

# Effectively working through Covid-19

## Employee Toolkit

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This document links to tools and resources from Galliford Try as well as external sources. Please view the toolkit online to ensure you can make the best use of it.



# Introduction

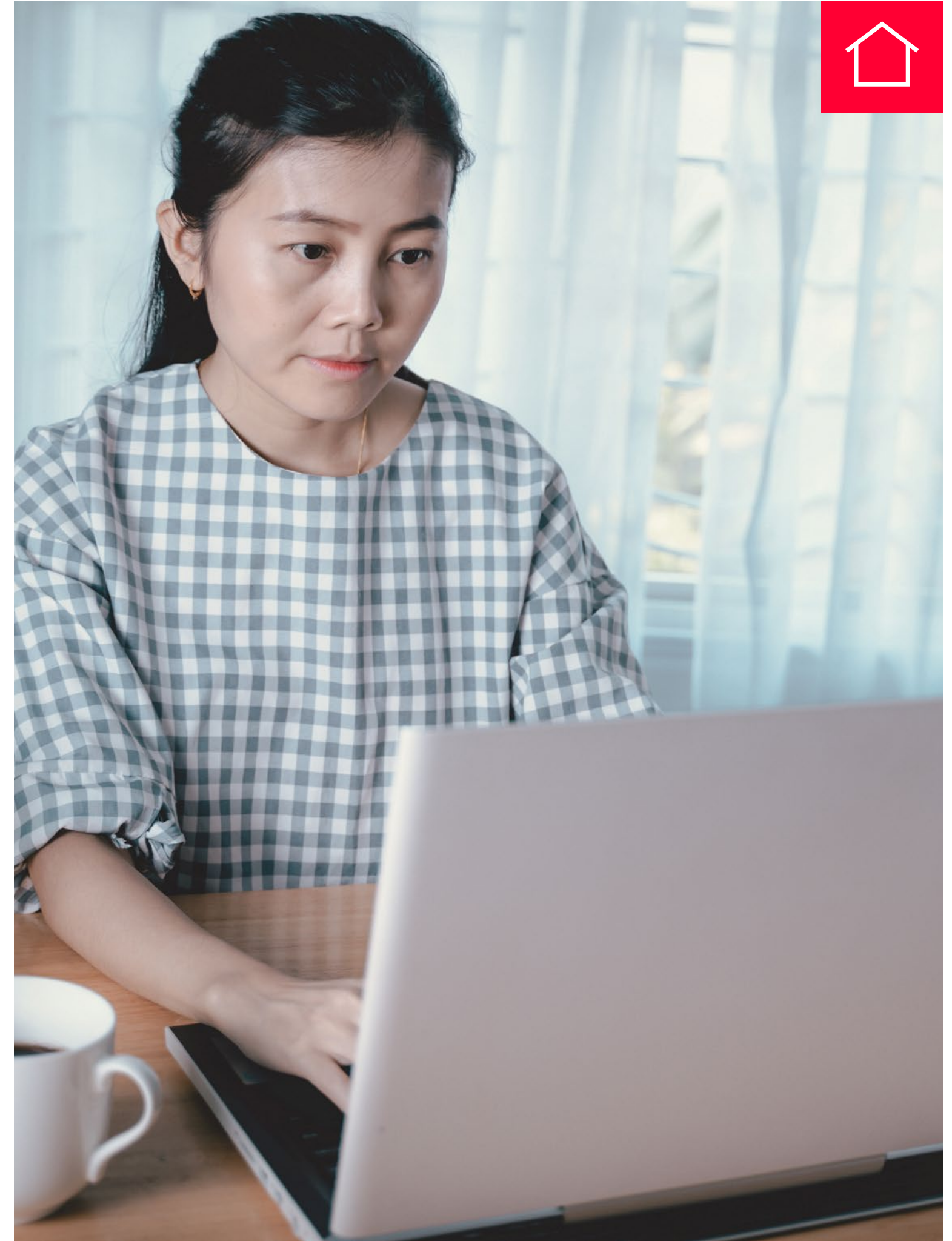
## Employee toolkit

The future of the world of work is changing at great pace, and as a **progressive business**, we want to ensure you have the **tools** and **guidance** you need to remain **productive, well**, and, above all, **safe**.

Galliford Try has therefore developed this toolkit to support you as line managers and employees to navigate the evolving 'new normal', and **effectively work** and **lead teams** through Covid-19. This includes a combination of safety measures, social distancing, and using technology where we can.

