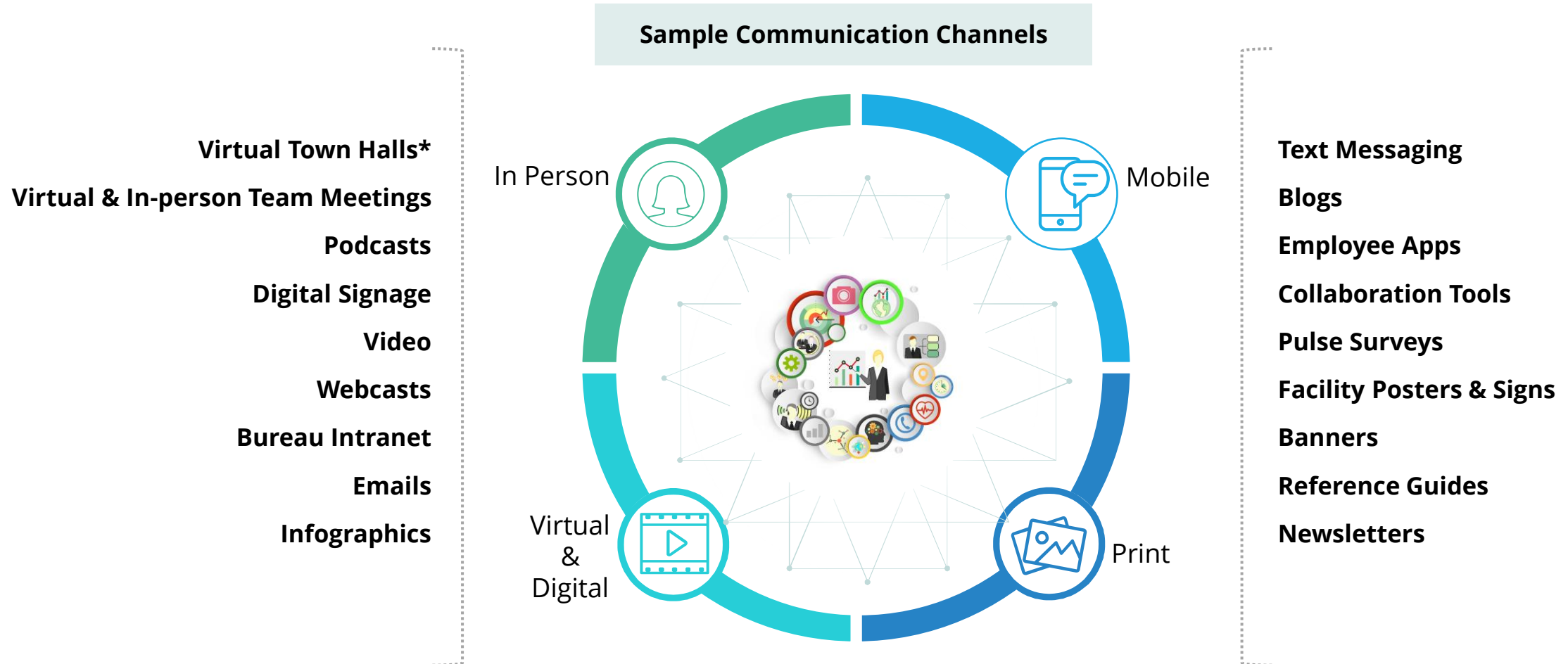
FAST

Act with speed to fill the information vacuum. Delays may look like you are hiding something.

*See sample Communications Plan template on side 11

Leveraging Strategic Communication Channels

Leveraging the right communication channels can make **employee outreach faster, more effective, and more engaging**. Managers and Supervisors should work with their Bureau leadership to utilize the following communication channels to maximize employee outreach.



Welcome Back Email Template

Consistent and transparent employee communication facilitate smooth transitions and a positive employee experience. Managers and Supervisors can **tailor** the below welcome back email to meet the **specific needs of their Bureau and workforce.**

All –

I would like to extend a warm welcome as we begin our return to work!

As we navigate this transition, I would like to emphasize that **your health and safety remain my top priority and your well-being is the primary driver for all workplace decision.** Over the next few weeks, I would like to meet with each of you to discuss ways I can best support your transition to the workplace, what you need to be successful in our new environment, and your preferences for collaboration and team engagement.

In the meantime, please check out our COVID-19 Information Hub for the latest information on Bureau and Department of Commerce (DOC) health and safety best practices, policies, and protocols.

