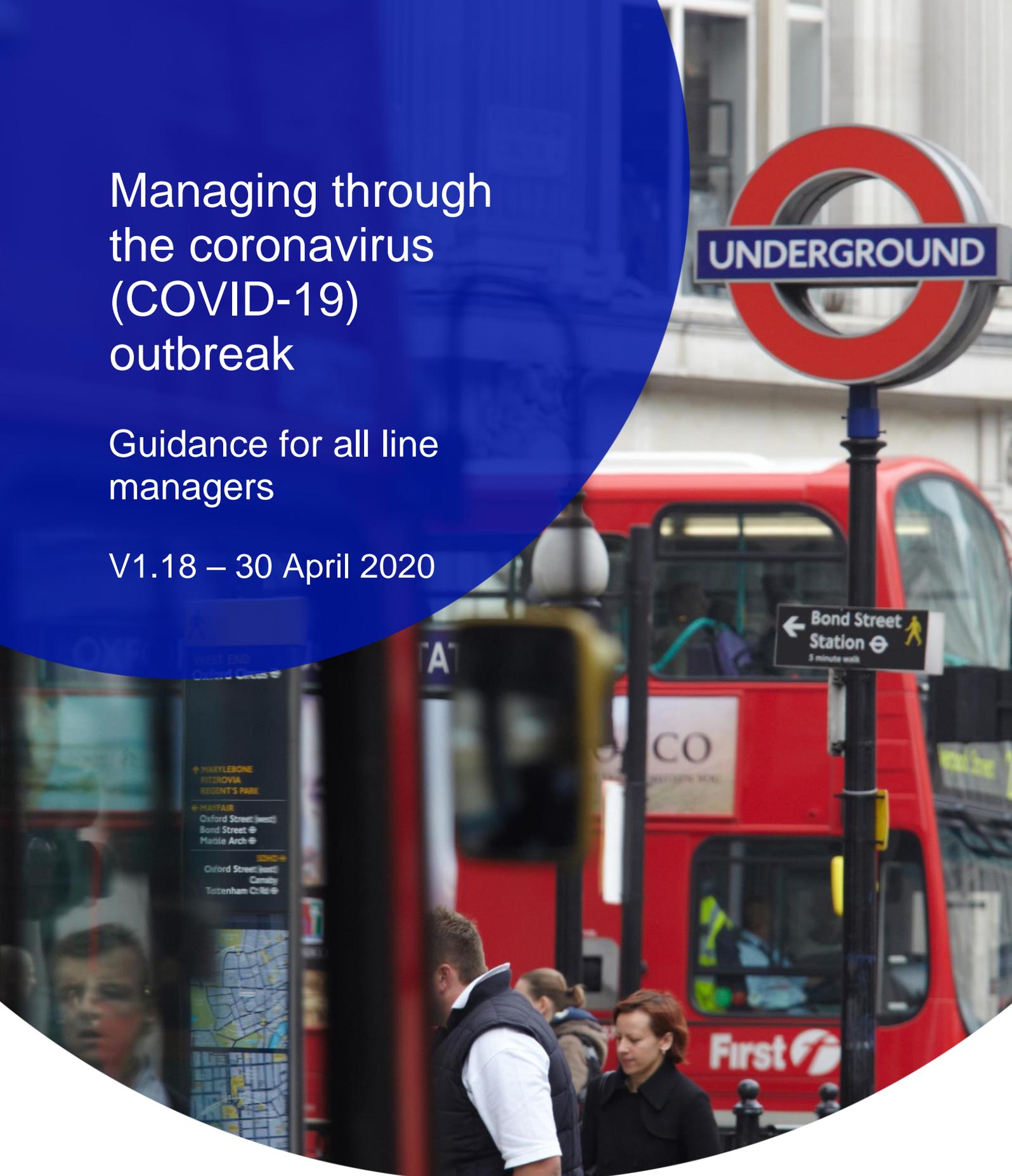


Managing through the coronavirus (COVID-19) outbreak

Guidance for all line
managers

V1.18 – 30 April 2020



This document is regularly updated, and the latest version is [only available to line managers](#) in the Coronavirus SharePoint site. It's uncontrolled if printed, emailed around or shared in other channels.



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Please note: In addition to this management guidance you can also [access the management FAQ through this link](#).

Introduction

The following guidance is based on advice from Public Health England (PHE) and is correct as of 30 April 2020.

This guidance for managers is subject to ongoing review as advice from the Government and PHE is updated and as the situation progresses. This guidance may therefore change at short notice and managers should ensure that they are referring to the most up-to-date version.

In all cases, your employees are required to discuss their personal circumstances with you and for those that need to be at home, you'll need to agree ongoing and regular contact arrangements for every employee.

