



A year of exploration and experimentation

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A little bit of background

- March 2020
 - Home working Guidance development group
- April 2020
 - Initial thoughts gathered
- July 2020
 - Pulse Survey
- August 2020
 - Thought paper accepted
- September 2020
 - Hybrid Working Group
- March 2021
 - Proposal to SLT to start pilot
- April/May 2021
 - Feasibility Study starts
- July 2021
 - Pulse Survey
- October 2021
 - Business as Usual discussions
- November 2021
 - Is the experiment working?
 - How much have we explored?

Why exploration and experimentation?

Exploration

- Working at home
- Set up for team working, meetings
- Different working days
- Roles
- Why come on campus

Experimentation

- Teams trying different things
- On campus spaces
- Different rotas
- Different combinations of staff on site
- Hybrid meetings

Guiding Principles

- **Create robust and flexible** work processes and management approaches to support staff to perform at their best whether working on or off campus
- **Promote** social cohesion and equality
- **Emphasis** on people and well-being
- **Campuses** are the centre of gravity
- **Staff are informed** about the Hybrid Working Programme and have opportunities to engage
- **Decisions about hybrid working** will be made at a local level to suit business and service needs against an overall University plan.
- **A framework** will guide discussions and support decision making about hybrid working, taking account of the needs of the business, team and individual staff members
- **In general, we will not fix or make permanent new Hybrid work patterns for the first experimental year**

Hybrid Working Framework

- **Hybrid Working Framework Collaboration Site** that contains everything staff and managers will need to make decisions including signposting information already available
- **A conversation guide** to help managers and staff consider all relevant information as part of their discussion about hybrid working
- **Guidance** to enable managers to make decisions based on balancing the needs of the business, the team and the individual
- **Information and guidance** for managers and staff about effective hybrid working
- **A policy guide** to include information about the implications of hybrid working on policies and regulations
- **Wellbeing support** for staff and managers working in hybrid teams

Workstreams



Component modelling

Pre-pilot, pilot and recommendations

Discussion group for identifying the various components that needed to be considered.



Culture change and engagement

Blogging, EdWeb/SharePoint, Training, guidance, workshops

Considered the cultural elements – in particular the well-being impacts and was key contributor to the Hybrid Framework development



Policy – HR, Finance, IT, EQIA

Considered existing policies and co-ordinated any necessary immediate policy changes and consideration of potential longer term Hybrid Working Policy



Estates and facilities

Benefits and costs, evaluation

Initially to consider how we might need to help staff think about spaces for less office-based working. Still an evolving space, very much determined by how teams plan on returning to the office – start with why..



Research

Led by an academic, we drew on the knowledge and experience of the Business School and a research project on Home Working is part of our Hybrid Working Programme.



IT Infrastructure and Equipment

Started its life in the Estates stream but very quickly recognised that it was more than desktops vs laptops. Now includes Hybrid Meeting Rooms project