I thank you for your ongoing commitment to the health and safety of our colleagues and Bureau community, and I look forward to working with you all to build a better and brighter future as we continue to remain resilient.

Best,
<Insert name>

Policy Announcement Template

As the COVID-19 pandemic landscape continues to shift, Managers and Supervisors can **customize the template below to share important policy updates to employees in a clear and consistent manner.**

All -

I am writing to share a few updates regarding our COVID-19 policies due to a shift in the pandemic and public health guidance.

Current Policy: Detail the original policy or policies language.

Updated Policy: Describe the changes in policy, why those changes are being implemented, and official new language.

What This Means for You: Outline impacts to employees (e.g., operating status, daily activities, individual roles and responsibilities).

Date of Implementation: Provide the date the new policy will take effect.

As always, thank you for your continued dedication to keeping yourselves, families, and communities safe and healthy. Please contact **<insert POC>** for additional questions.

Best,
<insert name>

Workforce Pulse Check Survey

Pulse check surveys **enable streamlined data collection** and **quick identification of employee issues** surrounding return to work. Managers and Supervisors can use information gathered from pulse check surveys to **make informed work, workplace, and workforce decisions**.

Multiple Choice Examples

1. I understand what is expected of me for returning to work
 - Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strong Agree
2. I have the tools and resources I need to work effectively in a virtual environment.
 - Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strong Agree
3. I feel safe returning to work in-person.
 - Strongly Disagree
 - Disagree
 - Neutral
 - Agree
 - Strong Agree

Open Ended Examples

1. What are your greatest concerns for returning to work and/or working in a hybrid in-person and telework environment?
2. What resources can we provide to improve work productivity?
3. Are you satisfied with the level of leadership engagement and outreach? If not, how can it be improved?
4. What are the ways you prefer to receive information and updates (i.e., emails, newsletters, town halls, etc.)?

Pulse Survey Best Practices

*Maximize participation by keeping surveys **short and easily accessible***

*Offer both **multiple choice** and **open-ended questions** to gather more nuanced employee feedback*

*Ensure employees **understand why** they are taking the survey and **how the information will be used***

Workplace Health & Safety FAQs

Managers and Supervisors must be prepared to answer employee questions about workplace health and safety to **address their concerns, ease anxieties, and build trust**. Managers and Supervisors can **adapt** the below FAQs based on their Bureau's workplace health and safety policies and protocols.

What is the Department doing to ensure a safe and healthy workplace?

The Department and its Bureaus implement several safety measures to protect on-site employees.

- **Cleaning:** We regularly **clean, disinfect, and sanitize facilities** to ensure your health and safety. In the event of a suspected or confirmed case of COVID-19 in the workplace, enhanced cleaning will occur in accordance with CDC guidance
- **Ventilation:** Facilities are **optimizing indoor ventilation to the maximum extent feasible**, to increase the proportion of outdoor ventilation, improve filtration, and reduce or eliminate recirculation
- **Signage:** We post up-to-date on-site signage to **encourage healthy behavior and safe interactions**

What can employees do to keep each other safe?

We each play a role in keeping our workplaces safe. Some actions employees can take include:

- Following **mask and social distancing requirements** based on vaccination status and local transmission levels
- **Washing hands** with soap and water
- **Staying home** if feeling unwell
- **Removing personal items** or work materials daily
- Adhering to **all Department and Bureau policies and safety protocols**
- **Reporting workplace health and safety concerns** to your Manager or Supervisor

What can employees do to prepare for a safe return to the workplace?

Ahead of employees' return, we recommend they consider:

- **Vaccination:** President Biden's **Executive Order 14043**, **requires all federal employees to be vaccinated against COVID-19**, unless they are granted a reasonable accommodation.
- **Commuting:** Getting to work may be more challenging as public transportation service schedules may have changed. We encourage employees to **check daily for any updates to changes in public transportation**
- **Training:** We recommend employees **complete any required or optional training** to understand the protocols in place to keep the work environment safe

Communication Plan Template

Communication plans are living documents that can help you **stay on track, report progress, and establish manageable cadence and employee outreach**. Utilize the template below to guide your communications planning.


| DATE | COMMUNICATION/ MESSAGE | CHANNEL | AUDIENCE | SENDER | FREQUENCY | NOTES |
|------|---------------------------|---------|----------|--------|-----------|-------|
| | | | | | | |
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Sample One-Pagers

DOC Reentry One-Pagers communicate and reinforce key policies around health and safety. Leverage the latest one-pagers to help returning employees understand and follow policies.

