After you have reviewed the completed staff questionnaires and have had a one-to-one discussion, you should complete a return to work form for each member of staff to record key details. There is a sample form below but you can download an editable Word version of this form on the [HWL website](http://www.healthyworkinglives.scot/resources/publications/Pages/covid-19-return-to-work-toolkit.aspx)**.**

To help you to complete this, we have provided definitions for various terms used throughout the form. We have also provided two completed examples: one for a member of staff who has been furloughed and another for a member of staff who was off work on sickness absence before the COVID-19 pandemic.

This template will help employers manage the process for returning staff to work during the COVID-19 pandemic. It will also help to identify individuals who will need additional support to enable an effective return to work.

# Employee details

| **Details** |  |
| --- | --- |
| Employee's name |  |
| Job title |  |
| Manager’s name |  |
| Date of meeting |  |

# Description of employee's main duties, including shift patterns

| **Detail the employee’s contracted primary duties and working patterns and any changes during the pandemic** |
| --- |

# Employee’s status during COVID-19

Many employees would find themselves in different situations at different stages of lockdown, and the ‘restart’ and transition period. Use this section to identify the employee’s current status.

| **Status** | **Notes** |
| --- | --- |
| Furloughed |  |
| Shielding (extremely high risk) |  |
| Defined as vulnerable under guidance from Scottish Government |  |
| Absent for health reason other than COVID-19 |  |
| At work with restrictions classed as higher risk |  |
| Working with flexibility |  |

# Processes discussed

Paperwork used to identify risk and any specific needs of the individual to return   
to work.

| **Process** | **Yes/no** | **Comments** |
| --- | --- | --- |
| COVID-19 return to work questionnaire |  |  |
| COVID-19 risk assessment ‘Working safely’ |  |  |
| Individual stress risk assessment/ wellness action plan |  |  |

# Requirements for return to work

Identify and record generic protective measures required, COVID-19-specific control measures and any specific individual support.

| **Requirement** | **Yes/no** | **Comment** |
| --- | --- | --- |
| Completely segregated/separated |  |  |
| Physical distancing |  |  |
| Additional personal protective equipment (PPE) for COVID-19 |  |  |
| Amended duties/changes to job role |  |  |
| Combination of working from home/in workplace |  |  |
| Working from home |  |  |
| Phased return to work |  |  |
| Staggered start time |  |  |
| Staggered finish time |  |  |

## Sign off

| Date completed |  |
| --- | --- |
| Individual signature |  |
| Manager signature |  |

# Review meeting

It is recommended that an initial review is carried out within 2 weeks of returning to the workplace or where Scottish Government guidance is updated.

Record any additional measure of support that may have already been implemented and any additional support that may benefit your employee that can be offered.

## Details of review meeting

| **Record any additional measures and support implemented, and any additional support that they may benefit from/if they can be offered changes from their original plan** |
| --- |

| Date completed |  |
| --- | --- |
| Individual signature |  |
| Manager signature |  |

# Definitions

## Employee’s status during COVID-19

**Furloughed:** This is where all or some of your staff have been placed on temporary leave during the COVID-19 pandemic. See the [furlough advice](https://findbusinesssupport.gov.scot/coronavirus-advice) on the Find Business Support website, and [furlough and Coronavirus Job Retention Scheme](https://www.acas.org.uk/coronavirus/furlough-scheme-pay) information on the Acas website.

**Shielding (extremely high risk):** ‘Shielding’ is a means to protect extremely vulnerable people from coming into contact with coronavirus, by minimising all interaction between them and others.

Those who are extremely vulnerable should:

* not leave their homes
* minimise all non-essential contact with other members of their household.

Your employee should follow this until the Scottish Government/Chief Medical Officer informs us otherwise. It is therefore important to ensure individuals in this category continue to work from home where possible.

Some individuals will be classed as ‘clinically extremely vulnerable’, e.g. solid organ transplant recipients, immunocompromised, have specific cancers or severe respiratory conditions. If your employee is in this group then they should have received a specific shielding letter advising them they are in this group or will have been told by their GP. These people have been advised to follow ‘shielding’ in line with the Scottish Government recommended timeframe. See the [Scottish Government](https://www.gov.scot/publications/covid-shielding/) and [NHS inform website](https://www.nhsinform.scot/illnesses-and-conditions/infections-and-poisoning/coronavirus-covid-19/coronavirus-covid-19-shielding)s for more information about shielding.