Self-isolation, Social distancing and Shielding

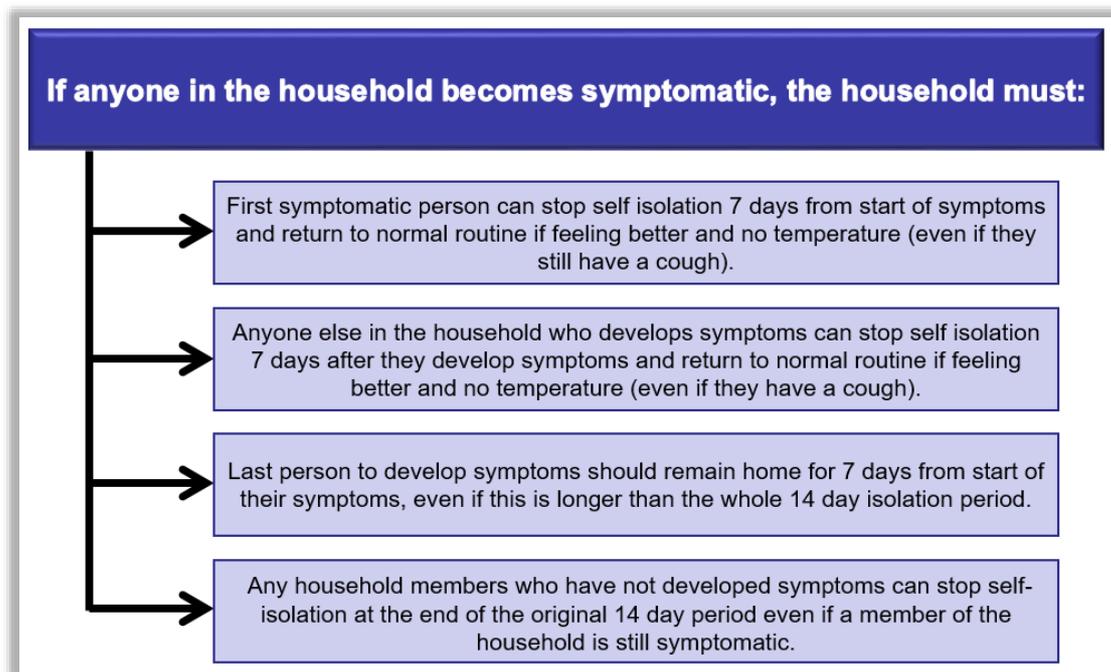
Social distancing is not the same as **Self-isolation or Shielding**. Social distancing is about steps we should all take to reduce social interaction between people in order to reduce transmission of coronavirus. Self-isolation is used for individuals with symptoms of a new continuous cough and/or high temperature (>37.8 degrees Celsius) and other members of their household. Shielding is a measure to protect people who are clinically extremely vulnerable by minimising all interaction between them and others.

Self-isolation

Self-isolation involves: Staying at home, not going to work/school/public areas, and not using public transport or taxis. For more information with about self-isolation go to: <https://www.gov.uk/government/publications/covid-19-stay-at-home-guidance/stay-at-home-guidance-for-households-with-possible-coronavirus-covid-19-infection>

- If an employee has symptoms (i.e. a high temperature of 37.8 Celsius or higher, or a new persistent cough) they self-isolate for 7 days.
- In cases where the employee lives with others, and someone else in the household has these symptoms but the employee does not have them, then the employee self isolates for 14 days. If the employee develops symptoms during this 14-day period of household isolation, then they should self-isolate for 7 days from the start of when they developed symptoms (irrespective of when during the 14-day period of household isolation they develop the symptoms).

Self-isolation – living with others



An alternative chart is available by clicking this [link](#) which you may find useful when discussing return to work dates with your employee.

Social distancing

Public Health England (PHE) has advised those who are at increased risk of severe illness from coronavirus (COVID-19) to be particularly stringent in following social distancing measures, but everyone should be trying to follow these measures as much as possible.

If you have an employee who says that they are in the ‘increased risk’ vulnerable group and therefore feel unable to work as they feel unable to safely socially distance at work, you can contact [Occupational Health](#) or send in a management referral for guidance on what to do in these circumstances. Occupational Health will be able to contact your employee and obtain more detail about their health concerns and then provide you with further advice.

People falling into this ‘increased risk’ vulnerable group include:

- Aged 70 or older (regardless of medical conditions)
- under 70 with an underlying health condition listed below (i.e. anyone instructed to get a flu jab as an adult each year on medical grounds):
 - chronic (long-term) respiratory diseases, such as [asthma](#), [chronic obstructive pulmonary disease \(COPD\)](#), emphysema or [bronchitis](#)
 - chronic heart disease, such as [heart failure](#)
 - [chronic kidney disease](#)
 - chronic liver disease, such as [hepatitis](#)
 - chronic neurological conditions, such as [Parkinson’s disease](#), [motor neurone disease](#), [multiple sclerosis \(MS\)](#), a learning disability or cerebral palsy
 - [diabetes](#)

- problems with your spleen – for example, [sickle cell](#) disease or if you have had your spleen removed
- a weakened immune system as the result of conditions such as [HIV and AIDS](#), or medicines such as [steroid tablets](#) or [chemotherapy](#)
- being seriously overweight (a body mass index (BMI) of 40 or above)
- those who are pregnant

What is social distancing?

Social distancing measures are steps a person can take to reduce the social interaction between people. This will help reduce the transmission of coronavirus (COVID-19).

They are:

1. Avoid contact with someone who is displaying symptoms of coronavirus (COVID-19). These symptoms include high temperature and/or new and continuous cough
2. Avoid non-essential use of public transport, varying travel times to avoid rush hour, when possible
3. Work from home, where possible. Please refer to [employer guidance](#) for more information
4. Avoid gatherings with friends and family. Keep in touch using remote technology such as phone, internet, and social media
5. Use telephone or online services to contact a GP or other essential services

Everyone should be trying to follow these measures as much as is practicable.

This advice is likely to be in place for some time. *If you require further specific occupational health advice on how your employee can safely social distance at work, email Pandemic@tfl.gov.uk*

Shielding

This guidance is for those employees, who are at very high risk of severe illness from coronavirus (COVID-19) because of an underlying health condition. It is intended for use in situations where the employee is living in their own home, with or without additional support.