## Manager resources

As the pandemic continues, the **role of a leader** has never been more important. This toolkit provides top tips and resources to help leaders develop the **mindset** and **behaviours** to navigate uncertainty, choose the most effective response to **lead a team** and to **look ahead** to the future.



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# 1 Working remotely





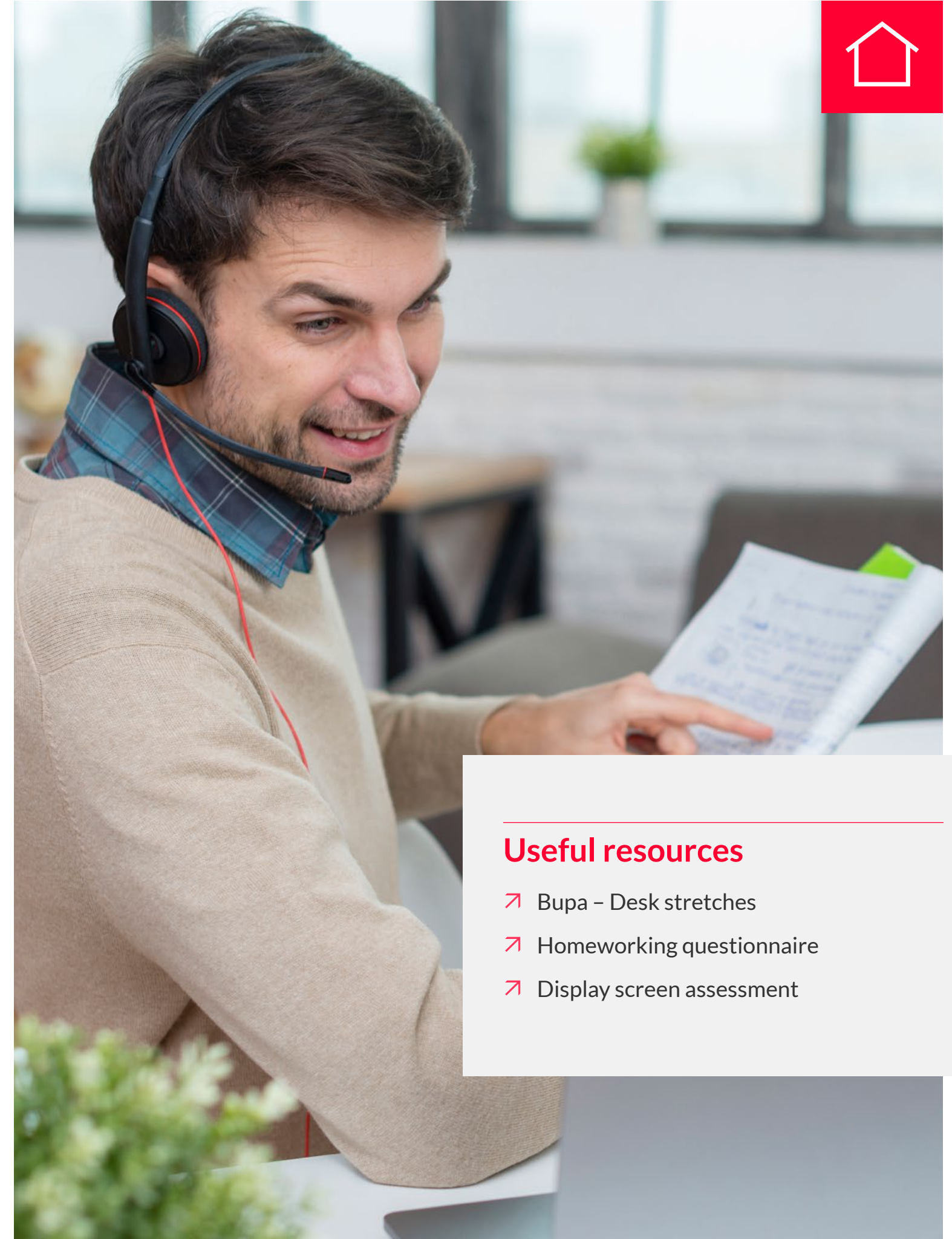
# The basics

## Top tips

- 01 Make a commitment to maintaining your physical and mental wellbeing.
- 02 Complete an assessment checklist for homeworking and review it with your line manager.
- 03 Create a space to work that is as free from distractions as possible.
- 04 Set boundaries for yourself - establish a daily routine with consistent start times to your day, dress for work and take structured breaks away from the computer.
- 05 Set boundaries with others – including those who you live with.
- 06 Use your usual commuting time for development such as reading, exercise or listening to a podcast.
- 07 Set realistic goals each day.
- 08 Stay in contact with your team.

