

## **1. Guidance for Managers**

### **One-to-one discussions with Team Members**

This guidance has been developed to help aid conversations with each of your team members who have been temporarily deployed to roles in support of the Enhanced Response.

### **Extension to mobilisation arrangements**

**In light of the continued need to support the Enhanced Response, the Business Executive Team has agreed to extend mobilisation arrangements to 31<sup>st</sup> May 2021.** This affects all staff who are currently mobilised into roles supporting the Enhanced Response.

During the last couple of months, the organisation has recruited some bank and agency workers to meet the continued demands of the health protection response. In addition, there is now more flexibility for National Contact Centre (NCC) staff to work remotely, enabling a better work life balance for staff and to better increase resilience of the National Contact Centre (NCC).

The resourcing requirements for the Enhanced Response will continue to be reviewed and longer-term plans are under development. However, at this time, the organisation is still very much focused on the Health Protection Response as a priority and therefore needs to ensure the continued stability of the Response.

Due to the uncertainty of the external situation there is the possibility that mobilisations will need to be extended further, however this will be reviewed regularly and you will be kept informed of any changes.

### **One-to-one discussions**

**Following the decision to extend mobilisation arrangements to 31<sup>st</sup> May 2021, all staff who are mobilised to roles supporting the Enhanced Response need a conversation with their line manager in the next two weeks to discuss their continued mobilisation. This is to ensure staff understand what it means for them.**

As part of these discussions line managers should ensure staff wellbeing is discussed, any risks or issues are raised and the appropriate support is subsequently put in place. Staff will then be issued with new mobilisation letters confirming the extension.

If any adjustments are required or any issues raised about continued deployment, please flag with People and OD for advice, [peoplesupport.phw@wales.nhs.uk](mailto:peoplesupport.phw@wales.nhs.uk) before 1 March 2021.

Undertaking these conversations will allow you, as the line manager, to discuss individual needs and to ensure that you consider these depending on your staff members' individual circumstances. These could include work, health, family/domestic arrangements, or feelings of disconnection from a prolonged period of working away from their usual team.

## Support for line Managers

A [Manager's Toolkit](#) has been developed to help our people managers be their best for teams and navigate the tools available to staff.

A series of [line manager workshops](#) have been organised, which aim to support line managers keep staff engaged and stay emotionally connected while many of us work differently.

## Key Messages

- **Thank you** - Please reinforce the feedback and recognition you have been giving them over the period they have been mobilised so far. With less face-to-face interactions, this can sometimes be overlooked.
- **Extension to existing arrangements** – Current mobilisation arrangements to be extended to 31<sup>st</sup> May 2021. The resourcing requirements for the Enhanced Response will continue to be reviewed and longer-term plans are under development.
- Business Executive Team (BET) have recognised that the current demands on the organisation to provide the health protection response does not allow for the demobilisation process to begin. The continued stability of the Enhanced Response remains a priority for the organisation.
- Due to the uncertainty of the external situation there is the possibility that mobilisations will need to be extended further, however this will be reviewed regularly and you will be kept informed of any changes.
- **Plan for keeping in touch** - Plan regular one-to-one check-ins. Continue to share information, keep employees informed of developments, communicate regularly and listen. This is more than updates on work and feedback – these conversations are essential

to you knowing them, knowing how they are and understanding when and if support may be required.

- **Health, safety and wellbeing** – Does your team member require any adjustments to enable them to continue with existing mobilisation arrangements? Make yourself aware of the support services and resources available to staff so you can make suggestions/signpost at the right time by checking the [staff wellbeing page](#) – it also helps to regularly remind everyone in your team what is available.

You'll find some useful follow up questions included in the Note of Discussions proforma. You can use to help guide the conversation. Please note you do not have to ask all the questions or use them in this order. You may wish to use the proforma to capture the main points from your discussions.

## 2. Supplementary Info/Follow up questions

### Note of Discussions – proforma

<b>Name of Line Manager:</b>		<b>Date</b>	
<b>Name of Team Member:</b>			
<b>General Matters</b>			
<ul style="list-style-type: none"><li>• How are you?</li><li>• What has been going well during this period?</li><li>• What challenges have you faced during this period?</li><li>• Ensure completion of Individual <a href="#">risk assessments</a> are discussed and updated on ESR.</li></ul>			
<b>Specific Workplace Issues</b>			
<ul style="list-style-type: none"><li>• Discuss with the employee any changes to working patterns and travel which may be required</li><li>• Explore any reasons that the employee might be unable to continue with the deployed role and whether alternatives would help, e.g. working from home, change of hours etc.</li><li>• Any adjustments required to enable extension to current arrangements?</li></ul>			

- If adjustments have been agreed/are required, please complete the [Reasonable/Tailored adjustments](#) form.
- Explore preference to work in the office/home.

### **Working hours and routine**

- How have your working hours changed since mobilised?
- How have you managed any challenges during this period (child care, school closures / re-opening, caring for relatives)?
- Would you be able to offer more time/hours to the Enhanced Response?

### **Wellbeing**

- How are you taking regular breaks/exercise to support your wellbeing?
- How are you taking your annual leave to support your wellbeing?

### **Finally.....**

- What would work best for you in terms of keeping in touch?
- Is there anything else you'd like to discuss today?

### **3. Supplementary Info/Follow up questions regarding extension of mobilisation arrangements:**

- When does the extension commence?
  - Immediately following the end of the current agreement, i.e., 1 April 2021.
  
- How long is the extension likely to be for?
  - Until 31<sup>st</sup> May 2021.
  
- Is this likely to be extended further?
  - There may be a further deployment after the end of May and these arrangements will remain under regular review
  
- What will happen at the end of the deployment and returning to substantive role?
  - Staff will return to their substantive role. Continued support and communication should remain with the substantive line manager and any necessary support will be provided to ensure a smooth return to their substantive job.
  
- What hours / shift patterns are expected whilst temporarily redeployed?
  - The current hours that have been agreed with individuals will remain the same.
  
- Where will the individual be based?
  - Same as current arrangements.
  - Home working is now also an option for those who work in the NCC – discussion should be held with staff to establish preference.
  
- Will equipment, e.g. laptop be available if preference is to work at home?
  - Yes, these arrangements are made by the Operational Leads and Contact Centre Managers.