We are strongly advising employees with serious underlying health conditions (listed below) which put them at very high risk of severe illness from coronavirus (COVID-19) to rigorously follow shielding measures in order to keep themselves safe.

The NHS in England is directly contacting people with these conditions to provide further advice.

If your employee thinks they fall into one of the categories of extremely vulnerable people listed below and they have not received a letter by Sunday 29 March 2020 or been contacted by their GP, they should discuss their concerns with their GP or hospital clinician.

If your employee confirms to you that they are in the extremely vulnerable group and need to undertake shielding, you will not require any further information from them before they start shielding. You should ask them to send in a copy of their letter from NHS England clearly showing their name and home address and advising them to shield for a period of 12 weeks.

They should blank out the part of the letter that sets out what their particular medical condition is. This is to ensure that they are not unnecessarily providing sensitive and personal information to you. In order to be GDPR compliant, you should make a note of the fact that you have seen a copy of the letter and then immediately delete the actual letter.

Explain to your employee that we understand this is an anxious time and people considered extremely vulnerable will understandably have questions and concerns.

Employees are strongly advised to stay at home at all times and avoid any face-to-face contact for a period of at least 12 weeks from the day they receive their letter. Please note that this period of time could change.

Employees falling into this 'extremely' vulnerable group include:

1. Solid organ transplant recipients
2. People with specific cancers:
 - people with cancer who are undergoing active chemotherapy
 - people with lung cancer who are undergoing radical radiotherapy
 - people with cancers of the blood or bone marrow such as leukaemia, lymphoma or myeloma who are at any stage of treatment
 - people having immunotherapy or other continuing antibody treatments for cancer
 - people having other targeted cancer treatments which can affect the immune system, such as protein kinase inhibitors or PARP inhibitors
 - people who have had bone marrow or stem cell transplants in the last six months, or who are still taking immunosuppression drugs
3. People with severe respiratory conditions including all cystic fibrosis, severe asthma and severe COPD.
4. People with rare diseases and inborn errors of metabolism that significantly increase the risk of infections (such as SCID, homozygous sickle cell).
5. People on immunosuppression therapies sufficient to significantly increase risk of infection.
6. Women who are pregnant with significant heart disease, congenital or acquired.

What is shielding?

Shielding is a measure to protect extremely vulnerable people by minimising interaction between them and others. This means that those who are extremely vulnerable should not leave their homes, and within their homes should minimise all non-essential contact with other members of their household. This is to protect those who are at very high risk of severe illness from coronavirus (COVID-19) from coming into contact with the virus.

If your employee has received a letter/other correspondence from NHS England they are strongly advised to shield themselves, to reduce the chance of getting coronavirus (COVID-19) and follow the face-to-face distancing measures below.

The measures are:

1. Strictly avoid contact with someone who is displaying symptoms of coronavirus (COVID-19). These symptoms include high temperature and/or new and continuous cough.
2. Do not leave your house.
3. Do not attend any gatherings. This includes gatherings of friends and families in private spaces for example family homes, weddings and religious services.
4. Do not go out for shopping, leisure or travel and, when arranging food or medication deliveries, these should be left at the door to minimise contact.
5. Keep in touch using remote technology such as phone, internet, and social media.

Do use telephone or online services to contact your GP or other essential services.

Stopping these activities will be difficult, so your employee should try to identify ways of staying in touch with others and participating in their normal activities remotely from their home. However, they must not participate in any activities if they involve any contact with other people.

This advice will be in place for at least 12 weeks from the day the employee receives their letter.

Whilst the rest of their household are not required to adopt these protective shielding measures for themselves, they should stringently follow PHE guidance on social distancing which is contained in this document.

If your employee is living with someone who falls into the extremely vulnerable group, then you should discuss the situation with them to find out if they can work from home during the 12-week period. If they are unable to do so, and if requested by them, you can agree special leave with pay while the period of shielding is ongoing (currently this is for a minimum of 12 weeks). You will need to explain to the employee that this is subject to ongoing review as advice from the Government and Public Health England is updated regularly and is subject to change.

The employee will also need to provide you, when available, a copy of the letter from NHS England clearly showing their home address, which advises the household member to shield for a minimum period of 12 weeks. They should blank out the part of the letter that sets out the individual's name and what their particular medical condition is. This is to ensure that they are not unnecessarily providing sensitive and personal information to you. In order to be GDPR compliant, you should make a note of the fact that you have seen a copy of the letter and then immediately delete the actual letter.

If your employee believes they are in the extremely vulnerable group and hasn't been contacted by their GP or hospital clinician, they can register with the Government's Coronavirus support team in order to tell them whether or not they need support. It may take time for any support offered through this service to arrive. Wherever possible the employee should continue to rely on friends, family and wider support to help them meet their needs.

Your employee can register by clicking on the link below:

Link: <https://www.gov.uk/coronavirus-extremely-vulnerable>

We recognise that there are some employees with serious health conditions that don't come under Public Health England's 'extremely' vulnerable category, but who may wish to Shield. If

your employee is worried about their personal situation and you require further advice as to whether they should shield or not, please contact Occupational Health for advice.

Who should I contact for HR advice? - **UPDATED**

The <mailto:Covid19HRqueries@tfl.gov.uk> inbox will be monitored every day between the hours of 08:30 and 17:30. Leave your contact details and brief a description of your enquiry, then an Employee Relations Adviser (ERA) or an Employee Relations Partner (ERP) will contact you to help you with your enquiry.