## Useful resources

- Bupa – Desk stretches
- Homeworking questionnaire
- Display screen assessment



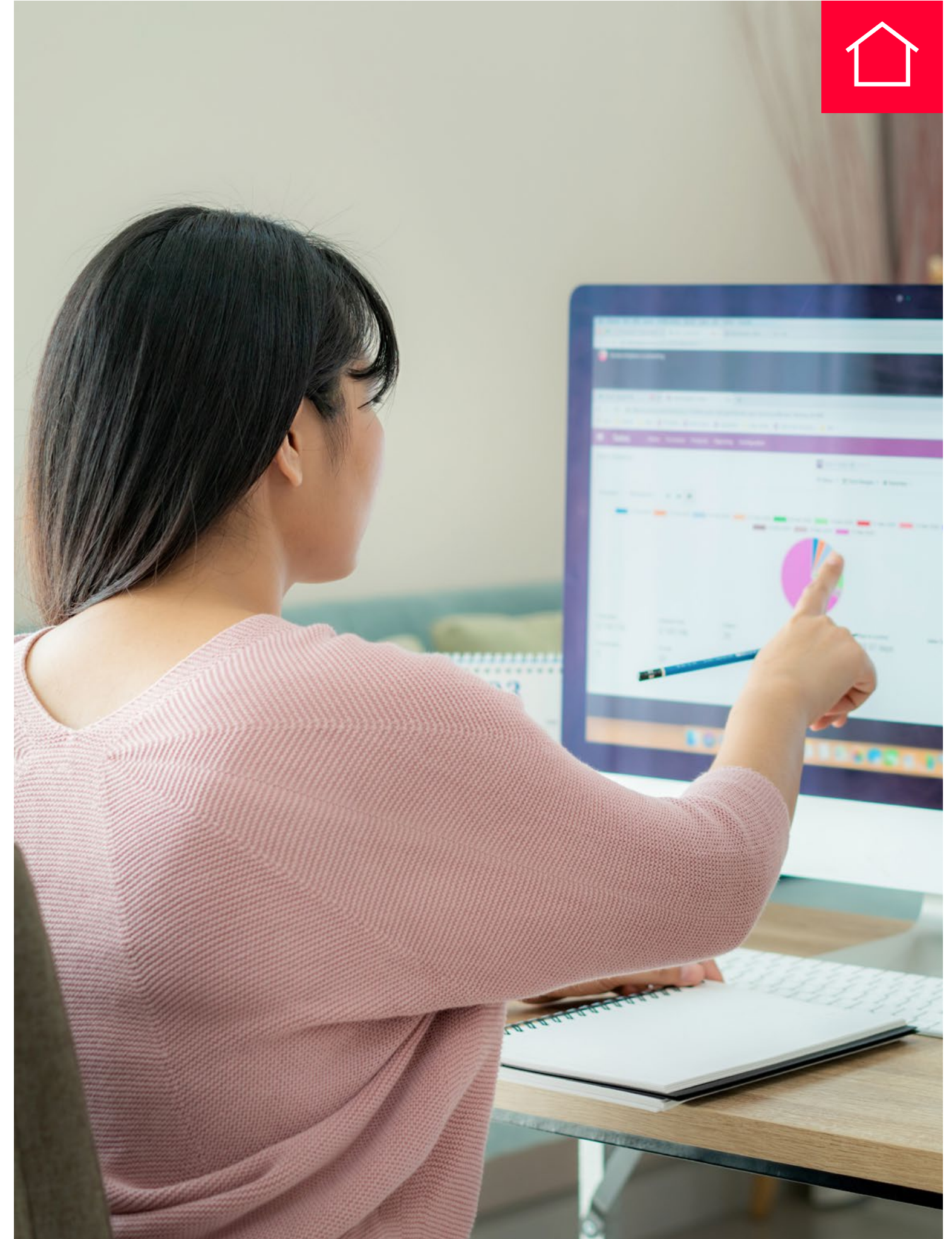


# Working effectively



## Top tips

- 01 Continue to prioritise your physical and mental wellbeing.
- 02 Don't over-rely on email - pick up the phone and have regular meetings.
- 03 Switch on your video during meetings.
- 04 Agree with your team how and when you will stay in touch, including 'watercooler' time to catch up socially.
- 05 Be flexible, recognise that team members may be working at different times than they normally would when working from home.
- 06 Share and celebrate personal and team successes.
- 07 Take regular breaks - schedule time for lunch and breaks each day.