Face coverings and physical distancing in the office


Our policies will continue to focus on the health and safety of all on-site personnel in Department of Commerce facilities.





Following the latest CDC guidance, all employees, contractors, and visitors **are required** to wear a face mask while in Federal facilities in areas with **high or substantial community transmission** levels.


Individuals who are **partially vaccinated or have not yet received a COVID-19 vaccination** are **required** to wear a mask and maintain at least 6' of distance from others **while in Federal facilities**.


The Department follows Centers for Disease Control and Prevention (CDC) guidance. The following information applies to **individuals in Federal buildings in areas of high or substantive community transmission**.


 **Acceptable and unacceptable face masks are defined by the CDC** and the Department will adjust policy as necessary based on additional guidance

 You may **remove masks when eating, drinking, or when alone in a closed setting**, such as a personal or enclosed office, or as required for identification


 For all **non-vaccinated or partially vaccinated individuals**, face masks must be worn in **any common areas or shared workspaces**, such as open floor plans/cubicles, conference rooms, restrooms, corridors, and elevators

 Please **speak with your supervisor** if you require **mask adaptations or alternatives**

 **Facilities will provide face masks** to personnel and visitors, **as required and/or available**

 Non-vaccinated and partially vaccinated personnel must maintain at least 6' (or two arm lengths) apart when possible.


For the latest Department resources, please visit the [COVID-19 Information Hub](#).

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Facility Sanitation Procedures


When it comes to sanitation, the Department of Commerce is committed to your safety. Here's what you need to know.




Daily cleaning and disinfection within our facilities help reduce the risk of COVID-19 spread and **keep you safe**. In accordance with CDC guidance, each Department of Commerce facility is required to **conduct daily cleaning** for all high-touch areas.


WHEN WE CLEAN

 **Every day, and when someone is sick.** Cleaning and disinfection occurs in common use / high-touch spaces such as lobbies, pantries, restrooms, business centers, elevators, stairwells, and conference rooms.


 Facilities will conduct **enhanced cleaning** if an employee is confirmed to have COVID-19, or if an employee has been exposed to COVID-19 (i.e., proximity within 6 feet for more than 15 minutes in a 24-hour period to a known COVID-19 case).

WHEN YOU CLEAN

 Individuals are encouraged to **wipe high-touch areas within their work areas at least once a day** per [CDC guidance](#). Facilities will provide cleaning materials, such as disinfectant and wipes.




For the latest Department resources, please visit the [COVID-19 Information Hub](#).

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Ventilation in Department of Commerce Facilities

The Department is following the latest CDC and GSA guidelines on building ventilation, heating, and air conditioning.



The Department's ventilation improvements are part of its larger reentry strategy to help **keep you safe**.


Our ventilation solutions **prevent the spread** of COVID-19 and **improve indoor air quality** at the same time.





DOC-owned buildings follow CDC HVAC recommendations based on **existing equipment, current configuration, and re-occupancy schedule**.


DOC-leased buildings similarly adhere to **CDC HVAC guidance** when possible.


DOC Ventilation Solutions


 To the maximum extent feasible, **increased ventilation rates**


 **Increased outdoor air ventilation**, while considering outdoor air quality and weather conditions


 Identified and implemented **HVAC replacement and repair projects** to ensure ventilation systems operate properly

 Disabled **demand-control ventilation**


 Improved filtration and ensured **air filters are properly sealed**


 Upgraded **air handler filtration efficiency**

 Increased **operating hours**


 Committed to revising **HVAC guidance** as new [CDC standards](#) become available

HCHB-Specific Solutions

 Used **Ultraviolet Germicidal Irradiation (UVGI)** light and enhanced filtering within the air handling units to kill viral, bacterial, and fungal organisms

 Increased the **quantity of air exchanges** of the HCHB HVAC systems by expanding the building's daily flushing sequence

For the latest Department resources, please visit the [COVID-19 Information Hub](#).

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Sample Signage (Continued)

How is the Department planning for employee reentry activities?

There are multiple readiness factors we consider and evaluate when preparing for reentry. All efforts are and will continue to be centered around your **health, safety, and well-being**.