Other important information to note

Pay and absence duration - **UPDATED**

Please note that some employees within these classifications will now be on furlough leave. Therefore, please refer to the Furloughing section later in this document as well as any local guidance, if applicable.

Situation	Arrangements
Employees who can work from home	- The employee will receive contractual salary as normal
Employees over 70 years old, or who are vulnerable (increased risk)	<p>- If the employee is well and able to work from home because their role allows it – they will receive contractual salary as normal</p> <p>- If the employee is well but unable to work from home and where safe social distancing at work is not viable, they will receive Special Leave with Pay (SAP code Special/Domestic) for a maximum of 12 weeks</p>
Employees who are extremely vulnerable (who are required to Shield) as a result of receiving a letter from the Government.	<p>- If the employee is well and able to work from home because their role allows it – they will receive contractual salary as normal</p> <p>- If the employee is well but unable to work from home because their role doesn't allow it - they will receive Special Leave with Pay (SAP code Special/Domestic) for a minimum of 12 weeks</p>
If an employee has symptoms (i.e. a high temperature of 37.8 Celsius or higher, or a new persistent cough) they self-isolate for 7	- If the employee feels well and is able to work from home because their role allows it – they

<p>days.</p> <p>In cases where the employee lives with others, and someone else in the household has these symptoms but the employee does not have them, then the employee self isolates for 14 days. If the employee develops symptoms during this 14-day period of household isolation, then they should self-isolate for 7 days from the start of when they developed symptoms (irrespective of when during the 14-day period of household isolation they develop the symptoms).</p>	<p>will receive contractual salary as normal</p> <ul style="list-style-type: none"> - If the employee feels well but is unable to work from home because their role doesn't allow it – they will receive Special Leave with Pay for the period they need to self-isolate. (SAP code Special/Domestic) - <i>If the employees household member(s) opts to take one of the coronavirus testing options (Drive thru / home test kit) and the result of that test comes back negative, the employee can therefore return to work. If they remain at home, they will receive Special leave without pay (SAP code Special/Domestic UNPAID)</i>
<p>If an employee feels unwell</p>	<ul style="list-style-type: none"> -The employee is classified as being off work through sickness and normal sick pay arrangements and processes apply. It is recognised that your employee may not be able to obtain a doctor's certificate at present. This should be noted on the employee's sickness record. Please note that any coronavirus (COVID-19) sickness will not count as a sickness absence item. (SAP code Sick with Illness reason 'Influenza/Flu') - <i>If the employee opts to take one of the coronavirus testing options (Drive thru / home test kit) and the result of that test comes back negative - please note that this will not count as a sickness absence item as we would want to encourage our employees to take the test to put their mind at ease.</i>
<p>If an employee is living with an individual who is classified as being in the 'increased risk' vulnerable group</p>	<ul style="list-style-type: none"> - If the employee is well and able to work from home because their role allows it – they will receive contractual salary as normal - If the employee is unable to work from home, they should social distance and can request Special Leave with Pay for up to five days (SAP code Special/Domestic). They can also request to take their annual leave and then Special leave without pay (SAP code Special/Domestic UNPAID)

<p>If an employee is living with an individual who is classified as being in the 'extremely' vulnerable group (who are required to Shield)</p>	<ul style="list-style-type: none"> - If the employee is well and able to work from home because their role allows it – they will receive contractual salary as normal - If the employee is unable to work from home they should social distance and following discussion with you and evidence that someone at their home address is shielding, they can request Special Leave with Pay for a minimum of 12 weeks (SAP code Special/Domestic) for a minimum of 12 weeks
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Please note: For all of the above situations, you or whoever is responsible for updating absence on SAP, are required to complete an online coronavirus (COVID-19) absence form and update it as the employee's status changes. This is in addition to logging the item on SAP as it provides a greater level of detail required for tracking purposes. Note: Working from home does not need to be logged on SAP. The form can be found here:

<https://transportforlondon.sharepoint.com/sites/bper/SitePages/Logging-COVID-19-Absences.aspx>

Self-isolating more than once

Employees may need to self-isolate more than once. The pay and duration arrangements set out above apply to each occasion of self-isolation.

School – key workers

The Government has now made it clear that [transport workers are included in the list of those whose work is critical to the COVID-19 response](#). This means that if your employee's children cannot be cared for at home, they should be able to attend school even after the announced general school closure from Monday 23 March 2020.

[This letter confirms that the employee works in the transport sector](#). They will need to take it to their children's school, along with their staff ID to confirm who they are.

The Government advice is that children should not be attending school and should be social distancing in line with wider guidance. School services are being provided for essential workers in cases where they really have no other way of caring for their children while at work. Please ask your employee to reflect on whether there are other options available to them before approaching their child's school.

The schooling care provided will be during normal school hours so if necessary, please ask your employee to discuss with you their childcare provisions outside of these hours, as other childcare options may not currently be available.

If your employee is a parent or guardian with younger children, some nurseries may remain open as they are not automatically covered by the Government's announcement regarding school closures.

It is understood that the school closures may cause your employee real challenges in managing childcare, which of course must be their first priority. You will need to support them if they continue to have difficulty with school or nursery care. All your employees who are parents and guardians should be talking to you about how the closures will affect them and:

- whether they can continue to work in some way. If so, other forms of work pattern may be suitable e.g. they could work at home outside normal working hours (because childcare is needed during their usual working hours), or an alternative shift pattern can be worked.
- altering working arrangements (e.g. rosters) to accommodate their individual circumstances if possible.