# Managing technology

## Top tips

- 01 Reduce additional load on your home broadband (for example streaming television programmes) to maximise your connection to work.
- 02 Ensure you are still working securely when out of the office, always lock your device and keep applications and software up to date.
- 03 Connect using VPN whenever accessing your account via a public wi-fi network.
- 04 Report suspicious emails/phone calls in the usual way.



## Useful resources

- Working from home using a GT Machine
- Working from home using a non GT machine
- Connecting to VPN (Cisco AnyConnect)
- MFA user guide
- Webmail signature creation
- Microsoft Teams quick start guide
- Diverting your desk phone
- Cisco Desk Phone call forwarding

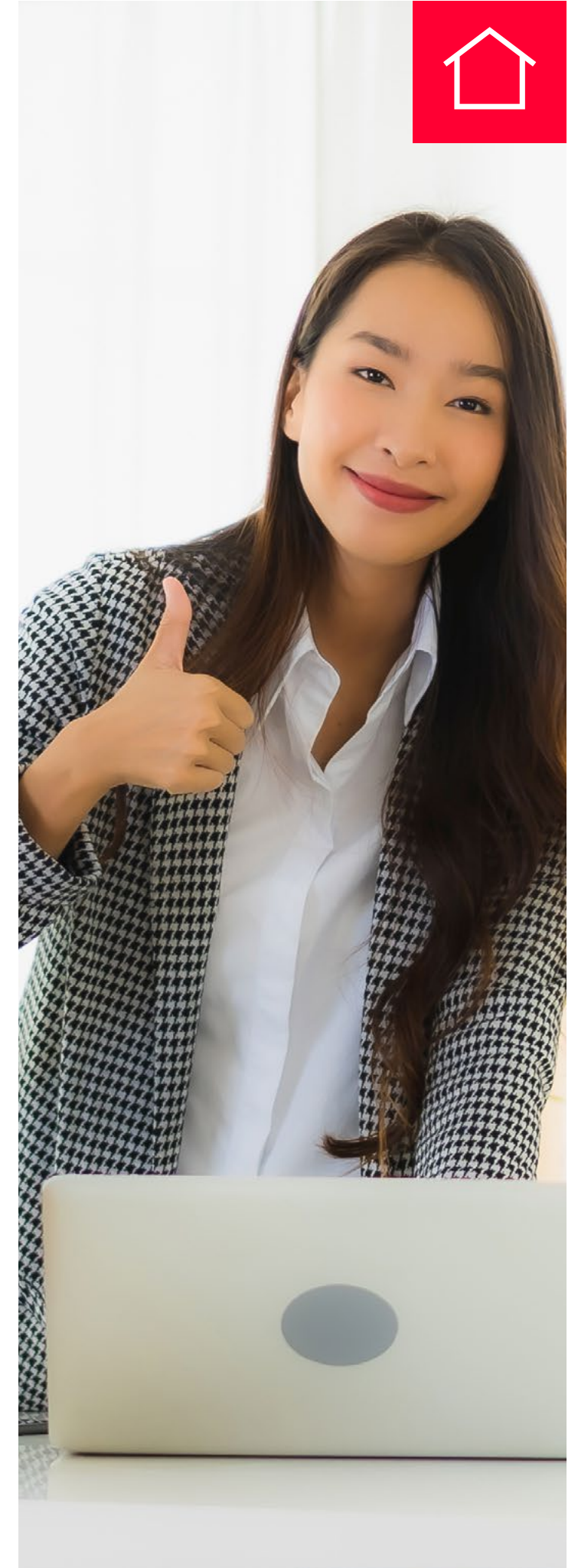


# Hints and tips for managers

## General tips

### Top tips

- 01 Build trust – trust is a key part of all relationships and critical in maintaining a strong relationship with those working remotely. Have trust and confidence your team will do the right thing.
- 02 Communicate often – communication is one of the most important factors in helping remote workers understand the importance of their work, how it fits into the bigger picture, what they do well and what can be improved. Have regular 1:1 meetings with each team member to discuss current projects and objectives as well as how the individual is feeling and anything else they want to discuss. Acknowledge that virtual communication is different and be mindful that some people will be less comfortable with it.
- 03 Make sure you are taking a consistent and fair approach across your team.
- 04 Get in the habit of asking more questions than you usually would.
- 05 Maintain regular contact with your team, including those on furlough leave, and keep them updated on any plans to return to the workplace.
- 06 Prioritise development – provide regular feedback and coaching, encourage your team to keep learning.
- 07 If you recognise signs that a team member may be struggling, signpost them to our wellbeing resources and ask how you can help them.
- 08 Recognise and say ‘thank you’ to employees.
- 09 Reinforce and model the Galliford Try values - Excellence, Passion, Integrity and Collaboration.







