***Template email from Senior management to individual managers confirming department’s progress to individual discussions***

As the initial conversations and workshops for NWW  have been completed, I am writing to ask you to start holding individual conversations with your team members, to discuss individual working arrangements.

To prepare you for these conversations, please read the NWW [guidance for managers](https://staff.admin.ox.ac.uk/place-of-work-nww#collapse2780756) as well as the [guidance on decision-making](https://staff.admin.ox.ac.uk/place-of-work-nww#tab-2782266). There is also a [template checklist](https://hr.admin.ox.ac.uk/place-of-work-nww#tab-2762846) which you may help you to gather the information you need and be open, clear and fair in your conversations and subsequent decision-making.

You will need to find a balance between your team’s objectives as discussed in your team workshops, the needs of your stakeholders and the wider department, and the preferences of individual members of your team. Sometimes you will be able to agree requests for changes to working practices, sometimes you will have to seek compromises, and on occasions you will have to say ‘no’. If you have any concerns or need support with this, please speak to [give details of appropriate point of contact].

I attach below some text you can use, if you wish, to invite your team members to the meeting.

Dear [team member]

Thank you for taking part in our New Ways of Working workshop(s). Now that we have discussed the framework as a team I would like to invite you to a meeting with me on [date] at [time] in [location for in person meeting, or via MS Teams] to discuss your own objectives, circumstances and preferences, with regard to working arrangements.

As I hope was clear from our workshop(s), there is no requirement for anyone to change their pre-pandemic working patterns. If you would like to simply return to your previous working pattern that is absolutely fine. However, if you would like to request a change of working pattern, please could you review the [New Ways of Working website](https://staff.admin.ox.ac.uk/new-ways-of-working-framework#tab-2755046) and come along to the meeting prepared to discuss which of the models you think would work best for you, and why.

Once I have spoken to everyone in the team I will consider all the issues raised at our workshops and these individual meetings and consider how these requests can best be balanced. [I will also feed this information back to the department’s senior management]. We will aim to come back to everyone as quickly as possible, to confirm arrangements or to have further discussions where some form of compromise will be required. It is likely that any new working arrangements will be subject to a trial period in the first instance.

I look forward to seeing you on [date] to discuss this further. In the meantime if you have any questions that need to be addressed before we meet, please don’t hesitate to let me know.