Please reassure your employees that if all options are explored and no workable solution can be found, they will be supported. Where the above options have been exhausted, then special paid leave will be granted during school/nursery closures (currently, this is up to a maximum of 12 weeks).

What's most important is that you, as their manager, understands their needs and how you can work with them to keep transport services running for essential journeys.

Dependant Leave

If an employee unexpectedly needs time off due to unforeseen circumstances relating to a dependant at their home address who is elderly or in the "increased risk" vulnerable group (as defined above by PHE), they can apply for paid leave of up to 5 days. After this, and depending on the situation, you may then want to consider agreeing annual leave, and subsequently special leave unpaid to enable the employee to deal with the situation.

Annual leave - *UPDATED*

Employees who fall ill with coronavirus (COVID-19) during any periods of booked annual leave should inform their Line Manager as soon as possible so that their leave can be cancelled in order for them to take it at a later date. This is because they are now sick as opposed to being on annual leave

2019 outstanding leave

If your employee was unable to take the remainder of their 2019 leave entitlement by 31 March 2020 due to COVID-19, employees will no longer automatically lose this leave in line with normal practice. They will now be able to rebook this accrued but unused leave (up to a maximum of five days), provided that this is taken by 31 May 2020

Any affected employee will need to obtain Line Manager approval and then forward this by email to 1729HelpdeskBSF@tfl.gov.uk to have the unused leave added back on to their SAP record.

2020 leave

If your employee has already booked annual leave or had it allocated for them, this should be taken as booked/allocated in order to support their wellbeing, ensure business resilience and minimise the risk of compression in 2020 and subsequent years.

If your employee has yet to book their leave, you should ask them to book and take their 2020 annual leave quota during the course of the 2020 leave year, again to support their wellbeing, ensure business resilience and minimise the risk of compression in 2020 and subsequent years.

If your employee who has had their leave allocated for them and is currently on special leave with pay due to school/nursery closures, social distancing or self-isolating, (and are not exhibiting any of the COVID-19 symptoms), they will take their leave as allocated.

Those shielding at home because they are in the 'extremely' vulnerable group, will not be required to take any annual leave that is booked or has been allocated for them.

Furloughing - *NEW*

For the latest manager guidance on furloughing, click on this [link](#). You can also find a useful set of [frequently asked questions here](#).

If you're unable to find the information you need in the guidance or FAQs, please contact HR via email at FurloughHRQueries@tfl.gov.uk.

Furloughing employees who are on long term sickness

We will consider furloughing all employees who are long term sick if (based on Occupational Health / medical advice and where possible a discussion with the employee) there is no likelihood of them returning to work before 30 June 2020 (or such later date that the Government may extend the Job Retention Scheme to), unless the employee:

- is hospitalised with COVID-19 (in order that we can support the employee and their family sensitively)
- is on half or no sick pay so that we can continue to manage these long terms sickness absence cases and because to do otherwise would not be within the spirit of the Scheme
- and/or their manager wishes to proceed with their sickness absence case
- wishes to discuss options for returning to work, including possible reasonable adjustments, in which case the usual return to work process would apply

Managers should continue to maintain contact with employees who are absent from work (for any reason) to ensure their wellbeing.

Medical certificates will not be required whilst the employee is on furlough leave.

Sick pay will be paused when the employee goes on furlough and will resume from where it was, on their return from furlough (if they remain on long term sick).

All of the above will be kept under review to ensure there is no adverse employee impact.

Call up of reservists and Special Constables

We recognise that individuals may be called up immediately for military or policing duties, which in this instance could be to support the response to the COVID-19 outbreak.

For military reservists, we will continue to treat the period of absence as special leave without pay, because whilst they are on active service, they are paid by the Ministry of Defence in line with forces pay scales. In the event that the forces pay does not equate to contractual earnings pay, we will pay the difference.

For Special Constables, we will grant special leave with pay during the period of absence.

Informing other team members

Information about your employee's health must generally be kept confidential. You should follow these rules on informing team members if your employee is covered by one of these categories:

- tests positive for coronavirus
- starts self-isolation and has symptoms of coronavirus
- starts self-isolating with no symptoms

Employees coming into work (office-based or operational)

The following information should be provided:

- the identity of the colleague affected
- which category they fall into
- whether they will be working from home or not (if relevant to role)

The purpose of providing the information is so that other team members working in close proximity are aware whether there is an enhanced risk that they have been exposed to coronavirus (COVID-19).

The information should only be provided to team members who work in close proximity to the employee (i.e. close enough to be at risk of exposure). The guidelines of at least 15 minutes contact and two metres proximity are useful reference points. This could be a smaller group than their formal team (e.g. where a team is split across different locations or shifts). The information should be provided confidentially, and team members must be told not to disclose it. Any communications to a wider group of staff (e.g. about a positive test and resultant cleaning measures), should be dealt with by senior management on an anonymised basis.

Staff working from home

There is no need for information about a positive test or self-isolation to be shared with close team members or more widely. The only information that should be shared with their team from a business resilience perspective is that the employee is not working (if applicable).

Staying in touch with your employees

Stay in contact with your colleagues who are working from home and/or self-isolating and arrange regular catch ups with them over the phone. All of these employees will benefit from regular contact and support. Your employees might be worried about coronavirus (COVID-19) and how it could affect their lives.