# Hints and tips for managers

## Managing the performance of remote teams

### Top tips

- 01 Talk to all team members about their current working arrangement, not just those who have raised concerns. Seek to understand different perspectives and work out a plan together.
- 02 Set clear goals – people working remotely will often need clearer objectives without the structure of working time in the office. Be clear about your expectations.
- 03 Set clear deadlines – deadlines are an important part of ongoing performance management, especially in a remote working environment. Without face-to-face discussions, keeping on top of deadlines can be much harder so be sure to set clear deadlines.
- 04 Focus on outputs – providing flexibility builds trust and enables employees to carry out work in a way that suits both them and the business. Focus on what is getting done rather than the process.
- 05 Continue to effectively manage workloads and reallocate work where necessary. Ensure you continue to hold people accountable for delivery on promises/objectives but seek to understand the challenges they may be facing and solve any potential problems together.
- 06 Give positive feedback – ensuring positive feedback and praise when due helps to maintain morale and help remote employees feel valued.
- 07 Agree to regularly review working arrangements and ensure your team understands where working arrangements are temporary to manage this disruption.

### Manager resources

- [Managing different people](#)
- [Feedback essentials](#)
- [Assess your feedback skills](#)
- [An introduction to poor performance](#)
- [How to have a poor performance conversation](#)





# 2 Returning to a place of work



# Returning to a place of work



## Top tips

- 01 Familiarise yourself with new procedures.
- 02 Adhere to handwashing protocols and maintain social distancing.
- 03 Complete the daily check-in and self-declaration.
- 04 Continue to take regular breaks - schedule time for lunch and breaks each day.

## Useful resources

- [Covid-19 Workplace Best Practice site](#)





# Hints and tips for managers

## Managing a full or partial return to the workplace

### Top tips

- 01 Put your people first - focus on workforce protection.
- 02 Be a role model and follow the safety guidance.
- 03 Recognise that some people may feel anxious about returning to work, particularly if they have vulnerable family members, and work through their concerns with them.
- 04 Keep up to date with local guidelines and understand what these new measures mean for you and your team.
- 05 Ensure your team knows how to raise any concerns or to provide feedback.
- 06 give your team the opportunity to understand what the 'new normal' will look like and how personal and work priorities may have shifted.
- 07 Remember, each employee will have different and often challenging situations they need to continue to deal with. Listen to your team's concerns and seek to understand them rather than jumping to conclusions.
- 08 Remember that agile working is not just about working from home. Teams that have to be on site can use flexible start and finish times, work nine-day fortnights, rotate responsibilities and so forth.
- 09 Agree to regularly review working arrangements and ensure you take a fair and consistent approach across your team.
- 10 Consider how you'll keep your team engaged during this change and ensure you're taking an inclusive approach with all those in your team working remotely or in the workplace.
- 11 Ensure your team members have completed the self-declaration and are completing the daily check-in.



### Useful resources

- GT Agile working guidance
- GT Smart working guidance





# 3 Resilience and positivity



# Overview

Being resilient allows you to better manage challenges before they affect your physical and mental wellbeing.

## Top tips:

- 01 Look after your physical wellbeing as this helps manage stress.
- 02 We all experience bad days in times of crisis but we have a choice in how we respond. Learn from your challenges and setbacks, find enjoyment in life and better handle stress. Resilient people acknowledge the situation, learn from their experiences and move forward rather than focusing on the negative experience.
- 03 Maintain a balanced perspective, focus on the positives as well as the challenges.
- 04 Set SMART, effective personal goals.
- 05 Treat people with compassion and empathy - it will make you feel better too.
- 06 Focus on being flexible. Things change, carefully made plans may need to be amended or scrapped.
- 07 Like any other skill, resilience can be developed – it just takes practice. If you aren't as resilient as you would like to be, you can build on your existing skills to become more resilient.