Feasibility study focus

Centre of gravity is on campus

Year of testing and iteration

Local decisions around a central framework

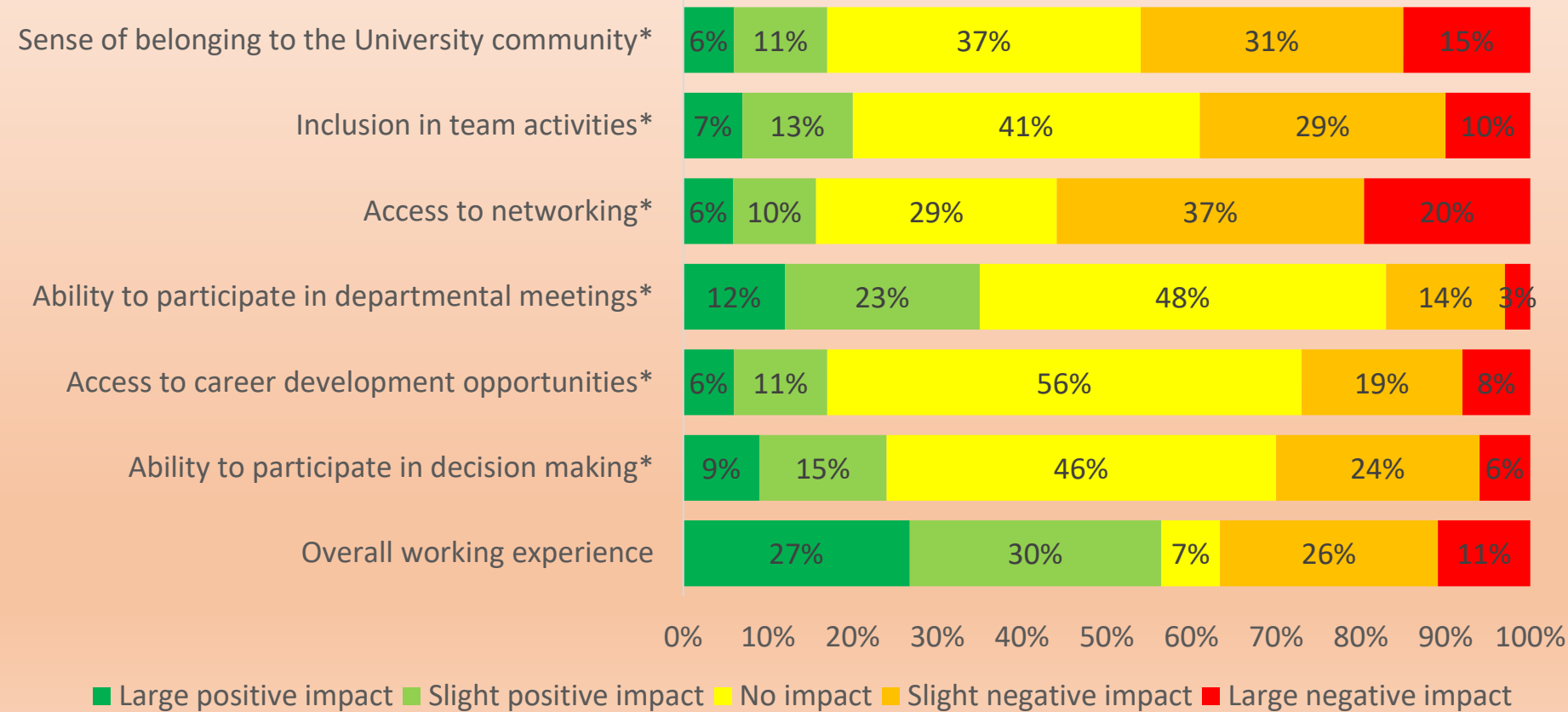


Staff Pulse Surveys

- First survey carried out during July 2020 – University wide, all staff.
- As we launched our Feasibility Study Groups, the University launched a new Staff Pulse Survey running between Wednesday 19th May and Monday 14th June; with many of the questions repeated from the 2020 survey to provide comparison data.
 - Understand home-based work experiences;
 - Gain insight into future aspirations relating to a hybrid work pattern (i.e. split between on and off campus work);
 - Understand the reasons behind those preferences;
 - Understand and plan for how staff intend to travel when they do come into the workplace.
- The 2021 survey included new questions that were informed by the deliberations of the Hybrid Working Programme.

