

Manager Checklist for Returning Colleagues to Work From Furlough or Increasing FTE Status

Human Resources // 5-5-2020



Important manager to-dos for returning colleagues to work from furlough or increasing FTE status from reduced schedule

Thank you for your leadership through the COVID-19 health crisis. Please follow this guidance when there is a decision to return a colleague to work from furlough or increase a colleague's FTE status. Thank you also for the important information you shared to help your CEO and senior leaders make the decision about returning your team member to work or increasing their work schedule. These challenging, difficult workforce decisions are made with deliberation and planning. In our new reality, our workforce decisions are of greater significance than our hiring and scheduling decisions prior to the pandemic. Every decision requires consideration for our Ministry's needs and reasonable confidence in the colleague's employment predictability.

Your contributions are critical to shaping our new future. We are on a difficult journey and will experience more challenges. Please continue sharing your insight with senior leaders.

When we bring colleagues back to work or increase their work hours, it is important that we make time to meaningfully connect with them in their transition through one-to-one meetings. Thank you for all you are doing for our colleagues, patients, residents and participants in support of our Mission.

Important manager to-dos for returning colleagues to work from furlough or increasing FTE status from reduced schedule

	Action	Timing
1 Notify the colleague	<p>Please see the talking points and email template in this file to use for colleague notification.</p> <p>The goal of this communication is to notify them of the update, confirm their return-to-work date or updated schedule start date and to answer any questions.</p>	After you receive approval from your senior leader through the Staffing Resource Committee to return the colleague to work or increase their FTE status
2 Share the news with your team	Update your team that the colleague will return and what date they will return or what date their new schedule will begin. It is recommended that you verbally notify your team in huddles or other touch-base meetings.	2-3 days prior to the colleague's return or new-schedule date
3 Complete schedule update in timekeeping systems	<p>Please update the colleague's schedule in the timekeeping system.</p> <p>Note: Depending on your Ministry's timekeeping system, colleagues may need to re-submit future paid time off (PTO) for approval that had previously been approved, due to the update. Upon return, colleagues should review their requests in the system and re-submit requests as needed.</p>	After your Human Resources lead completes the necessary changes in Workday

<p>4 Submit System Access Request for “Return from Furlough” (furlough only)</p>	<p>IMPORTANT for efficient processing:</p> <ol style="list-style-type: none"> 1. Please read this job aid. 2. Submit a System Access Request to restore application access that had been disabled for the colleague during the furlough period by selecting “Application 4283: Return from Furlough.” <p>Submitting this will create a special request in ServiceNow to restore access that was disabled during the furlough period.</p> <p>Colleagues should not submit Service Now tickets or call the Service Desk.</p>	<p>Submit the request 2-3 business days prior to the return-to-work date and select the return-to-work date as the access effective date</p>
<p>5 Schedule one-to-one meetings with colleague</p>	<p>Schedule a meeting with the colleague on their first day back and one week after their return (or when they start their new schedule) to provide any important operational updates and answer any questions.</p> <p>Two-way communication with colleagues is extremely important, especially in the first several days after their return. Please continue to make time to meaningfully connect with colleagues to ensure they feel fully integrated back into their team.</p>	<p>Return-to-work date/new schedule start date and seven days following that date</p>
<p>6 Recommended: Read leadership guidance</p>	<p>Recommended: Review manager guidance in the HR Guidance Manager Resources section of the COVID-19 Resources page. Of note:</p> <ul style="list-style-type: none"> • See the Manager Guide for Leading Through COVID-19 - Breathe, Pray, Stick Together • See the QuickCoach videos on leading through COVID-19 	<p>Ongoing</p>

Return to Work from Furlough: Colleague Notification

After you receive approval to return a colleague to work from furlough, Human Resources will assist you. Ask HR if you should proceed with notifying the colleague or if a member of the HR team will complete the initial contact. This process may vary by Ministry. If you are to notify the colleague, it is recommended that you call the colleague using the below talking points and then follow up after the conversation with the below template email message.

Talking points for phone conversation for return-to-work furlough colleague notification

I hope you are healthy and safe. I'm reaching out about bringing you back to work.

*Our leaders are making careful decisions, considering needs and returning some furloughed colleagues back to our Ministry when possible. You have been selected to return to work at **[Health Ministry]** on **[return-to-work date]**.*

I am looking forward to your return.

*It's important for you to know that **[Health Ministry]** is unable to return to the exact organizational design that existed prior to the pandemic. We are on a journey and expect more challenges. **[Health Ministry]** is taking a phased approach to resume select services and surgeries to provide care for our patients.*

We are making careful, difficult decisions about our workforce. Decisions to bring a colleague back to work or increase their schedule are based on our Ministry's needs and the roles and skills most needed to move forward.

You likely have questions. There is a return-to-work frequently asked questions file on the Colleague Resources web page at Trinity Health dot org forward slash colleague hyphen resources. (Trinity-Health.org/Colleague-Resources).

Do you have any questions right now?

We will have a touch-base meeting when you're back.

When you return, you will have access to everything you had access prior to the furlough period. I am submitting the request to restore your access to anything that was disabled, and it will be available when you return to work. Remember that there are several helpful websites and health and well-being resources available. Before your return date, please visit the Trinity Health Colleagues Resources page.

