***Template emails from senior management to individual managers asking them to start the workshop/team discussion stage (to be adapted locally as appropriate)***

As discussed at [give details] we are now ready for you to start to implement the New Ways of Working framework with your teams. [Refer to any communication from Head of department / senior management team setting context or parameters for future working arrangements across the department].

The [step-by-step guide](https://hr.admin.ox.ac.uk/place-of-work-nww) sets out the recommended stages in the process. The next stage is for you to hold a conversation within your team as a whole, before moving on to meetings with individual team members in the coming weeks.

I have attached a **PowerPoint presentation** to help you set up your team meetings. As you will see, it is suggested that one 60 minute meeting/two meetings, each 60 minutes long, are held. There are further materials available on the [New Ways of Working webpages](https://staff.admin.ox.ac.uk/new-ways-of-working-framework#tab-2755046), including detailed session plans. You can also speak to [me / your line manager / your HR contact] for further support if you need it.

If possible, you should complete the team meeting by [date] in order that the department can make forwards at roughly the same pace. I do appreciate that it may not be straightforward to gather the team together so do let me know if this will not be possible.

Team members are asked to do some preparation before these meetings and I attach below some text you can use, if you wish, to invite your team members to the meeting.

Dear [team member]

As we have discussed, the University’s New Ways of Working framework provides an opportunity for us to build on the experiences of remote working during the pandemic. Once the COVID-19 restrictions have lifted and our pre-pandemic workplace practices can resume, it is important that we reflect on these experiences and consider the strategic and operational needs of the department and what workplace arrangements will enable all staff to be most effective and fulfilled. We will also consider individual preferences, and seek to balance all these factors in consideration of any changes we might make.

You can find out more about the New Ways of Working Project on the [NWW website](https://staff.admin.ox.ac.uk/new-ways-of-working-framework#tab-2755046).

As a first step I would like to hold a/two team workshop(s)[give date(s)]

Before each meeting, please could you spend half an hour or so thinking about how the models of working outlined in the [New Ways of Working framework](https://staff.admin.ox.ac.uk/new-ways-of-working-framework#tab-2755046) might impact on the team, those we support, the wider department, and you, and reflect on the questions listed for the/each workshop below. Keep a record of your notes and please be prepared to share one idea for each question at the meeting.

**Workshop discussion: considering the impact of New Ways of Working.**

1. What have we learned is important to our stakeholders?
2. In what ways might we become more effective and more satisfied as a team?
3. What is the biggest risk of NWW arrangements to our work and the team?
4. Not everyone will get what they want. How can we ensure this is a positive experience for all?

**Workshop discussion: what was it like working in our team before lockdown, what’s it been like during lockdown and what would we like it to be like in the future**

1. What do I most value and appreciate about the team and what can we continue doing to support this?
2. What is particularly difficult about the team at the moment and is there something we can stop doing that would help?
3. What one thing could we start doing to become a more effective and fulfilled team?

It is important that we all do our best to join these discussions so that we can be part of the conversation about how we will work in future. If you cannot attend on the date above, please let me know so that we can discuss other ways for you to feed in your views.

We will all have a chance to ask questions and discuss concerns at the meeting, but if you have any queries that cannot wait until then, please get in touch with me.

I look forward to seeing you on [date] to discuss how we can work most effectively as a team in future.