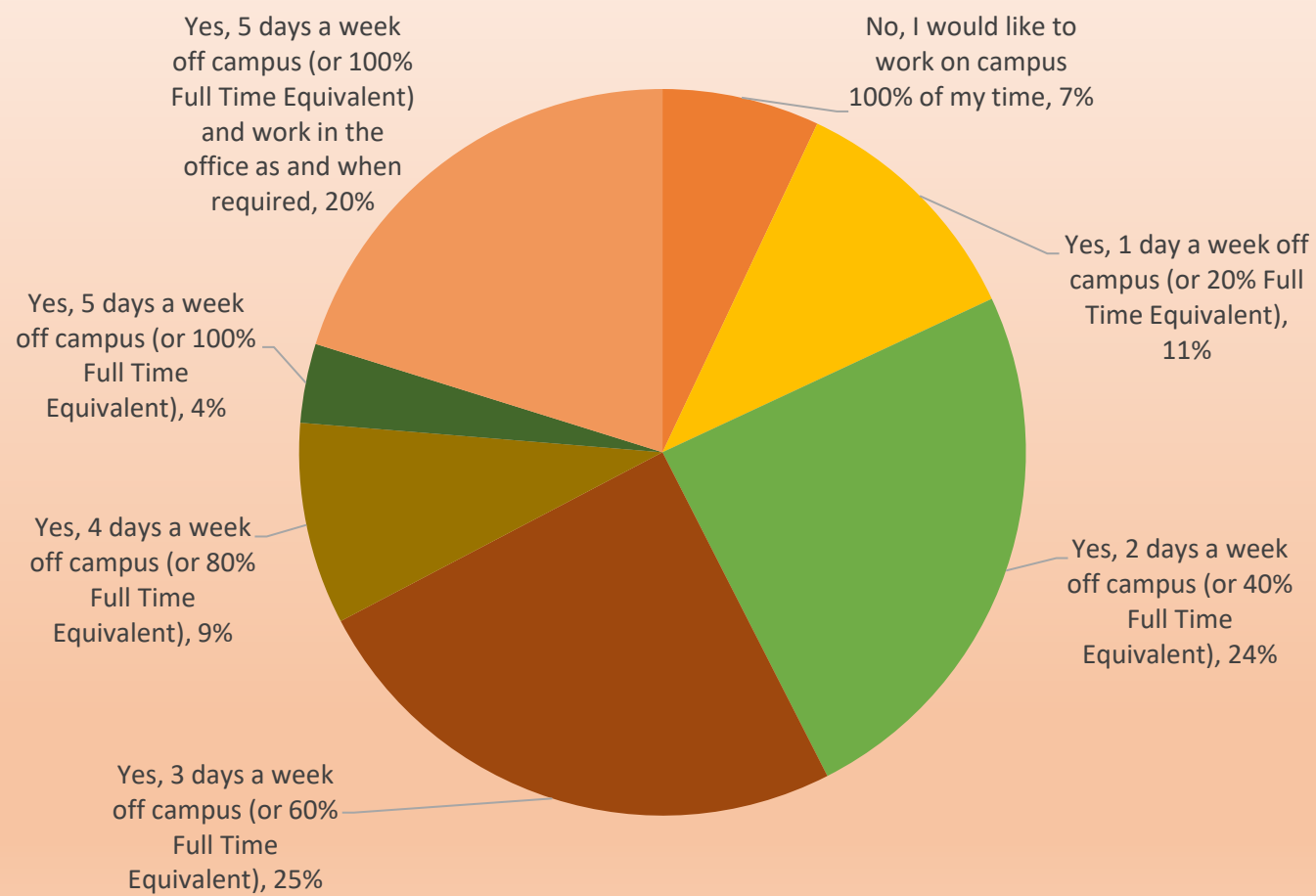
Impact of WFH - overall

Generally an overall positive impact on: Overall working experience
Generally overall no impact on: Ability to participate in decision-making, access to career development, ability to participate in departmental meetings, and inclusion in team activities
Generally, an overall negative impact on: Access to networking and Sense of belonging to the University community



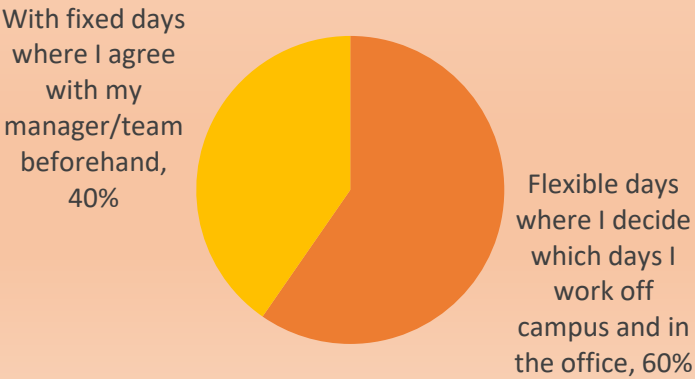
For overall working experience, increase in reporting a slight or large positive impact, and a decrease in reporting a slight or large negative impact

Most (93%) of staff interested in some element of hybrid working (decrease in proportion of staff not interested in any homeworking compared to 2020)



