

***Guidance in response to COVID 19  
Pandemic***  
**TEMPORARY DEPLOYMENT GUIDE**

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**Date approved:**  
7 January 2021

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**Date approved:**  
14 January 2021

Is distribution required?

Is this for information?

**Document Review Date**  
**30 June 2021**

**Final Version 2**



## **Staff and Manager Temporary Deployment Guide**

### **COVID-19 Response**

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## **1.0 Introduction**

Given the current situation with the COVID-19 pandemic it is now necessary to put in place arrangements to help sustain essential services in NHS Grampian. These arrangements are in line with Section 5 of the NHS Grampian Policy for Management of the Workforce during and after Major Incidents Including Pandemic, which has been invoked by NHS Grampian.

Managers have been requested to reallocate workload in order to release staff from their substantive roles to be temporarily deployed to Operation Snowdrop Level 4 civil contingencies, including protected and critical activities during the COVID-19 pandemic. This will require staff to be temporarily deployed into different roles and/or locations in order to lend support to areas of greatest need.

The following guide has been developed to provide staff and managers with information and support related to temporary deployment. The aim being to promote transparency and consistency to support conversations and decision making, and to ensure appropriate preparation for training and orientation between staff and their managers.

## **2.0 Thank you**

NHS Grampian is very grateful to all members of staff for their ongoing support during these unprecedented times and to all staff who have already moved, or will move in the future, into temporarily deployed roles to support protected and critical services across the organisation.

It is recognised that staff may have anxieties about potential temporary deployment and in such cases they should speak to their manager who will be able to continue to support and reassure through this period. Staff can also obtain support and guidance from the Operational HR Team, Occupational Health, Corporate Health & Safety, Trade Unions/Professional Organisations Representatives/Partnership Representatives and the Psychological Resilience Hub.

## **3.0 General Principles**

It is recognised that staff may have concerns about being moved from their normal work area, managers should discuss any concerns and provide information on the potential roles and duties that staff may be temporarily deployed to as follows:

- Managers will discuss proposed temporary deployment, any restrictions, and seek understanding of ability to travel to a different site as necessary. Any changes should be agreed prior to the temporary deployment. Deployment can be full or time part.
- The request to move to an alternative area must be within the scope of competence and capability of the staff member and must comply with the health, safety, security and risk management arrangements. Managers will provide reassurance in relation to use of risk assessment and Personal Protective Equipment, if necessary. Regulatory Body advice should be taken into account for registered staff.
- Where possible timescales of the temporary deployment will be discussed in advance, however, it is unlikely that managers will be able to confirm the specific duration due to the evolving nature of the pandemic.

- There will be no financial detriment to staff who undertake temporary deployed duties i.e. they will continue to receive, as a minimum, their standard rate of pay and allowances and any additional travel costs at normal reimbursement levels.
- Training and induction including local orientation will be provided to as required for the role being temporarily deployed to.
- Continuation of 'social distancing' measures to occur where practically possible.
- Staff should have a point of contact to discuss any queries.
- Staff absences should be reported to the point of contact and also to the substantive line manager to ensure accurate recording on SSTS.
- Service priorities and demands will be highlighted and co-ordinated through Sector Control Rooms. Managers in conjunction with Sector Control Rooms and the NHS Grampian Staff Deployment Centre will temporarily deploy released staff to protected and critical roles.

#### 4.0 Roles

There are a number of roles within Operation Snowdrop priorities that will require staff to be temporarily deployed to. Whilst staff may be asked to undertake an unfamiliar role or be required to act down from their substantive grade, they should not be asked to work out-with their competencies. There will be an expectation that all staff will respond positively to requests to learn new skills or to refresh their existing skills.

Staff who are not self-isolating, yet have agreed arrangements to work from home, will be treated the same as other staff, in that they may be temporarily deployed to another service, if necessary.

#### 5.0 Temporary Deployment Process

- 5.1 Managers** will record the capacity of their teams and reference the data gathered as part of the Workforce Deployment Templates.
- 5.2 Managers** will allocate all Operation Snowdrop priorities activity/tasks that can be carried out from home to staff identified by OHS as unable to be in the workplace. If there are insufficient tasks to occupy all excluded staff, details of these staff, their skills and availability should be passed via the wider team/division/locality to the relevant Sector control room. If there are insufficient staff in isolation at home to undertake all suitable for homeworking tasks, then relevant Sector Control Room should be advised.
- 5.3 Managers** should allocate Operation Snowdrop priorities activity/tasks that cannot be carried out at home to as few staff members as possible to allow the release of staff for onward appropriate temporary deployment to other areas.
- 5.4** Staff supply and demand should be matched at the lowest possible level within the sector and escalated to the relevant **Sector Control Room**, where necessary. **Sector Control Rooms** will monitor staff availability and utilisation and offer support and advice to services where appropriate.