For those in the shielding category, it is important that you seek clinical advice from the individual’s GP or from an occupational health specialist before returning the individual to work.

**Defined as vulnerable under guidance from Scottish Government:** Some employees who are not shielding but are still classed as vulnerable, e.g. pregnant employees, older people, those in the Black and Minority Ethnic (BAME) groups or those with certain health conditions such as asthma or diabetes, will need special consideration.

If you manage a person living with a specific health condition who is worried about how COVID-19 might affect their health, the Scottish Government has issued tailored guidance. They give guidance on the following conditions: ophthalmic conditions, cancer, chronic kidney disease, chronic liver disease, chronic pain, diabetes, heart disease, inflammatory bowel disease, neurological conditions, rare diseases, respiratory conditions and rheumatic conditions. See the [Scottish Government](https://www.gov.scot/publications/coronavirus-covid-19-tailored-advice-for-those-who-live-with-specific-medical-conditions/) and [NHS inform](https://www.nhsinform.scot/illnesses-and-conditions/infections-and-poisoning/coronavirus-covid-19/coronavirus-covid-19-general-advice) websites for more information.

**Absent for health reason other than COVID-19:** Any employee who is absent from work with a non-COVID-related health condition. You should follow your normal attendance management process for this. See the HWL [illness and absence section](https://www.healthyworkinglives.scot/workplace-guidance/illness-absence/Pages/ill-health-and-absence.aspx) for more information.

**At work with restrictions classed as higher risk:** This will cover any staff who are not shielding but still are classed as vulnerable, e.g. pregnant employees, older workers, those in the BAME groups or those with certain health conditions such as asthma or diabetes. See Scottish Government website for [COVID-19 advice for people with specific medical conditions](https://www.gov.scot/publications/coronavirus-covid-19-tailored-advice-for-those-who-live-with-specific-medical-conditions/).

## Processes

**COVID-19 return to work questionnaire:** This is the initial questionnaire sent to all employees to ask what concerns and anxieties they may have about returning to work. This ensures you are aware of these concerns and can check if there is an organisation-wide or individual solution.

**COVID-19 risk assessment ‘Working safely’:** You should be reviewing all your risk assessments in light of COVID-19. You might find you have specific industry guidance to help influence this. Reviewing your guidance will highlight if there are any changes you can make to allow your staff to socially distance, e.g. if you deal with members of the public can you put up a clear acrylic screen to protect them?

**Individual stress risk assessment/wellness action plan:** This is a specific risk assessment looking at the key areas within the work environment which can cause stress. It can help you identify the risks and decide what changes you may need to make to protect and support your employee. See the [HWL website](https://www.healthyworkinglives.scot/workplace-guidance/mental-health/Pages/stress-at-work.aspx) for more information on managing stress at work.

**Wellness action plan:** Starting a conversation about mental health does not have to be difficult. Wellness action plans (WAPs) are practical tools to support individuals with managing their own mental health at work and, if shared, can help managers understand what support is required. You can use these [free tools](https://www.mind.org.uk/workplace/mental-health-at-work/taking-care-of-your-staff/employer-resources/wellness-action-plan-download/) produced by Mind.org.

## Requirements for returning to work

**Completely segregated/separated:** Thinking of the job role and the logistics within the work environment, are you able to separate staff from each other or from members of the public or others who visit the premises? This might mean you need to put in clear acrylic screens to separate your staff from members of the public or each other. See the HWL [risk assessment guidance](https://www.healthyworkinglives.scot/workplace-guidance/risk-assessment/Pages/risk-assessment.aspx) for more information.

**Physical distancing:** Can you allow for social distancing of 2 metres per member of staff? This might mean you have to change the entrances to and exits from the building, implement a one-way system, and look at how many people can be in a certain area (e.g. the canteen) at any one time. This list is not exhaustive and you can find more information on the [Scottish Government](https://www.gov.scot/publications/coronavirus-covid-19-phase-1-business-and-physical-distancing-guidance/) and [NHS inform website](https://www.nhsinform.scot/illnesses-and-conditions/infections-and-poisoning/coronavirus-covid-19/coronavirus-covid-19-physical-distancing)s.

