

# **Relocating an Entire University 😊**

## **Ways of Working at UON; Pre and Post Pandemic**

**Deborah Mattock**

**Executive Director, HR, Marketing &  
International Relations**



# Whole University Approach



# Smart Working

---



A comprehensive and strategic method of implementing in particular:

- a) a range of flexible working options;
- b) work environments that enable the greatest flexibility;
- c) technologies that support the practice and management of Smart Working;
- d) new forms of flexible collaboration that enable people to work together across locations;
- e) culture change to enable greater organizational agility and innovation;
- f) a trust-based culture that focuses on management by results rather than presence.

BSI Smart Working Code of Practice (PAS 3000:2015)



# Key Considerations



- Led by example from the top
- Investment in IT - all mobile staff issued with a new device, with a soft phone, separate keyboard, mouse and headset
- Universal connectivity on campus
- Significant investment in office furniture
- Investment in training and support for staff and managers
- Importance of a Equality Impact Assessment
- Retained workstations with a fixed PC for those that weren't considered as mobile workers (remember this group ... we will come back to these)
- Communicate, Communicate, Communicate ...



# Approach to Communication

**Communicate, Communicate, Communicate ...**

## Multi faceted communications strategy

- Live streamed staff and student Roadshows delivered by the VC and university management team
- Information cascade through line managers and course leaders
- Fortnightly email newsletters
- Cross disciplinary communications group
- Staff Intranet and Staff Facebook Group
- Institutional communications method – UNify
- 'Move Champions' for each Faculty/Professional Service
- Dedicated email inbox with every question answered

# HR Considerations

## Approach centred around BSI Smart Working Code of Practice (PAS 3000:2015)

PAS 3000:2015  
Smart Working – Code of Practice



 Cabinet Office



- Working Offsite Policy & Procedure
- Support for Line managers
- Wellbeing
- Reasonable Adjustments – workstation assessments for all and advice given on appropriate set up elsewhere
- Advice on selecting the right environment for the right task
- Team based working agreements – led by the line manager but all involved
- Communications Etiquette
- Staff Training, including Managing Smart Working Teams and Working in Smart Working Teams
- Equality Impact Assessment

**It was all going so well...**

# **And then COVID 19 happened**

- **We rethought who could be a mobile worker**
- **We sold our Professional Services Hub**
- **We reviewed our Framework for New Ways of Working**
- **We genuinely share our workspaces across academic and professional service**



# Framework for New Ways of Working 2021

## Extension of UON Smart Working Principles

	<b>UON Will</b>	<b>You Will</b>
<b>Work location and time</b>	Allow you the flexibility to choose where and when to work as long as it is in line with your team agreement and number of hours contracted to work.	Choose an appropriate location ensuring you have a safe and comfortable set-up suitable for the task, and that meets the needs of your customers and team.
<b>Technology</b>	Provide you with the technology, tools and training necessary to work in accordance with these principles.	Ensure you are equipped and proficient in using the software and technology platforms available to enable you to connect and collaborate effectively from your chosen location.
<b>On Campus Space</b>	Ensure there is always a place for you to work on campus if you wish to.	Select your on-campus environment based on the activity you are completing and will follow the Workspace Etiquette guidelines. Some spaces are designated for quiet working; all other spaces are available to all.
<b>Team Agreements</b>	Allow managers and teams the flexibility to agree their own method/frequency for contact and will provide a template for recording this agreement, alongside support on their formulation.	Work with your line manager and team to agree how you will work together, ensuring connection is maintained and regular opportunities and points for collaboration are available.



# Framework for New Ways of Working 2021

## Extension of UON Smart Working Principles

	<b>UON Will</b>	<b>You Will</b>
<b>Training &amp; Support</b>	<p>Provide training and support on Smart Working at the technology available to support this method of working.</p>	<p>Utilise the training and support available to ensure you are able to use technology effectively and work Smartly.</p> <p>If you are a line manager you must complete the 'Managing Smart Working Teams' training offered through Staff Development.</p>
<b>Managing by Results</b>	<p>Manage colleagues on results produced and method to produce them (in line with the numbers of hours they are contracted to work) and not simply through online or in-person presence.</p> <p>We will also encourage a balance between work and home, especially where colleagues are working off premises.</p>	<p>Deliver work to the results outcome agreed with your line manager.</p> <p>You will also maintain a healthy work-life balance, notifying your line manager of concerns at the earliest available opportunity.</p>

**Thank you for listening ...**

**Any Questions?**

