

Supportive Offboarding

FACILITATORS' GUIDE

This document provides a brief guide to the Supportive Offboarding process aimed at the facilitator – someone not directly involved in the show, but able to lead this one-to-one conversation (eg. someone from the Talent team). To learn more about the background and approach see appendix A.

VERSION 3.0



Introduction

We want everyone who works in television production – both freelancers and staff – to feel they have been looked after by the company they work for, treated respectfully and properly supported throughout their contract. This aspect of work culture is vital, both for us and for the wider industry we share our workforce with.

As freelancers come to the end of their contract, we want their offboarding process to include a supportive conversation about their experience of working with us. We want to reinforce a supportive environment where freelancers feel valued, respected, and empowered. As they come to the end of their contract with us, we want them to leave us feeling motivated and with their morale high. We want them to know that we appreciate their efforts and recognise the work that they've done for us.

We want to learn from them about things we do well, things that we could do better, and we want to promote the colleague's own growth and development, and in doing so, to strengthen the possibility of a positive future relationship with them.



Invitation

How these career-focused conversations are offered is crucial to how they are received and the uptake that follows. The more personal the invitation, the better. Early experience suggests that an impersonal forms-based invitation (such as the approach shown in **appendix E**) is likely to result in low take-up. A direct approach will have the best take-up.

Similarly, explaining the offer early in the process – even as early as the onboarding meeting – also helps. People are often at their busiest towards the end of their contract. It is best to give plenty of notice and then book the conversation well beforehand.



Once a meeting has been set up, ask the colleague if they would like you to request feedback from the team (you may want them to suggest a particular person). This is optional and not everyone will want feedback. Neither should it be assumed that this is all the feedback they will get. The point is to ensure that everyone is offered some and to encourage as much reflection as possible. Suggested text for requesting feedback for a colleague can be found in **appendix F**.

When confirming details of the conversation (meeting arrangements etc), send them the self-assessment exercise (**appendix C**). This contains a series of 10 questions for them to think about before the meeting. They may or may not choose to share these thoughts with you, but what matters is that they have the opportunity to reflect on these areas before the conversation.



The meeting

It is vital to create a supportive atmosphere where the colleague feels comfortable to share their thoughts and ideas. Encourage dialogue and practice active listening paying attention to the colleague's responses, concerns, or questions.

The facilitators' prompt sheet (**appendix B**) provides 12 prompts to guide the conversation (see video **appendix G**). Use this as your structure but be adaptable as appropriate. Read this through well before the meeting to anticipate the direction of travel. The colleague has been asked to spend some time reflecting on their own contribution to the team and their own career goals and may have things they have come prepared to say. As you talk, look for ways you can support and encourage them. Make notes to follow up any concerns raised or actions to be taken.



Afterwards

After your meeting, be sure to follow up any offer of ongoing support, information or resources to help them achieve their goals. Show your commitment to their success and wellbeing. If there are any matters arising from the feedback they gave you, then action as appropriate (ensuring confidentiality is respected). Pass on any thanks or commendations that were requested.

When colleagues have declined your invitation to have a conversation, but you would still like to request feedback from them about their experience, there is a set of questions that can be used within **appendix E**. Only use the questionnaire when you have a clear plan and process for responding to it.



See appendix D

Appendices

- A** What it is and how it works
- B** Facilitator's prompt sheet
- C** Self-assessment exercise
- D** Flow diagram of administrative process
- E** Template 1 (Forms)
- F** Template 2 (Email requesting feedback)
- G** Video of the 12-prompt process (set out in B)