**Additional personal protective equipment (PPE) for COVID-19:** When considering what PPE is needed you need to consider the job role and the risk assessment. It is also important that all staff using PPE know how to use it properly and remove it safely. They should also know how to store it correctly and how to request replacements. See Health and Safety Executive for [general PPE guidance](https://www.hse.gov.uk/toolbox/ppe.htm) and for [guidance on face masks](https://www.hse.gov.uk/news/face-mask-ppe-rpe-coronavirus.htm). Also, you can go to the [breathing section](https://www.healthyworkinglives.scot/workplace-guidance/health-risks/breathing/Pages/respiratory-protective-equipment.aspx) of the HWL website to learn more about respiratory protection and our respiratory protective equipment selector.

**Combination of working from home/in workplace:** It might be useful to reduce working from home and gradually increase being in the workplace over a period of time. This can work as a stand-alone measure or can be as part of a suite of measures to help get your employees back to work.

**Working from home:** Working from home is still recommended where it is possible to do so. However, it is important that you review the Scottish Government Route Map out of Lockdown to understand the stages.

Employees may need extra support to adjust to home working. It is important to think about individual employee needs by considering the following. Employees have a responsibility to look after themselves while home working. They should keep in regular contact with their manager to communicate their needs and working arrangements. Employees should factor in breaks away from their workspace and ensure that they are taking movement breaks throughout the day. They should also make sure they are allowing time to rest, eat and drink.

Encourage your employees to work their set hours that have been agreed and spend time doing things that they enjoy. This will promote a healthy work–life balance. They can visit [Clear Your Head](https://clearyourhead.scot/tips) for ideas about how they can keep moving, create a routine, find things they enjoy and keep connected with friends and family.

Maintaining communication is key to make sure those who are unable to return can keep in touch with managers and colleagues for business continuity and for the benefits of social interaction.

**Ensuring safe working practice:** This is important to ensure the provision of equipment and the correct advice and support in relation to display screen equipment (DSE). Those with pre-existing health conditions, such as those linked with muscle bones and joints, otherwise known as musculoskeletal, should be given special consideration. See the [Health and Safety Executive website](https://www.hse.gov.uk/toolbox/workers/home.htm) for more information.

**Mental health and wellbeing:** It is important that we all recognise how COVID-19 restrictions may have affected our mental health and ensure that we are taking care of ourselves and our colleagues. If you manage people, you might be worried about how you can fully support your team. See the [HWL website](https://covid19.healthyworkinglives.scot/employerinformation/mental-health) for more information about mental health.

**Financial worries:** Employees may be worried about their finances during this time. The [Money Advice Service](http://www.moneyadviceservice.org.uk/en/articles/coronavirus-what-it-means-for-you.%22Money%20Advice%20Service%20website) can give information to help with finances, rights to sick pay and changes to claiming benefits. [Citizens Advice Scotland](https://www.citizensadvice.org.uk/scotland/health/coronavirus-what-it-means-for-you-s/) also provides similar support.

**Caring responsibilities:** If employees have a caring role while working during the COVID-19 pandemic, they should let you know. You may need to be able to agree a more flexible home working arrangement, such as working different hours, and adjusting targets and deadlines. [Parent Club](https://www.parentclub.scot/topics/coronavirus) has a coronavirus section containing lots of information to help parents cope during this time.

**Phased return to work:** There is no prescriptive way to carry out a phased return to work – what works for one might not work for others. Consider what your workplace can accommodate and what would benefit your workforce. Some people might benefit from working mornings or evening, or in the middle of the day. This might help you plan who is in the workplace at any given time and allows you to plan working patterns for everyone.

**Staggered start/finish time:** Having staff members start at varying times over the course of their shift allows you to better manage the staff entering and leaving the premises. It also allows you to manage the number of staff within the premises at any given time, allowing you to comply more easily with social distancing.

You might decide to implement shift patterns or staggered start and finish times as a stand-alone measure or as part of a suite of measures to protect your staff when they return to work. See the [HWL website ‘hours’ section](https://www.healthyworkinglives.scot/workplace-guidance/fair-treatment/hours/Pages/working-hours.aspx) for more information.