## Useful resources

➤ AXA – resilience



# Looking after your physical wellbeing



## Top tips

- 01 Physical and mental wellbeing are linked. Improve your energy through diet, sleep and exercise. Exercise doesn't just improve your physical health; it also releases endorphins (our feel-good hormones). Regular exercise can provide you with an enormous sense of wellbeing, give you more energy throughout the day and aid with better sleep – all leading to a more focused, relaxed mindset.
- 02 Remember that exercise can take many forms, for example workouts, gardening, dancing, walking and just moving. Try to stand up at least once per hour.
- 03 Place importance on sleep. A good night's sleep allows your body to rest and repair. Without good quality sleep we can feel moody, irritable and lack focus, which, in turn, is likely to affect your relationships, work and mental wellbeing.
- 04 Eat better. A healthy, balanced diet provides our bodies with the nutrients they need to function properly and keeps our blood sugar and energy levels in check, which promotes a positive mood and clear thinking.
- 05 Try to cut down on caffeine, which can elevate your cortisol levels – the 'stress hormone'. Limit your intake and try to avoid caffeine sources after 2pm.
- 06 Reduce your alcohol intake. Turning to alcohol when stressed can seem like an easy way to relax, but in the long run, it can contribute to feelings of depression and anxiety and make stress harder to deal with. If you do decide to have a drink, limit yourself to one glass with dinner.

## Useful resources

- [NHS Live Well](#)
- [Bupa – HIIT at Home](#)
- [Bupa – 15 minute body weight workout](#)
- [NHS Eat Well](#)
- [British Nutrition Foundation](#)
- [British Sleep Foundation](#)
- [Bupa Sleep podcast](#)
- [Bupa – Sleep Well](#)



# Looking after your mental wellbeing



## Top tips

- 01 Keep in touch and connect with friends, family and colleagues each day.
- 02 Create meaningful relationships through a support network of family, friends, colleagues and other social groups to feel connected and valued. During difficult times, your support network can offer support, advice and comfort.
- 03 Support others too. This can nurture and strengthen relationships and allows us to learn from each other.
- 04 Take time to assess your support network – if you're not getting the support you need, consider where you could get this from.
- 05 Have a balanced and rational attitude to support your resilience – it helps you to have a clear view on reality and see the bigger picture. Stepping away from a challenging situation can help you think differently and allow you some time to reflect. It can help next time you are faced with a difficult situation:
- 06 Focus on the things that you can control and change, rather than those that you can't.
- 07 Challenge negative beliefs and focus on the positives.
- 08 Reflect on your successes – take time to acknowledge and celebrate the things that you have done well.
- 09 Recognise that it's the way you view a situation, rather than the situation itself, that is making you feel sad/ anxious/afraid.
- 10 Ask for help – reach out and ask for support - ignoring stress doesn't make it go away.
- 11 Help others - doing good for others makes you feel good too.

## Useful resources

- Bupa – How to bounce back from a step back
- Bupa – Self acceptance
- Bupa – Coping with change
- Bupa – Worry tree