**5.5 Sector Control Rooms** will temporarily deploy any released staff based on their skills and service demands to appropriate critical areas within their sectors. **Sector Control Rooms** will inform **Managers** of the details of temporary deployment for their staff so appropriate discussions and preparations can take place and where appropriate a Temporary Deployment Agreement can be drawn up.

**5.6 Senior Responsible Officers** for Operation Snowdrop priorities will escalate any demand for staff which could not be met at sector level to **Staff Deployment Hub (gram.deploymentcell@nhs.scot)**. Any surplus of staff who are available and are not temporarily deployed within the sector must also be reported to the **Staff Deployment Hub** for potential temporary deployment to other areas of the organisation.

**5.7** A Temporary Deployment Agreement will be drawn up by the receiving service when the deployment is for longer than 4 weeks. Deployment can be full or part-time.

## 6.0 Temporary Deployment Discussion and Agreement

When temporary Deployment is to be for a period of more than 4 weeks the manager will discuss the role, location and specifics relating to the position. On agreement to the temporary deployment, a [Temporary Deployment Agreement](#) will be drawn up (see Appendix 1).

Discussions will be held in line with the principles outlined in 2.0 above. A number of questions which may arise in relation to temporary deployment into different roles and/or locations are addressed in the [Staff Q&A – Working differently and pay](#). In addition, the following may guide these discussions:

Question	Response
Who will I report to?	You will be provided with a named contact for your temporary deployed area to report to, seek support and guidance.
What training will I receive?	You will receive a local induction and orientation. You will also be asked to undertake online training appropriate to the temporary deployed role – see section 7.0 below.
Will I need to wear a staff uniform?	If a uniform is required for the role you will be issued this when you report to your temporary deployed area.
What about Personal Protective Equipment (PPE)?	If PPE is required for the role, this will be included as part of your local induction. You will be issued this when you report to your temporary deployed area and shown how to use appropriately.
Will I need a different ID security badge?	You should display your existing ID security badge. Where staff require higher levels of access to secure areas, a temporary ID badge to enable this will be arranged by your named contact.
Will I require to work in an area I am not skilled to do?	Any temporary deployed role must be within the scope of competence and capability of the staff member. You will be given orientation, online training and guidance. In addition you will also have day to day support from a named contact and colleagues.

Question	Response
I have workplace adjustments in my current role, will these be continued in the temporary deployed area?	If workplace adjustments are required in the temporary deployed role this will be discussed and agreed with your manager. Further advice can be sought from OHS by completing the query form (insert link)
I have an underlying medical condition which might impact on my ability to work in a different area. What do I do?	You should discuss this with your manager and further advice can be sought from OHS by completing the query form (insert link)
Will I require to travel to a different site?	<p>If you have to move to another site you will be reimbursed for excess travel expenses paid in accordance with Terms and Conditions of employment. In addition, staff will also be given travel time where this is additional to existing arrangements.</p> <p>Accommodation may also be available where appropriate.</p>
Will I be asked to change my normal work pattern?	You may be asked to work different shift pattern. Any temporary change of work pattern will be agreed by you and ideally prior to the commencement of the temporary deployment. However, as services needs change through the pandemic this may not always be possible.
Who should I contact to report absence e.g. sickness, or request leave?	You should report any absence, or request leave, from your named local contact, but also contact your substantive line manager to ensure accurate recording on SSTS.
What if I am required to return to my substantive job to support my own department?	<p>Timescales of temporary deployment will be discussed with the staff member in advance however it is unlikely that managers will be in a position to confirm the specific duration due to the evolving nature of the COVID-19 pandemic situation.</p> <p>Your Manager reserves the right to request your return if and when the need arises to maintain service provision. Otherwise, you will return to your substantive post upon completion of the temporary deployment.</p>
What about social distancing?	<p>Social distancing should be adhered to where possible, including breaks. Maintaining a 2-metre distance from others and washing their hands with soap and water often for at least 20 seconds.</p> <p>For staff remaining in office environments, 'social distancing' measures must be followed at all times, including breaks.</p> <p>For roles where it is not possible to implement social distancing guidance, a risk assessment should be undertaken as to whether the task is essential and if so:</p> <ul style="list-style-type: none"> <li>• Minimise the time spent at less than 2m</li> <li>• Maximise the distance, where the 2m distance cannot be kept</li> <li>• Maintain 2m distance for breaks</li> </ul>

## 7.0 Reporting to a Temporary Deployment Location

Contact details for the named contact in the new department and where and when staff should

report to must be provided. Arrangements should be made to ensure appropriate orientation and training.

