***Template email from departmental senior management to individual managers introducing NWW, to be adapted locally as appropriate***

During the COVID-19 pandemic we have all risen to the challenge of adapting very quickly to different ways of working in order to keep the University’s core activities going. As discussed at [give details] the University has now launched a [New Ways of Working framework](https://staff.admin.ox.ac.uk/new-ways-of-working-framework#/) together with guidance on implementing it. This aims to build on the experiences of remote working during the pandemic, to help us to consider what working arrangements will best support the University’s and department’s academic goals and enable staff to be most effective and fulfilled. We will use the Framework to balance these needs as best we can.

I am writing to ask you to make your teams aware of the project, and its aims and to let them know our draft timetable to implement the NWW recommendations within the department. Please let your teams know that there is a [NWW website](https://staff.admin.ox.ac.uk/new-ways-of-working-framework#tab-2755046) where they can find out about the framework.

In accordance with [the step-by-step guide on decision-making](https://hr.admin.ox.ac.uk/place-of-work-nww), the first stage will be for the department’s [board/senior management team] to think about the operational and academic needs of the department and, in light of these, how the NWW framework might work across the department. Once those discussions are complete, we will [write to you again / hold a departmental meeting] to brief you on their conclusions. We will then ask you to hold meetings: first with your team to consider the team’s objectives, its stakeholders and its current and future ways of working; and then with individual members of your team, in light of the broader discussions, to discuss any potential changes to pre-pandemic working arrangements.

I look forward to discussing this with you more as we work through this project. In terms of managing expectations, please note that once team and individual level discussions have been completed, any proposed new working arrangements may need to be discussed by the department’s senior management team before they can be confirmed, to make sure that the department-wide implications of any changes have been discussed.

In the first instance, please do read the [framework](https://staff.admin.ox.ac.uk/new-ways-of-working-framework#tab-2755046) and key pieces of [guidance](https://hr.admin.ox.ac.uk/place-of-work-nww) on it, and begin to think through how it might apply in your team.