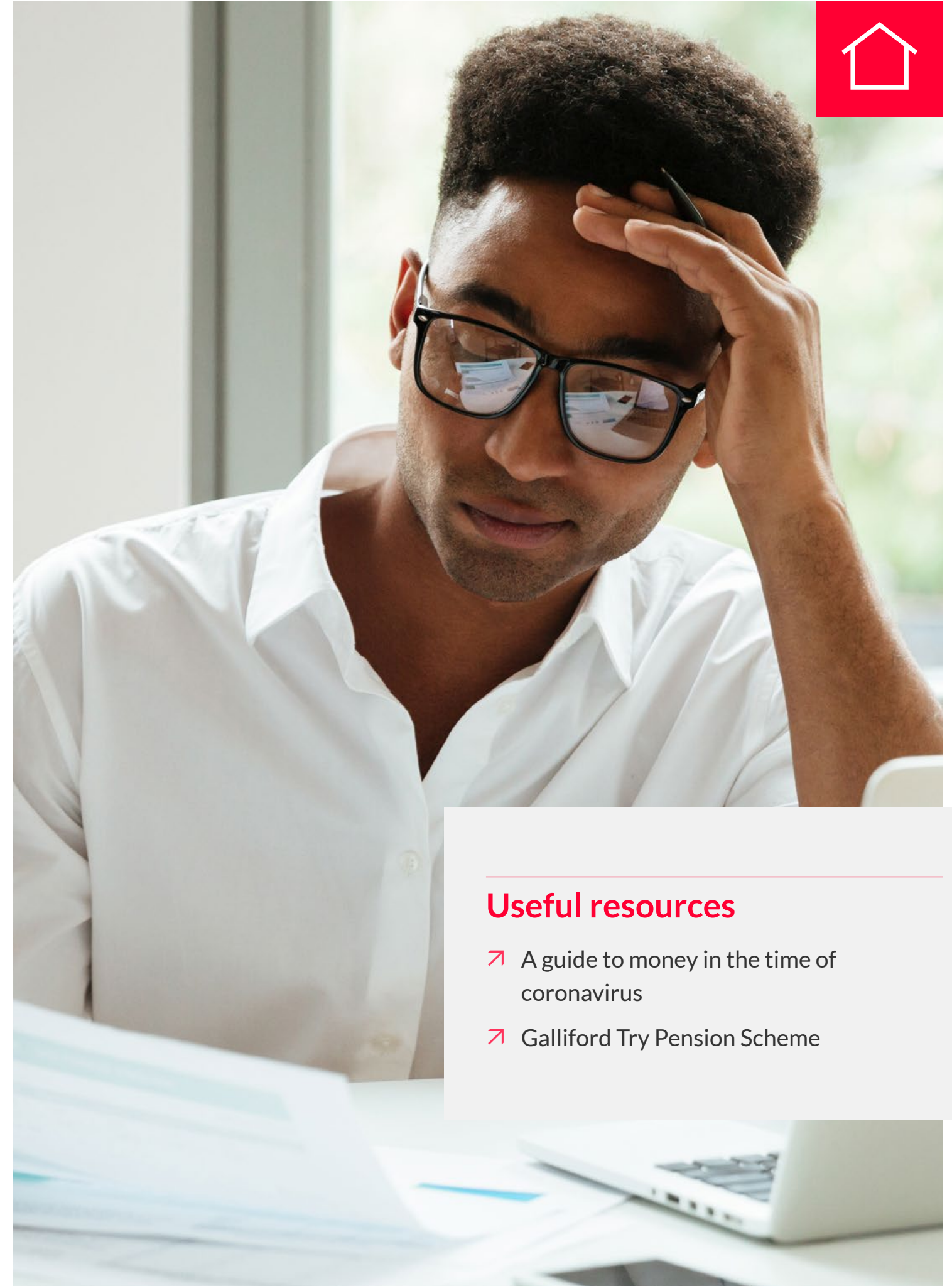
# Looking after your financial wellbeing

## Top tips

- 01 Plan for the future. Worrying about finances can cause stress which will impact your physical and mental wellbeing. It's important you spend time planning for this area of your life.
- 02 Take the time to review your current financial situation – including areas such as your savings, retirement, will and life insurance – and create a plan if you do not have one.
- 03 Use a budgeting tool to understand your monthly spending – what is critical and where could you make savings?
- 04 If you are spending less during the Covid-19 pandemic, carefully consider what you should do with the extra money – this may be a chance to save more for the future?
- 05 If you need to borrow money, take the time to consider your options.
- 06 Pay attention to local financial benefits information to understand what may be available to support you personally.

## Useful resources

- [A guide to money in the time of coronavirus](#)
- [Galliford Try Pension Scheme](#)





