

Managers' Support Guide

Helping you to manage your team working from home - Covid-19



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Helping you to manage a remote team

Glasgow City Council provides essential support to each and every citizen. Over the last few weeks we know that as managers you have been very busy organising your teams to work in a different way - to help us continue to deliver essential services across the city.

In line with normal working practices your role requires you to keep in touch with members of your team at all times - no matter where they are working. This is to make sure they are kept informed and receiving all the relevant corporate and Service communications. This is particularly important in the current situation when information is being updated frequently.

To keep your team feeling connected and engaged you may need to adapt your working style to be more proactive – changing how you would normally physically supervise, interact and communicate with your team.

To support you in managing your team, who may be working from home, during Covid-19 – we have developed this guidance.

1. Staying Connected

Managing a remote team will require a different approach to your usual people management style and whilst a lot of your existing management skills will transfer across location boundaries some may need enhanced – such as communication to keep your staff engaged and updated.

The current challenging circumstances have changed how we are corporately communicating with all council family staff regarding our Covid-19 plans. All this information and staff guidance is now on our public website on a dedicated staff update page. This is so that any member of staff can access and view the information from any device whilst working away from the office.

- **Daily staff updates**

- Please use your normal business continuity process to let all members of your team know that regular updates are being posted on our staff web page at <https://www.glasgow.gov.uk/staffupdates>

- **Keep in touch**

- **If you need to chat to more than six members of your team at once** you can make a request for a conference call line to John Lyle Head of Corporate Governance and Head of Strategic Innovation and Technology by email at john.lyle@glasgow.gov.uk Conference lines are being prioritised to critical areas of the business first.
- **You can use your council iPhone for conference calling with up to six people**
Simply follow these steps:
 1. Call a colleague – when they answer, press add call
 2. Then select the person you would like to add from your phone book, or click keypad to dial the number
 3. Once the person answers, click the merge call button.

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4. This step can then be repeated, up to 6 times.

- **Frequently asked questions with answers**

- We've have included several questions about working from home and how to keep in touch with your teams on our staff web page. You can read these on **our [Frequently Asked Questions – With Answers](#)** section - under the working from home heading on our staff website at www.glasgow.gov.uk/staffupdates.

- **E-learning support**

- We have a number of [communication and social skills](#) courses available on GOLD that you can complete from any device at any time. These courses can support you and offer top tips on how to communicate and keep in touch with your remote team at this difficult time - such as [communicating with emotional intelligence](#).

2. Staff wellbeing

Keeping in touch regularly with your teams not only helps you keep on top of council activity and provide timely updates, but also allows you to check-in on your staff – to see how your team are feeling given the current climate.

One of the hardest things about working from home, especially if you're used to an office environment, is the sense of loneliness and isolation that can set in. A simple "How are you doing?" phone call can go a long way.

There are lots of practical things we can do to take care of our mental health and wellbeing and we would recommend that you highlight these resources to your teams when you catch up.

- **Your mental health and wellbeing**

- We have created a dedicated section on staff web page that offers lots of information, resources and top tips to help us all look after our own mental health and wellbeing and support others.
- All our tips and activity focus on five key areas which can be seen in our main self-help tips on [staying safe and well guide here](#)
- Each week we will bring staff top tips through our daily brief and these will focus around core themes such as financial wellbeing and sleep wellbeing.

- **Helping support your team**

- Learning can enhance self-esteem and confidence and we have over 30 wellbeing courses available for staff [on GOLD here](#) – these include a wide range of health and wellbeing topics such as **Relaxation, Dealing with Stress, Managing Emotions, Mental Health, Mindfulness, Everyday Energy and Letting Go.**

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3. Setting goals and plans

To help members of your team, who are working from home, continue to feel engaged and productive it is a good idea to set plans and goals for them to work towards. These outputs can be reviewed at your regular catch up conversations and are part of an important process to help remote workers continue to feel part of a team who are contributing to activity.

- You can source support on GOLD to help set plans in the [Your Development area here](#) – this includes courses such as [managing virtual teams](#), [setting objectives](#), [managing yourself](#) [motivation and effective feedback](#).

5. Other top tips

- **Assign clear roles**
 - Assigning clear roles for members of your team helps everyone know who to turn to for support or advice on a particular task.
- **Manage expectations**
 - Help your team by outlining the scope, deadlines and deliverables on any tasks they are working on remotely.
- **Focus on outcomes**
 - As a manager it is not possible to manage every aspect of the work done by your team from home. Therefore in managing expectations you should focus on what is accomplished by the team in achieving your goals.
- **Be flexible**
 - Understand that in the current environment your team has a lot going on and that regular work hours may not be possible.
 - Being flexible and trusting your team will allow them to be more productive and achieve planned goals within their own schedule at this current time.

6. Share your stories

We'll continue to keep you and your teams updated through our Covid-19 daily updates and our staff web page. If you have any information that you need to share with colleagues across the council, including any good news stories, please email insider@glasgow.gov.uk

7. Support

During times of stress it helps us to stay connected. It is important that you don't neglect your own wellbeing so please make sure that you prioritise self-care and follow our [key steps to staying safe and well](#).

If you or any member of your team feels anxious or isolated please remember that you can always get support 24/7 at Workplace Options by phoning 0800 247 1100.