If a staff member cannot report for work in the temporarily deployed area for any reason, contact must be made to both the new named contact and the substantive line manager/supervisor, to ensure accurate recording on SSTS.

## 8.0 Training and Local Orientation

### 8.1 Statutory and Mandatory Training

All staff must ensure that Statutory and Mandatory training relevant to the deployed role is up to date. All Statutory and Mandatory training can be accessed via the [NHSG Corporate Induction pathway](#) on TURAS Learn.

### 8.2 Additional Training

Staff must be advised on any additional mandatory training that may be required in the temporary deployed work location. There may be a requirement to complete this additional training prior to the temporary deployment commencing or as part of the local induction.

NHS Education for Scotland (NES) are developing a range of educational and induction resources for all health and social care staff temporarily deployed or redeployed to support services. These can be accessed via [TURAS Learn COVID-19 website](#).

### 8.3 Fire Safety

The temporary deployment manager will provide an update on the fire procedure in the temporary deployed work location as this may differ. For example Horizontal Evacuation is common within the ward areas of most hospital sites. This is a progressive evacuation process and is different from the 'standard' evacuation. This is explained in the NHSG Fire Safety e-learning module on TURASLearn – please ensure that you complete this module before any temporary deployment.

### 8.4 Moving and Handling

As part of orientation practice of moving and handling must be explained to ensure any differences and risks are highlighted and addressed.

Before undertaking any new Manual Handling Tasks staff should perform a Dynamic Risk Assessment with the new manager. The LITE approach can help this as follows:

<b>L</b> = Load	Is the load heavy, bulky, is it deceptive (very small but very heavy, large box filled with very light items)? Is the load a patient? Are they frail, elderly, in pain etc.
<b>I</b> = Individual Capabilities	Do you have any medical conditions that could affect your ability to perform the tasks, have you had sufficient rest for recovery between tasks? Have you had the required training?
<b>T</b> = Task	What have you been asked to do? Is it straight forward, have you done this task before?
<b>E</b> = Environment	Is the area round about safe to move, are there any hazards, do you need to clear a route, are there any slip or trip hazards?



**For staff being temporarily redeployed into a clinical area who do not have patient handling skills, additional moving and handling training will be provided. For further information or to book training please contact [gram-uhb.mhtraining@nhs.net](mailto:gram-uhb.mhtraining@nhs.net)**

## **8.5 Uniforms**

Staff should be provided with a uniform if this is required for your temporary deployed role. Current NHS Grampian guidance is that staff should not travel to work in their uniforms.

Uniforms should be transported home in a disposable plastic bag, which should be disposed of into the household waste stream. Uniforms should be laundered:

- separately from other household linen
- in a load not more than half the machine capacity
- at the maximum temperature the fabric can tolerate, then ironed or tumbled-dried

For community workers this is not feasible, however they should ensure that they follow strict hygiene control and washing instructions.

## **8.6 Personal Protective Equipment (PPE)**

If PPE is required in the temporary deployed role and work location, this should be included as part of the local induction. This will include the following:

- details of risks PPE can protect staff from and its limitations
- how and when PPE should be used
- how to inspect, maintain and replace PPE

Current guidance on the use of PPE by health and social care workers, in the context of the COVID-19 pandemic can be found [here](#).

If irritation or sensitivity to PPE occurs the OHS Intranet page has information and guidance posted.

## **8.7 Health Safety & Wellbeing**

Resources and information for staff can be found on the OHS Intranet page, COVID-19 Web page, Mental Health & Wellbeing Policy and the Daily COVID-19 Brief.

**Appendix 1**

**NHS Grampian**

**COVID-19 Temporary Deployment Agreement**

**Name of Employee:** \_\_\_\_\_

**Substantive Job Title:** \_\_\_\_\_

**Substantive Department:** \_\_\_\_\_

During the course of this temporary deployment you will continue to be employed by NHS Grampian.

**Details of Temporary Deployment**

**Temporary Deployed Role:** \_\_\_\_\_

**Host Department:** \_\_\_\_\_

**Grade/Band:** \_\_\_\_\_

**Base**

Your base will be \_\_\_\_\_

**Hours**

Your working hours will be \_\_\_\_\_ per week.

Your agreed working days/pattern will be \_\_\_\_\_

You may be requested, on occasion, to work additional hours or different work pattern in response to the services needs during the pandemic. Any such request will comply with the provisions of the Working Time Regulations.