There are resources available that could help with their wellbeing. MIND, the mental health charity, has some [helpful resources](#) to support their wellbeing. Occupational Health are working on advice for employees. There is a one-stop-shop for coronavirus information which you can find by visiting our SharePoint site for the latest advice at bit.ly/tflcoronavirus

We have our Employee Assistance Programme (EAP) which provides support and advice on a wide range of topics at home and at work including:

- Issues in the workplace
- Guidance and support for managers
- Family and parenting
- Wellbeing and health
- Consumer, financial and legal matters

The service includes a confidential helpline, available 24 hours a day seven days a week, and a support website with a wealth of information and resources. It can be accessed at www.my-eap.com using the organisation code **tflwell**.

There's also a [Headspace App](#) that some employees might find helpful during this difficult time.

Returning to work

If your employee has not been unwell and has been working from home, arrange to speak with them as soon as possible and check how they've been coping. They can resume work in line with your guidance when it is appropriate to do so.

If they've been unwell, follow the normal return to work interview process (which may need to be done virtually) when it is appropriate for them to resume work.

If your employee is returning from extended leave e.g. maternity leave or a career break, they should notify you in advance and in accordance with the relevant policy as this will assist in ensuring a smooth transition back to work.

Staff Travel

Driving to work	<p>Your employee, who is required to come in to work, may wish to drive to protect their own health. They may request reimbursement for car mileage and parking charges. Subject to senior manager approval, reasonable expenses in exceptional circumstances, will be reimbursed. Your employee can use this link for guidance on car mileage and this link for parking charge reimbursement. Please note parking fines will not be reimbursed.</p> <p>London Underground Area Managers and Train Operations</p>
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	<p>Managers have been sent separate guidance on their staff driving to work and should refer to that guidance in the first instance.</p>
<p>Parking for critical workers</p>	<p><u>Parking in TfL-owned parking spaces</u></p> <p>We'll continue to offer people in critical operational roles access to TfL-owned parking spaces on a first come first served basis. We now have a dedicated email address for these requests. If your employee has a new request they should get your approval, then email their registration details and information of where they would like to park to: COVID-19ParkingEnquiries@tfl.gov.uk.</p> <p><u>Alternative parking spaces in London</u></p> <p>Most of the London Boroughs and National Car Parks (NCP) have relaxed parking restrictions to allow critical workers to park in the spaces they manage. The advice varies between boroughs, so we have created a summary document for all the London Boroughs, including NCP, which we will keep as up to date as possible. This document can be accessed here. However, as the situation is fast moving, and we are not directly responsible for these spaces, your employee should check the relevant websites directly.</p> <p>Should your employee incur any parking fines these will not be reimbursed.</p>
<p>Annual Rail Season ticket 75% reimbursement</p>	<p>The normal rules apply in the event that your employee cancels their annual rail season ticket:</p> <p>The employee <u>must</u> contact stafftravelservices@tfl.gov.uk , advising of the date they surrendered their season ticket. Staff Travel can then recalculate the payment, so the employee is only reimbursed for the period of time that the season ticket was valid. The adjustments will then be seen on their next payslip and we will no longer be paying 75% back to the employee each pay period.</p>
<p>Staff/Nominee travel passes</p>	<p>As the Staff Travel team are now all working from home, they are not in the office to produce passes.</p> <p>If your employee is an operational member of staff who needs a replacement staff Oyster card for a frontline or a critical role, please email both Tracy Robson and Lee Wise to discuss.</p> <p>Tracyrobson@tfl.gov.uk Leewise@tfl.gov.uk</p> <p>If your employee has submitted an application for a Nominee pass, this will not be processed, and their application will be deleted. They will need to resubmit their Nominee application at a later date once travel recommendations have been lifted.</p>

End of year reviews

Current circumstances and our priorities mean some colleagues may need additional time to have and process end of year reviews (EOYR). In response to this:

Non-Operational employees

If you have already started to hold your EOYRs with your employees – you should finalise them and put them into SAP as normal.

If you are able to have EOYRs with your employees on the phone/Skype you should continue to go ahead and enter them into SAP.

If you're unable to hold EOYRs virtually – because at present your focus is keeping our services running, we have moved the deadline for completion of this process as detailed below:

The new deadline for entering senior manager ratings is 22 May 2020. This revised deadline is required to inform performance analysis in line with scorecard outputs. As mentioned above, EOYRs should be completed where possible, but ratings can be entered without having had a EOYR meeting as the rating should not be a surprise to anyone.

The new deadline for entering all other non-operational employee ratings is 19 June 2020. As mentioned above, EOYRs should be completed where possible, but ratings can be entered without having had a EOYR meeting as the rating should not be a surprise to anyone.

Operational employees

If you employees are in operational roles, and not part of the Performance Related Pay or Pay for Performance processes, their P&D review will now take place in October, or in accordance with your CMS schedule where appropriate.

Redeployment (Organisational Change, Medical Redeployment and EVS/VS Leavers)

As a result of the current circumstances, Redeployment processes have been updated. If you have an employee currently being supported by the Redeployment team in any capacity, please email Redeployment@tfl.gov.uk.

Fixed Term contracts

Fixed Term contracts should continue until the planned end date stated in the contract, unless the employee is covering a project, or an aspect/phase of a project, which is coming to an end earlier than expected. Any Fixed Term contract employees who are covering ongoing project work or business as usual activities, should be treated in the same way as permanent employees in comparable roles.

NHS Volunteer Responders

NHS Volunteer Responders has been set up to support the NHS during the COVID-19 outbreak. To do this, employees may choose to volunteer in order to support the 1.5m people in England who are at most risk from the virus to stay well.

We are officially recognising this NHS volunteering programme and have opened this opportunity to all employees except those who are keeping the network going in critical and operational roles.