On that page, you can also watch Trinity Health CEO Mike Slubowski's recent video updates for more information. It'd be a good idea to also read the posted stories about our work in support of our Mission across the country through the pandemic.

For Ministries supported by the HR Service Center: *If you have questions about benefits or other HR topics, you can live chat with the Human Resources Service Center via the [HR4U online portal](#). The link is on the Colleagues Resources web page.*

Thank you.

Looking forward to your return!

Email template for return-to-work furlough colleague notification

Dear [first name],

Thank you for your commitment to [Health Ministry]. We greatly value your contributions. Today, I have an important update about your return-to-work date.

[Health Ministry] is committed to welcoming back colleagues where possible as we restore some of our health care services to our communities. Now that our region has begun to “flatten the curve,” [Health Ministry] is taking a phased approach to resume select services and surgeries to provide clinically necessary care for our patients. Our leaders are making careful decisions, considering needs and returning some furloughed colleagues back to our Ministry when possible. **You have been selected to return to work at [Health Ministry] on [return-to-work date].**

The COVID-19 pandemic created a serious disruption to our healing ministry, our colleagues, and the people we serve. We continue to focus all our resources on serving critical-care needs to slow the spread of the virus and save lives in our communities. Our stewardship challenges require that [Health Ministry] make difficult decisions, including temporary furloughs and reduced hours that affected some colleagues, including you.

We know that [Health Ministry] is unable to return to the exact organizational design that existed prior to the pandemic. Please watch Trinity Health CEO Mike Slubowski’s [recent video update](#) for more information. We are on a journey and expect many more challenges. Our leaders are making careful, difficult decisions about our workforce. Decisions to bring a colleague back to work or increase their schedule are based on our Ministry’s needs and the roles and skills most needed to move forward.

Next Steps

Please confirm that you will return to work on [date]. We will have a touch-base meeting when you are back.

See the Return to Work Frequently Asked Questions file on the [Colleague Resources page](#), which also has important links and many health and well-being resources.

Thank you for all you do to serve our Mission. Now more than ever, we are a healing presence in the communities we serve together.

We look forward to seeing you soon.

[your name]
[Health Ministry]

FTE Status Increase: Colleague Notification

After you receive approval to increase a colleague's FTE status from a reduced schedule, Human Resources will assist you. Ask HR if you should proceed with notifying the colleague or if a member of the HR team will complete the initial contact. This process may vary by Ministry. If you are to notify the colleague, it is recommended that you call the colleague using the below talking points and then follow up after the conversation with the below template email message.

Talking points for phone conversation with a colleague experiencing FTE status increase

I hope you are healthy and safe. I'm reaching out about increasing your work hours.

[Health Ministry] is taking a phased approach to resume select services and surgeries to provide care for our patients.

Our leaders are making careful decisions, considering needs and returning some furloughed colleagues back to our Ministry and increasing working hours for colleagues whose schedule had been reduced when possible. You have been selected to move to a new schedule at [Health Ministry]. Effective [FTE status change effective date], we are increasing your FTE status to [FTE status] and you will work [hours/week].

It's important for you to know that [Health Ministry] is unable to return to the exact organizational design that existed prior to the pandemic. We are on a journey with many challenges. Our leaders are making careful, difficult decisions about our workforce. Decisions to bring a colleague back to work or increase their schedule are based on our Ministry's needs and the roles and skills most needed to move forward.

Do you have any questions?

We will have a touch-base meeting when the new schedule begins.

For Ministries supported by the HR Service Center: If you have questions about benefits or other HR topics, you can live chat with the Human Resources Service Center via the [HR4U online portal](#). The link is on the Colleagues Resources web page.

Thank you.

Looking forward to your new schedule!

Email template to notify a colleague experiencing FTE status increase

Dear [first name],

Thank you for your commitment to [Health Ministry]. We greatly value your contributions. Today, I have an important update about increasing your work hours.

The COVID-19 pandemic created a serious disruption to our healing ministry, our colleagues, and the people we serve. We continue to focus all our resources on serving critical-care needs to slow the spread of the virus and save lives in our communities. Our stewardship challenges require that [Health Ministry] make difficult decisions, including temporary furloughs and reduced hours that affected some colleagues, including you.

[Health Ministry] is committed to welcoming back colleagues and increasing work hours where possible as we restore some of our health care services to our communities. Now that our region has begun to “flatten the curve,” [Health Ministry] is taking a phased approach to resume select services and surgeries to provide clinically necessary care for our patients. Our leaders are making careful decisions, considering needs and returning some furloughed colleagues back to our Ministry and increasing work hours when possible. You have been selected to move to a new schedule at [Health Ministry].

Effective [FTE status change effective date], we are increasing your FTE status to [FTE status] and you will work [hours/week].

We know that [Health Ministry] is unable to return to the exact organizational design that existed prior to the pandemic. Please watch Trinity Health CEO Mike Slubowski’s [recent video update](#) for more information, if you did not already watch it. We are on a journey and expect many more challenges. Our leaders are making careful, difficult decisions about our workforce. Decisions to bring a colleague back to work or increase their schedule are based on our Ministry’s needs and the roles and skills most needed to move forward.

Next Steps

Please confirm that you will start your new schedule on [date]. We will have a touch-base meeting when you start the new schedule.

Thank you for all you do to serve our Mission. Now more than ever, we are a healing presence in the communities we serve together.

[your name]
[Health Ministry]