

Managers' guidance: changing how you manage your team (Covid-19)

Working remotely has resulted in a significant change in how we work. For you, this will not only mean changes in work undertaken and how your team deliver this, but also a change in your approach to managing your team.

Managing a remote team or team which has a mix of fixed, field, home and flex employees means you need to think about how you manage your people directly, team interactions, working relationships, communication, performance and managing output – all the while meeting your team and Service objectives.

The checklist below details key actions and skills required.

Key considerations in managing a team that includes: remote, fixed and field employees		How you can do this
Think about the work your team carries out		
<ul style="list-style-type: none">What elements of this could be carried out remotely and what can't?	<ul style="list-style-type: none">Have a clear team strategy and objectives.Have a team rota so that everyone knows who is where and when.Have an annual leave calendar and similar for recording start and finish times.	
<ul style="list-style-type: none">If there are elements that can't be carried out remotely – think carefully about why this is		
<ul style="list-style-type: none">Are particular pieces of work carried out by certain individuals?Do these need to be realigned and can they be? If so, what supports can be put in place.		
<ul style="list-style-type: none">How will you define requirements and objectives?		
<ul style="list-style-type: none">How will you manage your team being in different places/ staggered start and finish times/a mix of fixed, remote, field and flex workers?		
Assign clear roles and manage expectations		
<ul style="list-style-type: none">You may be working remotely yourself.Think about how your team will contact you.Who should they contact for a particular piece of work, if they need guidance or if an unexpected issue arises?	<ul style="list-style-type: none">Be clear on what you assigning and to whom.Be clear on what the 'ask is' and resources available.In the longer term, think about PCR and fully engage in the process.	
<ul style="list-style-type: none">Set clear objectives and expectations.Follow through and make sure everyone understands what these are, and if they don't offer support and adjustments.		
You will need a team communication strategy – this doesn't need to be written down: needs to be clear and your expectations set for		
<ul style="list-style-type: none">How you will keep your team informed, including key priorities, objectives, updates.	<ul style="list-style-type: none">Have a team plan and make sure this is utilised fully by the team.	
<ul style="list-style-type: none">How your team provide updates on their activity, projects, workload.		

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<ul style="list-style-type: none">• Making sure a good team dynamic is maintained.• Your team should be encouraged to maintain contact with each other to ensure good relationships are maintained.	<ul style="list-style-type: none">• Have contact details for your team (this is essential for remote working).• Have an open conversation about contact and set parameters.• Utilise technology.• Have regular team meetings.• Have regular one to ones.
<ul style="list-style-type: none">• Contact - this is important in keeping your team motivated and can even be a simple call to say "how are you"?	
<ul style="list-style-type: none">• With the reduction in face to face contact, think about how you can bring your team together.	
Focus on outcomes – not how these are achieved	
<ul style="list-style-type: none">• You cannot manage every piece of work set, you have to trust that your team are capable and rely on them to provide meaningful updates.	<ul style="list-style-type: none">• Focus on achievement(s).
<ul style="list-style-type: none">• Stay focused on outcomes – not who's present or what is being done or how this is being done.	
<ul style="list-style-type: none">• Manage your team's performance – recognise achievements and challenge where objectives have not been met. Offer support where you can, but make sure your team know what they are accountable for.	
Think about equipment	
<ul style="list-style-type: none">• Does your team have the equipment they need? (for example, a keyboard, monitor.)	<ul style="list-style-type: none">• Link in with your line manager/IT Business Partner.
Health, safety and well-being	
<ul style="list-style-type: none">• Guidance is available on Connect – direct your team to this.	<ul style="list-style-type: none">• Tips for Home-working.• Advice from the Health and Safety Executive on DSE work.• Have Health and Well-being as a standard agenda item for your team meetings.
<ul style="list-style-type: none">• Are all Risk Assessments up to date – do these need to be revisited at a later date?	
<ul style="list-style-type: none">• Make sure that health and well-being is a key consideration within your team – encourage them to talk to you about any concerns.	
Key to success	
<ul style="list-style-type: none">• Enhanced organisation and communication.	<ul style="list-style-type: none">• Be flexible.• Consider what productivity means.• Trust your team.
<ul style="list-style-type: none">• Belief that remote teams, and a blended model of working can work.	
<ul style="list-style-type: none">• Output focused.	

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