It's important our critical workers and operational frontline teams, whose work directly affects the running of our network, continue in their roles so we can run a good service for key workers at this crucial time.

We believe that the intention of this programme is to include employees who are not already in critical and operational roles, otherwise this would undermine what the Government is trying to achieve.

Your employee can, [read more information on the NHS volunteering scheme here](#). If they are interested in this scheme, they should speak to you first. Anyone who is approved for release will be supported with full pay. You should enter this into SAP as 'Public Duties'. Only volunteering during working hours needs to be logged.

Key worker identification letter

A letter that can be issued to employees to confirm their status as key workers, is contained within the link below. You can give this to key workers who are worried about being stopped by the Police on their way to/from work.

[Key Worker – TfL employee](#)

Managing the Probation Period

If your employee is currently within their probationary period, you must email [Covid19HRQueries](#), where an ER Adviser will advise you on how to manage them, whether they are undertaking their normal duties, carrying out different duties or not currently able to work at all.

Occupational Health - *Updated*

Referral Form

Occupational Health (OH) has shortened their OH Referral Form, to help you at this very busy time. This can be used for all referrals to them. OH want to work with you and your employees who are off sick and who now may be able to return to work with appropriate advice in regard to adjustments to support them (if applicable). Prolonged absence can be associated with developing mental health symptoms particularly at the moment with social distancing.

OH will continue to triage any referrals and will offer employees telephone assessments in the majority of cases. OH can also offer temporary extensions to periodic medicals through paper based and telephone assessments.

The [new referral form can be found here](#).

Periodic Medical Assessments

If your employee is subject to periodic medical assessments, select this [link](#) for updated guidance

Individual Case Management - *UPDATED*

Our focus remains the provision of a service to enable key workers to travel to and from work. Combined with the numbers of employees self-isolating, social-distancing and absent due to illness, this means that we need to consider how we manage individual cases during this time. As a result, except where an employee expresses a desire to proceed, we have adopted the following general approach from 6 April 2020 in relation to both new and existing cases until further notice.

If you already have an employee case logged with the ER Team, please contact the ER Adviser/Partner you have been dealing with for advice on progressing the case. If you have a new employee case, email the [Tier 2 Employee Matters](#) or the [Tier 3 Employee Matters](#) inboxes, as appropriate and an ER Adviser/Partner will be able to provide help and guidance.

Disciplinary Cases

We will not be proceeding with investigations and hearings, except for cases of potential gross misconduct, safety related cases such as SPADs or where TfL considers that not proceeding would place the welfare of any employee involved, or the safety of customers, at risk.

Grievances

We will not be proceeding with investigations and hearings, except where TfL considers that not proceeding would place the welfare of any employee involved at risk.

Bullying and Harassment Cases

We will continue to manage these cases in line with existing policy.

Probation

We will continue to manage these cases in line with existing policy and Line Managers must seek advice in relation to each individual case.

Performance Improvement Plans

We will continue to manage these cases in line with existing policy. Where it is not practical or possible to continue with a case, it will be paused.

Attendance at Work Management

Managers should continue to maintain contact with employees who are absent to ensure their wellbeing and employees should continue to comply with their obligations under any relevant policies where appropriate. Referrals to Occupational Health should continue where appropriate. We will not be proceeding with normal absence management processes at this time except where TfL consider that not proceeding would place the welfare of any employee at risk, or where an employee's entitlement to sick pay is due to expire within four weeks. Managers should however continue to record all sickness absence in SAP.

Where, as outlined above, it is necessary to proceed with an individual case, the relevant trade union Full Time Official will be advised by HR and TfL's decision about proceeding with any case will be final.

Where cases are required to proceed, meetings will take place by telephone or video conference.

Where appropriate, cases that have not been progressed as a result of these changes will be reviewed once the current restrictions have been relaxed.

These temporary arrangements will be kept under review and any further changes or a resumption of normal processes will be communicated to the recognised trade unions prior to implementation.

Motor and home insurance

The Association of British Insurers is reassuring people that its motor and home insurance members are offering enhanced help and support to all their customers who may be affected by the impact of Coronavirus (Covid-19).

The commitments include waiving any requirements to extend cover for key workers who may need to drive to different locations, people who want to help their communities by transporting medicines or groceries to support those affected by Coronavirus and office workers who need to work from home.

Support in the event of a death of a colleague - *UPDATED*

It is a profoundly sad reality that some of our colleagues may lose their lives to coronavirus or experience the loss of a family member or friend. We must all be prepared to provide all the help and support needed to family, friends and colleagues in what would clearly be an incredibly sad and sensitive time.

We want to ensure that you have all the information and support to help you as you, in turn, support all those affected. As always, you should contact HRS immediately for further support and advice if you are made aware of a bereavement in your team.

Our approach should be to support communication locally, at team level. For many of us, our immediate team is like an extended family, and some colleagues will clearly be very upset by the loss of a valued team member and friend.

As we are all following current Government advice, it is not possible for people to come together

physically, as they normally would, and people may feel even more isolated, anxious and upset. You yourself may also feel upset and it can be hard to deliver difficult news when you are shaken too. If you need some support, please reach out to any of the Executive Team or our colleagues in the Employee Communications team for help. The Counselling team in Occupational Health are also available (Counselling@tfl.gov.uk or 0343 222 1177) for advice and guidance for managers on how to support their team through coping with loss.

Below, you will find resources and information that you can refer to when talking to your team. This covers some of the emotional and practical support available for family and colleagues.

