

## Hybrid Working - actions for managers

The actions/questions below are to support you in planning hybrid working within your department/college/team.

- Hybrid working is a new concept for colleagues and we are a varied group with different functions, stakeholders, sizes and working practices, so there can be **no 'one size fits all' approach**. Decisions must therefore be made locally and likely will change as teams settle into new ways of working.
- Teams may benefit from regularly reviewing arrangements and making adjustments.
- **Communication** within teams will be vital. You should be clear with your teams as to their plan, timelines and next steps.
- You should think about how to retain a **sense of 'team'** where colleagues are working on and off campus, for example inclusive social activities or team events.
- For many, the pandemic has led to a blurring between work and home life. Be clear with colleagues about working times and that they should maintain a healthy work/life balance.
- You are encouraged to use hybrid working as an opportunity to pause and consider working practices in their department. Where there may be issues with workloads, an 'always on' culture and/or 24/7 expectations (which has increased over the pandemic), consideration should be given as to how these issues could be addressed.
- You should encourage yourself and your team to think 'outside the box'. Avoid reverting back to how we worked pre pandemic because it feels familiar.

## Essential Points for you to Consider

- Teams will have different ways of approaching hybrid working.
- Below are questions to prompt discussions:

| Considerations for Department/Team Parameters |  |
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| Area  | Considerations   |
| Business need                                 | <ul style="list-style-type: none"> <li>• What is our business need?</li> <li>• What are the different needs for each role in the area?</li> <li>• Are there any stakeholders we need to check in with e.g. academics in academic departments?</li> <li>• Do we need to manager stakeholder expectations?</li> <li>• Any potential risks/challenges arising from hybrid working?</li> </ul> |

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| Working hours       | <ul style="list-style-type: none"> <li>• Are there core hours and what should they be? Will they differ by area/role?</li> <li>• Are we content to allow some flexibility in how/when people work their contractual hours? Would there be some benefit if people flex hours (e.g. to take account of international stakeholders and time differences)?</li> <li>• Is there a fair distribution of work across the team and/or are there areas/colleagues who are over or under-utilised?</li> </ul>   |
| Place of work       | <ul style="list-style-type: none"> <li>• How much time should be spent on campus? Will there be a department minimum such as everyone must be on campus for 1 day per week? Does this depend on the role? How much office cover do we need in the team/department?</li> <li>• Do we have particular meetings/events where people must be on campus e.g. one team meeting a month?</li> <li>• Do we have agreed circumstances where people would need to come back on site?</li> <li>• What are our parameters for exceptional cases, i.e., people working wholly offsite either temporarily or permanently?</li> <li>• Do we have any colleagues who want to work solely on campus?</li> <li>• Will colleagues spend any time working in any other areas of the University other than their office location?</li> <li>• Do we need to liaise with other teams to consider requirements in relation to our on-campus work environment for example Health and Safety compliance such as having cover of sufficient fire wardens and first aiders? The potential for lone working should also be avoided if possible.</li> </ul> |
| Working environment | <ul style="list-style-type: none"> <li>• Do we have teams who need to be on site and who have a continual requirement for desk space?</li> <li>• Will colleagues spend any time working in any other areas of the University other than their office location?</li> <li>• Do we need to liaise with other teams to consider requirements in relation to our on-campus work environment? For example, Health and Safety compliance such as having cover of sufficient fire wardens and first aiders? The potential for lone working should also be avoided if possible.</li> </ul>   |
| Equipment           | <ul style="list-style-type: none"> <li>• Do we have any colleagues who require adjustments in their home/campus work environment?</li> <li>• How will we ensure that their adjustments are always in place?</li> </ul>  |
| Meetings            | <ul style="list-style-type: none"> <li>• Do we need to reduce the number of meetings?</li> <li>• When will meetings be hybrid/all online/all in person?</li> </ul>  |

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|                      | <ul style="list-style-type: none"> <li>Should there be set team meetings with all relevant people being on site?</li> </ul>  |
| Other considerations | <ul style="list-style-type: none"> <li>How will we deal with competing personal preferences to ensure fairness across the team?</li> <li>How and when will we review arrangements?</li> <li>How are people feeling about coming onto campus more regularly?</li> </ul> |

## Discussions with Colleagues

Where possible, managers should have **individual discussions** with colleagues, possibly as part of regular 1:1s. In some departments, it may be more appropriate to have discussions at team level.

| Considerations for Discussion with Colleagues (or teams)   |   |
|--|---|
| Area   | Considerations  |
| Explore personal preferences in relation to hybrid working | <ul style="list-style-type: none"> <li>What is the preferred hybrid working pattern?</li> <li>What circumstances are relevant to the request? These could include: <ul style="list-style-type: none"> <li>Better work/life balance and ability to fulfil personal responsibilities.</li> <li>Achieving space to concentrate.</li> <li>Avoiding a lengthy commute on some days to enhance productivity.</li> <li>Lack of suitable homeworking arrangements (for example space or technology related).</li> <li>Being new to their role/at an early stage in their career meaning that mentoring/coaching and informal learning opportunities gained by working on campus are important.</li> </ul> </li> </ul> |
| Hours<br><br>Noting full contractual hours must be worked  | <ul style="list-style-type: none"> <li>Would the colleague like to work different hours?</li> <li>Are there circumstances relevant to this request?</li> </ul>  |
| Inclusion and fairness                                     | <ul style="list-style-type: none"> <li>If the preferred pattern cannot be accommodated, it is important to explore alternatives and compromises.</li> <li>The manager may explore how to accommodate requests from other colleagues as a compromise across a team.</li> </ul>   |

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| <p>Are there particular requirements of the role that need to be considered?</p> | <ul style="list-style-type: none"> <li>• What tasks and responsibilities does the role entail? Does it matter where they are carried out from?</li> <li>• Are there particular tasks, events or meetings which must be attended in person?</li> <li>• Are there particular collaborations or stakeholder engagements which must be attended in person?</li> <li>• Are there any changes to working practices which would be beneficial (although these should not change the role or the responsibilities of the role)?</li> </ul> |
| <p>Practical considerations</p>  | <ul style="list-style-type: none"> <li>• Does the colleague have agreed reasonable adjustments? If so, how will these be replicated?</li> <li>• Does the colleague report having a suitable space to work from home and a reasonable internet connection?</li> </ul>   |
| <p>Confirmation and review of arrangements</p>                                   | <ul style="list-style-type: none"> <li>• Agreed hybrid working arrangements should be confirmed by email from the line manager.</li> <li>• Colleagues should raise any concerns or feedback about their arrangements.</li> <li>• Arrangements should be regularly reviewed (at least termly).</li> </ul>   |