CDC and other health guidelines are at the center of our decision making. We examine topics like:

- Employee, contractor, and visitor vaccination and testing information
- Contact tracing
- Positive COVID-19 case follow-up activities
- Sanitization requirements



We create a safe working environment for all personnel through numerous building monitoring and reconditioning activities like:

- Facility reconditioning
- Enhanced disinfection
- Mechanical & safety systems (e.g., water, ventilation, HVAC)



We monitor communities to ensure they have necessary workforce support by evaluating local community and facility services like:

- Mass transit options
- Food options
- Dependent care resources

For the latest Department resources, please visit the [COVID-19 Information Hub](#)



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We each have a role to play for a safe reentry.



Properly cleaning and disinfecting of shared equipment and surfaces is an integral part of re-opening Department of Commerce facilities

Please follow these simple steps to protect yourself and others when sharing equipment on-site within Department facilities.



Wash hands frequently for 20 seconds before utilizing shared tools and equipment



Disinfect **shared tools and equipment after use**, such as phones, printers, computers, and workstations



Disinfect tools and equipment anytime they are used by or **transferred to a new person**



For the latest Department resources, please visit the [COVID-19 Information Hub](#).



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Sample Signage (Continued)

DO choose masks that



Have two or more layers of washable, breathable fabric



Completely cover your nose and mouth



Fit snugly against the sides of your face and don't have gaps



Have a nose wire to prevent air from leaking out of the top of the mask

DO NOT choose masks that



Are made of fabric that makes it hard to breathe, for example, vinyl



Have exhalation valves or vents, which allow virus particles to escape

[cdc.gov/coronavirus](https://www.cdc.gov/coronavirus)



CS 319876-0 09/24/2021

STOP THE SPREAD OF GERMS | COVID-19 |



Get a COVID-19 vaccine.



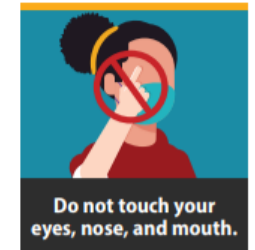
Cover your cough or sneeze with a tissue, then throw the tissue in the trash and wash your hands.



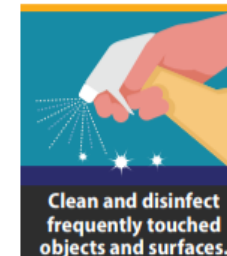
Stay at least 6 feet (about 2 arm lengths) from other people.



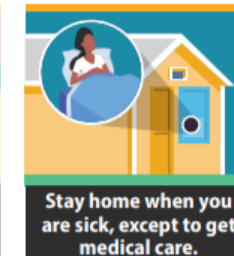
When in public, wear a mask over your nose and mouth.



Do not touch your eyes, nose, and mouth.



Clean and disinfect frequently touched objects and surfaces.



Stay home when you are sick, except to get medical care.



Wash your hands often with soap and water for at least 20 seconds.



[cdc.gov/coronavirus](https://www.cdc.gov/coronavirus)

CS 310817-AM | 01/08/2021

ENGAGE

Tips and tools for engaging and managing a hybrid workforce



Engaging Employees - Tips & Tricks

Engaging and building meaningful connections with your employees and **prioritizing well-being** will be **critical to your success as a leader** as employees return to work. Use the following tips and tricks to maximize your employee engagement and outreach.

Conduct 1:1 Check-ins

Conduct 1:1 check-ins with employees to ask questions such as:

- Are you satisfied with the current work conditions?
- What do you need to be successful in our current work environment?
- What are your primary roadblocks to working in a hybrid environment?

Embrace Technology

Encourage employees to embrace technology, such as Microsoft Teams, to **better engage with teammates** while working in a hybrid environment. **This can help** strengthen team culture and **build a greater sense of community**.

Support Flexibility

As team leaders, determine where you can **build in more flexibility** with your teams. This may include flexible work hour or breaks between meetings. You should **focus on outcomes** and be **clear with expectations**.

Prioritize Well-Being

Incorporate well-being into work by:

- Reallocating work and renegotiate deadlines when possible
- Starting meetings with a check-in
- Encouraging team members to unplug, rest, and take breaks
- Invest in well-being education
- Practicing gratitude

Deploy Pulse Check Surveys

Deploy employee pulse check surveys to gather feedback on their needs while returning to work. Questions may include:

- Do you have the right tools to work in a hybrid environment?
- Are you satisfied with the Bureau's health and safety protocols?

Recognize your Employees

Recognize and celebrate employees who are helping create better working environments and supporting their peers as they navigate returning to work.