# Hints and tips for managers

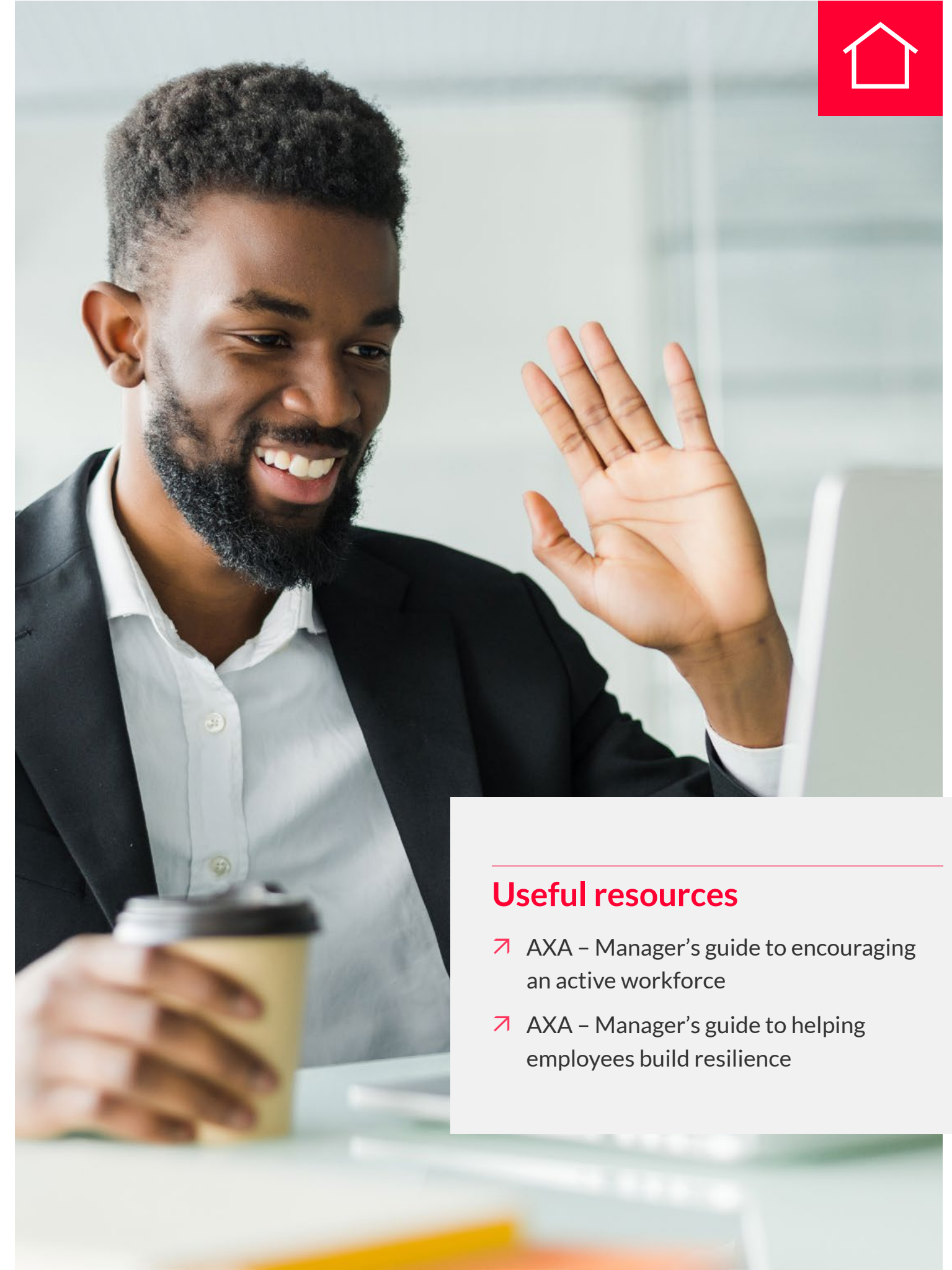
## Resilience and positivity

### Top tips

- 01 Keep your team energised - it can help to create a positive, supportive environment which, in turn, can boost confidence and motivation.
- 02 Encourage your team to take breaks throughout the day. A short, brisk walk can improve alertness. Lead by example - your team members are more likely to take breaks if they see you doing the same.
- 03 Encourage perspective. A considered approach can help your team to see the bigger picture. If a challenging situation arises, it's really important to encourage your team to take a step back (both mentally and physically). Providing this time can help your team to focus on what can be controlled in the situation – enabling them to set realistic goals
- 04 Provide your team with time to think about their personal and professional goals based on their individual values and strengths. Ask your team what they most enjoy about their roles and see if there is an opportunity to increase these.

### Useful resources

- AXA – Manager's guide to encouraging an active workforce
- AXA – Manager's guide to helping employees build resilience





# Hints and tips for managers

## Dealing with change

### Top tips

- 01 Change is complex and can at times be very disruptive for people. Building trust can help manage change effectively.
- 02 Take time to understand any changes being introduced and what this means for the people in your team.
- 03 Involve your team in helping you to understand what the changes mean for them – no doubt they'll come up with some things you won't have considered.
- 04 Keep reviewing how the changes are impacting your team and how they are responding. During any change it's critical that the people most impacted feel engaged and informed, effective communication is critical.
- 05 Be aware that different groups of people will have been affected in diverse ways, according to their job role and individual circumstances.
- 06 Listen to individual considerations will help avoid anyone feeling excluded.
- 07 Empower individuals to grow and thrive by encouraging them to solve problems and develop new skills.
- 08 Promote a culture where individuals feel they can speak up and raise concerns or share ideas.