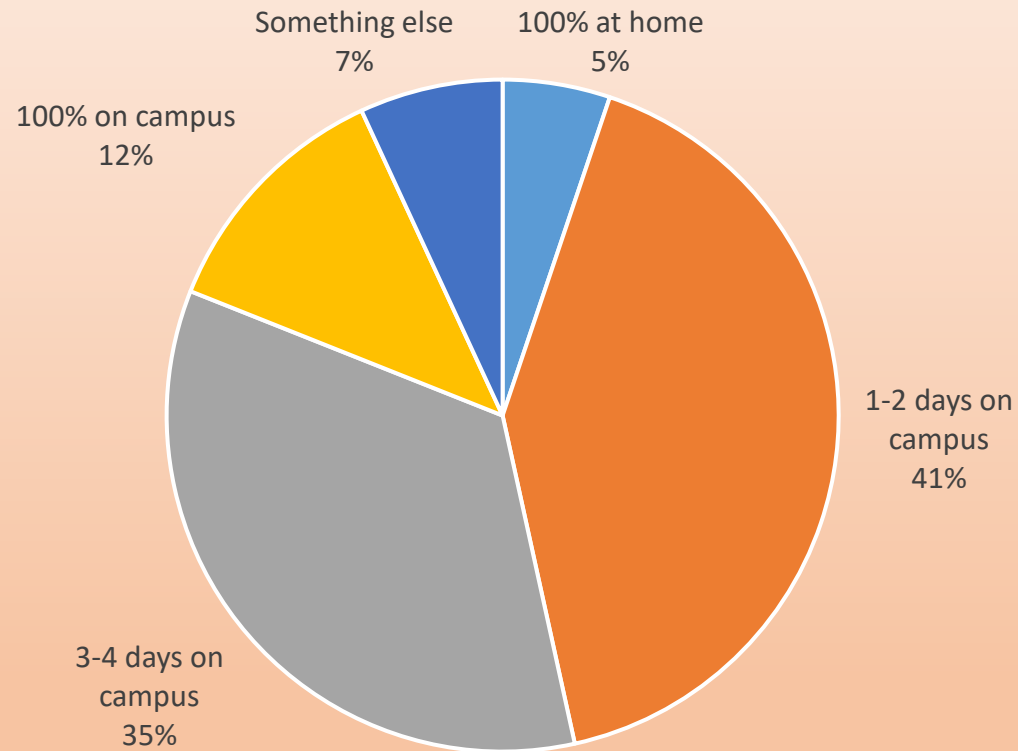
Most popular combinations:
3 days a week (60%) off campus – 25%
2 days a week (40%) off campus – 24%
100% Off-campus and work in the office as and when required – 20%

How would you like your hybrid working schedule to be organised?

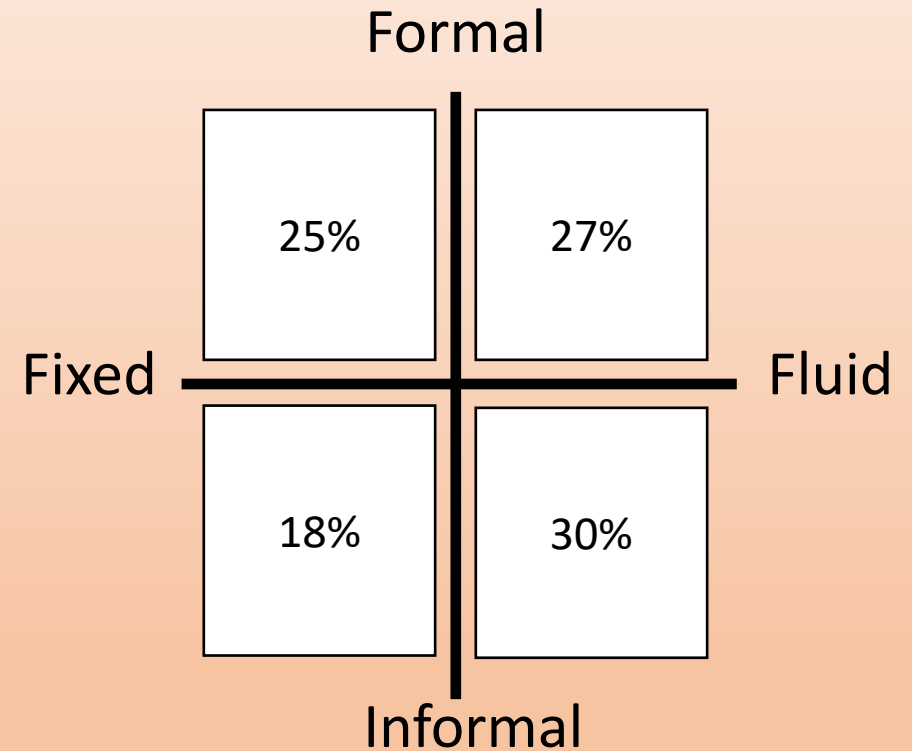


Feasibility Study: Number of responses (58) 17 Nov 2021

In a typical week are you:



How would you describe your current working arrangement?



Is the experiment working?

Yes

and

No

Further discovery

- We need more teams experimenting
- Is there a 'presentee' mindset that impacts hybrid?
- How does 'hybrid' actually differ from 'flexible' working?
- Can we really write a single policy that covers all potential hybrid options?

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