Give Meaningful Feedback

Provide actionable feedback to help employees be more successful while working in a hybrid environment. Examples of actionable feedback include best practices while on conference calls, health and safety behaviors, or ways to better utilize technology to stay better connected with teammates.

Create A Safe Environment

Characteristics of a safe environment include employees who are:

- Able to make mistakes
- Comfortable asking for help
- Confident in offering different opinions
- Show up as their authentic selves
- Establish an "open door" policy

Virtual and Hybrid Norms & Best Practices

Establishing virtual and hybrid norms and implementing best practices can **enhance team engagement and collaboration** while working in a new environment. Refer to the below tips to start building a **positive, productive, and healthy virtual or hybrid work culture** for your employees.

Team Unity & Well-Being

- **Encourage Interaction:** Find creative ways to have employees express themselves virtually (e.g., chat emojis, etc.) and be deliberate about team building.
- **Stay Connected:** Don't over-rely on scheduled meetings and email – pick up the phone.
- **Set Boundaries:** Set core working hours on calendars to avoid meetings being scheduled during non-working time.
- **Schedule Screen Breaks:** Schedule 'laptops down' lunches, collective no meeting days, or other times, where team members can be away from their computers to recharge.
- **Role Model:** Reinforce virtual and hybrid norms and promote transparency as employees often take their primary work cues from their manager.

Collaboration

- **Foster Collaboration Equity:** Strive for equal-opportunity participation and reinforce the idea that participation is based on contribution, not location.
- **Leverage Virtual Collaboration Tools:** Use technology platforms to improve communication and interaction (e.g., use chat, tag team members, add comments, create notifications, etc.).
- **Set Collaboration Standards:** Let team determine response times for collaborative tasks (e.g., two hours for chat, one business day for nonurgent emails).
- **Be Accessible:** Share contact info, include mobile number in your email signature.
- **Develop Digital Dexterity:** Ensure team members have access to and understand how to use appropriate collaboration tools for various business activities.

Performance Management

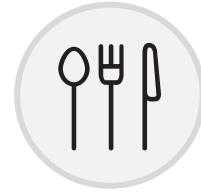
- **Check-In:** Conduct consistent, open, and honest check-ins with employees about their performance and overall well-being.
- **Gain Insights:** Listen and gather information to help assess and support employee performance outcomes.
- **Give Feedback:** Schedule recurring one-on-ones, virtually or in-person, with employees to provide ongoing feedback and discuss progress on goals.
- **Be Clear:** Establish clear standards for evaluation, based on variables like outcomes, results, or quality.
- **Be Open:** Set a warm and open tone, pay attention to non-verbal cues, and demonstrate flexibility and compassion as employees adjust to COVID-19 pandemic shifts.

Team Building Exercises

Team building exercises, especially among hybrid teams, helps **foster collaboration, improve communication, and build positive team cultures**. Try the following exercises to keep your hybrid teams motivated and engaged.



Hometown Tours: Ask team members to share videos, pictures, websites, or any object that represents their hometown or current city.



Themed Lunches or Days: Assign a theme to lunches or days (e.g., Sports, Holidays).



Informal Zoom Rooms: Hold an informal virtual meeting around lunchtime so team members can chat freely like they would in an office cafeteria.



Trivia: Kick start your meetings with a trivia question or host a virtual trivia event; try personalizing questions and/or categories based on your team's interests.



Arm's Reach Show and Tell: Ask team members to find and share something within arm's reach that is meaningful. Ask questions like: "Where did you get it? How long have you had it? Why is it important to you?"



Pets Channel: Leverage virtual collaboration tools like Microsoft Teams to create a separate channels or email listservs where team members can share pictures of their pets.

Microsoft Teams How-To Guide

Benefits of Microsoft Teams

- **Improves productivity:** Teams increase productivity by centralizing key documents and making team member collaboration via chats, online meetings, etc. available on a single interface
- **Increases transparency:** Teams keeps everyone in the loop and supports quick and easy information sharing
- **Enhances focus:** Teams compartmentalizes information into channels so employees can access documents, meetings, and conversations on-demand
- **Supports digital workplaces:** Teams supports a seamless move to a digital workplace, allowing employees to take full advantage of the cloud and access information anytime, anywhere on their devices

View and organize teams
Click to see your teams. In the channel list drag a team name to reorder it

Start a new chat
Launch a one-on-one or small-group conversation.

