### Process Diagram – Hybrid Working

Can be an employee enquiry or proactive manager consideration

Need arises to explore hybrid working

# Consider the environment in which hybrid working is being considered

# For example:

The nature of the role and/or work being carried out, the service requirements or other outputs or deliverables

The role hybrid working may play in complementing service delivery

Any work priorities and the resource requirements around these (e.g. for essential on campus/in person activity)

Any scenario-based or specific/relevant points from the Hybrid Working FAQs

The available office, laboratory or collaborative space and IT infrastructure

The available skills and aptitudes to sustain hybrid working

Any survey results relating to broader thoughts/ desires around hybrid working

Understand the wider policy framework, including Flexible Working. Hybrid working can typically be carried out as informal flexible working with no requirement for an application for non-contractual changes. Understand individual/team circumstances and preferences

#### Consider:

Who works in a role with elements that can be delivered remotely?

How much of the role can be delivered remotely?

What working arrangements are preferred?

What are the benefits vs challenges of these arrangements?

Are these compatible with the nature of the work and the work of the wider team?

If not, are there any alternatives or compromises that can be identified (e.g. if required on-campus, can there be flexibility around timing/hours?)

It may be appropriate to hold conversations at team-level to jointly work through and agree preferences and how these would overlap in practice. Decide on an appropriate approach

#### Consider:

Typically through dialogue with

individuals and or teams

Balancing individual preferences against the preferences of others in the team, exploring any business impacts and jointly agreeing compromises

How proposed benefits match up against any identified challenges and/or can any challenges be overcome or mitigated

The fairness of any decision and understanding any possible impacts on others to ensure all colleagues are treated equally. There should be a robust justification where any preferences cannot be supported.

Implementing any new approach by communicating and agreeing a transition with the individual/team, giving consideration to obtaining (if required) the appropriate IT equipment and ensuring appropriate risk assessments are carried out and that any reasonable adjustments have been considered and implemented (these may be different for remote workspaces than they are on campus).

Where no agreement can be reached on hybrid working, colleagues may consider it appropriate to make a formal request under section 5.7 of the University's Flexible Working Policy.

# Test and adjust the approach (as applicable)

## Consider:

Planning regular reviews to check-in on how it is working, easing these over time if it is a success. In larger teams, a pulse survey approach may be effective for this purpose.

(If appropriate), following an outputs-based approach to working to help raise the visibility of successes. This approach may also play a role in workload monitoring to ensure appropriate balance is maintained.

(If any challenges are identified), working together to explore solutions/remove barriers then continue testing any adjustments in the same way.

Hybrid arrangements will remain subject to review and variation as needed by organisational needs. Hybrid working arrangements may be withdrawn where the arrangement has led to identifiable negative impacts or where the individual/team are failing to meet agreed performance standards or the principles of this guidance.

Where it is working well, successes and lessons learned should be shared more widely to support others on their hybrid working journey.