- 24/7 EAP emotional support line - 0800 470 2129
All employees have access to the Employee Assistance Programme for emotional support at any time, day or night, which is provided by experienced and qualified counsellors.
- EAP online support for loss and bereavement
Our Employee Assistance Programme website features a section under 'My Homelife' that is dedicated to helping cope with loss and bereavement. You can access this online on any device connected to the internet – work or personal – www.my-eap.com. Use the organisation code **tflwell** to log in.
- Sessions of bereavement counselling for TfL colleagues
Our Employee Assistance Programme includes an option for bereavement counselling of six sessions, where appropriate. While face-to-face counselling is temporarily unavailable to prevent the transmission of coronavirus, the EAP's counsellors are instead providing the same level of support over the telephone or via live video conferencing.
- Emotional support for dependents of a colleague who has passed away
The 24/7 EAP emotional support line is also available to immediate family members of employees. This may support dependents experiencing loss through the early stage of the natural grief process. If you are in contact with the family of our colleague, please ensure that they know the helpline number and that this is available for them to contact whenever they may need.
- Group bereavement support for the team of a colleague that has passed away
We are able to offer a one-day bespoke package of team support and individual counselling for four to eight employees. It is delivered virtually by a counsellor through a TfL digital platform. Managers can access this support by contacting Occupational Health (Counselling@tfl.gov.uk or 0343 222 1177) and providing a brief overview of the situation and the number of people affected. The team members will also have access to individual counselling if needed.
- Support for managers
The Counselling team in Occupational Health (Counselling@tfl.gov.uk or 0343 222 1177) are available for advice and guidance for managers on how to support their team through coping with loss.
People respond to loss in different ways and it is important to ask individuals how they would like to be supported as each person will grieve differently. There may be occasions when you are concerned about the mental distress experienced by a member of your team and in these circumstances a management referral to OH Counselling should be considered.

- [Cruse Bereavement Care](#)

This is a charity that specialises in offering support, advice and information to those left behind when someone dies. There is also specific advice on their website around dealing with bereavement and grief following a death from COVID-19.

If your employee has lost a near relative as a result of COVID-19, the provisions for time off can be found [here](#) (see *Section 7.2*) for TfL and [here](#) (see *Section 10*) for London Underground.

Funeral Leave

We recognise that in the current circumstances there may potentially be a need for two spells of funeral leave for the same bereavement. We are allowing up to five days special leave with pay, which in these circumstances, can be taken over two spells.

Working from home - *UPDATED*

Equipment to carry out role

SHE, T&D, HR and Projects & Accommodation have been working on an updated guidance document and a process for ordering additional equipment based on the outcome of a Display Screen Equipment (DSE) risk assessments for TfL staff working from home.

This [link](#) will take you to the Source article which links to the guidance.

Mobile phone usage

In the event that an employee does not have a work mobile phone, they may be charged by their telephone provider for making calls, including dialling into conference calls. This is subject to their telephone contract.

As of 25th March, there is a freephone number available for 02 conference calls: 0800 090 2463.

If an employee finds they are incurring costs when making calls from home, they can:

1. Use the freephone 02 number to dial into any 02 conference calls
2. Submit itemised phone bills via the usual expenses process once they have accumulated £20 or more of additional spend on their phone bill due to working from home.
3. Request a TfL mobile phone via their department's usual process, which can be posted to their home address. All devices now require Director level approval. We have limited stock of phones, so requests should be approved on a needs basis (e.g. where employees are using non-02 conference calling).

Devices purchased as a direct result of people working from home due to COVID-19 should be logged on the central finance code for COVID-19.

Utility and internet bills

Due to increased time spent working from home, employees may raise the matter of increased utility bills such as gas and electricity, as well as possible increased internet costs, and you may receive requests to reimburse these costs.

It is difficult to measure whether changes in utility and internet bills are a direct result of increased home working and it would also be complicated to put in place a system to reimburse individuals for this within TfL.

Employees who are working from home should not be reimbursed for any perceived changes to their utility or internet bills from TfL directly, but can apply for the tax relief outlined in point 4 below.

HMRC tax relief

HM Revenue & Customs (HMRC) offer tax relief of £6 per week (as of April 2020) for employees who are required to work from home to cover additional costs incurred such as increases in utility or internet bills.

Individuals are eligible to apply online for this tax relief, and do not need to provide proof such as receipts to apply for the base rate of £6. Should an employee wish to claim an amount higher than the base rate, then detailed records are required.

Employees can follow this [link to the HMRC pages](#) which has information on how to apply for the base rate tax relief to help cover cost of working from home.

Additional Resources

Working from home for a prolonged period can be challenging. Here's a useful [collection of resources related to working from home](#), which you may find useful. *This site also hosts a new learning site called 'Stay Learning' which has been created specifically to allow those employees who are working from home or are furloughed, to access a range of learning opportunities*

Managing people remotely has never been such a big part of a manager's role as it is now. Some people may have had some experience in the past, but the dynamics have now shifted. As a manager you can't rely on having those 1-2-1 conversations in person. It is therefore important that you as a manager make the most of the contact that you do have with your team.

We have pulled together some questions in this [link](#) that you can use to help ensure that your team are OK and still feel included and involved when working from home. Use these as a template to get the information you need to make sure that individually (and collectively) you are doing the best you can for those that you lead.

Coronavirus Testing - NEW

For the latest on Coronavirus testing , click on this [link](#)

Contact

Email Covid19HRqueries@tfl.gov.uk