**Temporary Deployment Period**

Start date \_\_\_\_\_

End date \_\_\_\_\_ **OR**

It is not possible to confirm the end date of the temporary deployment due to the evolving nature of the COVID-19 pandemic situation. Your Manager reserves the right to request your return if and when the need arises to maintain service provision. Otherwise, you will return to your substantive post upon completion of the temporary deployment.

## **Purpose and Duties of Temporary Deployment**

The duties of your temporarily deployed role will be allocated to you by your host department and will generally fall within the remit of the Job Description for the reassigned post. These duties and responsibilities may be varied as appropriate to support the host department's response to COVID-19 pandemic and following prior discussion with you.

## **Communication and Accountability Arrangements**

During your Temporary Deployment you will report to \_\_\_\_\_.  
Your substantive manager and your named contact in the host department have the responsibility for ensuring all employment contract obligations are fulfilled.

At the end of your Temporary Deployment there will be a joint discussion about the arrangements for your return to your substantive post.

## **Terms and Conditions of Employment**

The terms and conditions of employment for this Temporary Deployment will be those detailed in your substantive contract of employment.

**OR**

In circumstances, where an individual is required to fulfil a role above their normal pay band or grade for a period longer than 4 weeks, consideration will be given to a temporary movement into a higher pay band in accordance with terms and conditions of employment.

## **Expenses**

You will be reimbursed for any excess travel and additional expenses incurred during the carrying out of the duties of the temporarily deployed role in accordance with Terms and Conditions of employment.

## **Sickness Absence and Annual Leave**

You must report any absence or request leave from your named local contact. Additionally, you must contact your substantive line manager to ensure accurate recording on SSTS.

## **Agreement**

We hereby agree the Temporary Deployment of the above named as outlined in this agreement.

## **Employee**

Signature \_\_\_\_\_ Date \_\_\_\_\_

**For Host Department**

Signature \_\_\_\_\_ Date \_\_\_\_\_

Name \_\_\_\_\_ Position \_\_\_\_\_

**For Substantive Department**

Signature \_\_\_\_\_ Date \_\_\_\_\_

Name \_\_\_\_\_ Position \_\_\_\_\_

Copy to:

## Appendix 2 – Local Orientation Checklist for Temporarily Deployed Staff

For completion by Managers at temporary deployed location.

Category	Orientation Activities	Notes
<b>Orientation and Induction at Temporary Deployment Work Location</b>	<ul style="list-style-type: none"> <li>▪ Confirm named contact details.</li> <li>▪ Introduction to key colleagues</li> <li>▪ Orientation of work area including:               <ul style="list-style-type: none"> <li>o Toilets and lockers</li> <li>o Breaks and rest areas</li> <li>o Uniform requirements</li> <li>o ID badge</li> <li>o Key equipment</li> </ul> </li> </ul>	
<b>Role Specific Induction</b>	<ul style="list-style-type: none"> <li>▪ Agree job shadow peer or mentor.</li> <li>▪ Confirm working hours and pattern.</li> <li>▪ Put in place orientation shifts.</li> <li>▪ Access to clinical systems (where appropriate).</li> </ul>	
<b>Infection Prevention and Control</b>	<ul style="list-style-type: none"> <li>▪ PPE requirements</li> <li>▪ Reinforce hand hygiene and social distancing arrangements.</li> </ul>	
<b>Statutory and Mandatory Training</b>	<p>Ensure staff member is up to date with all Statutory and Mandatory training.</p> <p>Additionally, if in clinical</p>	
<b>Fire Safety</b>	<p>Confirm:</p> <ul style="list-style-type: none"> <li>▪ Location of the fire exits.</li> <li>▪ Location of fire extinguishers.</li> <li>▪ Location of the fire assembly point.</li> <li>▪ Evacuation procedure in the event of fire.</li> <li>▪ Day of the weekly fire test.</li> </ul>	
<b>Moving and Handling</b>	<ul style="list-style-type: none"> <li>▪ Reinforce manual handling Dynamic Risk Assessment - LITE</li> <li>▪ Confirm the name of the Key Handlers in the department.</li> <li>▪ Provision of additional Moving &amp; Handling training for staff working in a clinical role as required.</li> </ul>	
<b>Health and Safety</b>	<ul style="list-style-type: none"> <li>▪ Confirm the name of the Risk Assessor</li> <li>▪ Remind that any accidents and near misses should be reported to named contact and DATIX submitted.</li> <li>▪ Confirm the name of the First Aider and the location of the First Aid box.</li> <li>▪ Security arrangements including departmental and personal alarms (where appropriate).</li> </ul>	