Search a command
Search for items, people, actions, and launch apps

Add tabs
Highlight apps, services, and files at the top of a channel

Manage profile settings
Change app settings, profile pic, or download the mobile app by clicking your picture

Join or create a team
Find the team you're looking for, join with a code, or make one of your own

Profile sheet
Hover over a picture to easily message, email, video call, or voice call

Compose a message
Type and format your message. Add a file, emoji, GIF, or sticker

Add files & collaborate
Let people view a file or work on it together

SUPPORT

Resources to support mental health



Mental Health Resources

Share the following **organizations and information** with employees as additional mental health and well-being resources.

Department of Commerce Employee Assistance Program (EAP)

What is the EAP program?

- Free services and programs designed to address individual, team, and organizational problems
- EAP services and contacts with individuals or families are kept confidential and using this program does not have an impact on an employee's job status

Who is eligible?

- Managers, employees, and their families

What services are available?

- EAP offers many services, including but not limited to
 - Stress management
 - Work related issues
 - Caregiver support
 - Health and mental health issues
 - Family and marital problems
 - Short term counseling
 - Financial and legal issues

Mental Health Organizations



National Alliance on Mental Illness



National Institute of Mental Health



Mental Health America



American Foundation for Suicide Prevention



Mental Health Action Day

Mental Health Quick Tip One-Pagers

Reference the below one-pagers for ideas and tips on how to **prioritize and foster well-being for your employees.**

Quick Tips: Prioritizing Mental Health at Work



Establish Work Environment Expectations

Set and communicate team norms like core working hours, after hours availability, video conferencing expectations, and meeting requirements.



Respect Team Boundaries

Foster a respectful team culture of adhering to established working hours, potential time zone differences, and scheduled breaks or vacations.



Coordinate Breaks

Schedule "laptop down" breaks to enable team members to step away from their computers to mentally and/or physically recharge.



Check-in with your Team

Regularly check in with your team members, keeping an open dialogue to monitor how they're doing, what works, and what team norms may need adjusting.



Celebrate Accomplishments

Recognize and celebrate individual and team accomplishments. Encourage team members to take the time to show appreciation for a teammate's work, support, or collaboration.



Connect With Others

Encourage team members to schedule check-ins with team members and people outside of their immediate team to chat about well being, mental health, family, work/life integration, or any other topics.



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July 2021

Quick Tips: Fostering Well-Being in Teams



Create a Safe Space

Foster a culture of "it's okay to not be okay," and provide opportunities for team members to share about well-being if desired and on their timetable.



Maintain Trust

Encourage team members to respect each other's privacy and create a supportive culture through caring, gentle, non-judgmental, and compassionate conversation.



Educate the Team

Provide team members the opportunity to learn more about well-being and mental health, access resources, and take available trainings.



Build Team Accountability

Model well-being habits for the team, demonstrating established well-being values and norms and holding team members accountable to following team values.



Establish Work Buddies

Establish an accountability buddy system to remind team members to take well-being breaks, share well-being tips and tricks, and check-in on each other.



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July 2021

TRAIN

Methods, platforms, and topics to enhance employee comfort and support reentry navigation



Reentry Training

Managers and Supervisors should consider offering reentry training to **prevent the spread of COVID-19, keep the workplace safe, and help employees more confidently return to an office environment.**

OBJECTIVES



Explain COVID-19 safety protocols and policies to **minimize spread**



Raise awareness of the behaviors necessary to keep the workplace safe



Reassure employees that the Department is taking steps to protect them



Prepare employees to **be flexible** in an evolving work environment

SAMPLE TRAINING TOPICS



Workplace Safety Protocols and Policies



Symptom Reporting & Contact Tracing



Navigating a Hybrid Environment



Mental Health and Wellness

Training Best Practices

Employee training can be delivered **in-person, online, or through a blended learning approach**. Training can consist of **asynchronous** and/or **synchronous** content, where employees can learn at their own pace or in live sessions with an instructor and peers.

BEST PRACTICES



Set clear training goals and learning outcomes



Choose the right training platform and/or delivery method



Prepare learners and facilitators (e.g., send materials in advance)



Support choice in participation (e.g., voice, chat, anonymous Q&A)



Provide follow-up tools, resources, or support



Promote an inclusive learning culture



Reentry Orientation

Consider hosting a first-day training orientation for all returning staff

POINTS OF CONTACT

Points of contact for reentry support



Bureau Points of Contact

Please use the following template to highlight key points of contact for questions related to return to work.



<Name>
<Email>
<Phone Number>



<Name>
<Email>
<Phone Number>



<Name>
<Email>
<Phone Number>