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# Enhancing Staff Flexibility

## LEADERS RESOURCE: HYBRID WORKING IMPLEMENTATION

*This resource has been developed to assist leadership with exploring how hybrid working arrangements could be operationalised within teams. A template is also provided as a suggested guide to documenting and communicating the parameters and expectations for working arrangements, and can be used at multiple team levels.*

# Enhancing staff flexibility



Our temporary adjustments to operating during COVID-19 pandemic has shown that we can work effectively as a team in different modes for how, when and where work gets done.

Now that we are returning to a normalised state of on-campus operations, it has prompted the University to review and renew its commitment toward staff flexibility in the context of the changing landscape of work.

## **New flexible working principles**

*We remain committed to on-campus operations which support the interaction, collaboration, and campus vibrancy inherent in university culture and high performing teams.*

1. Arranging our presence in the office around the needs of our students and the University Strategy
2. Teams need to determine best arrangements based on business needs
3. Flexibility includes where and when you work and what you do to best achieve your goals.
4. Employees are measured on output and impact.
5. Arrangements can be reviewed periodically.
6. We trust employees to work in support of company interests.

# Hybrid working



To compliment our [existing flexibility measures](#), ELT have approved a hybrid working model for implementation.

**The hybrid working model provides staff (where their roles permit) a combination of primarily working on campus and working from home up to 40% of time.**

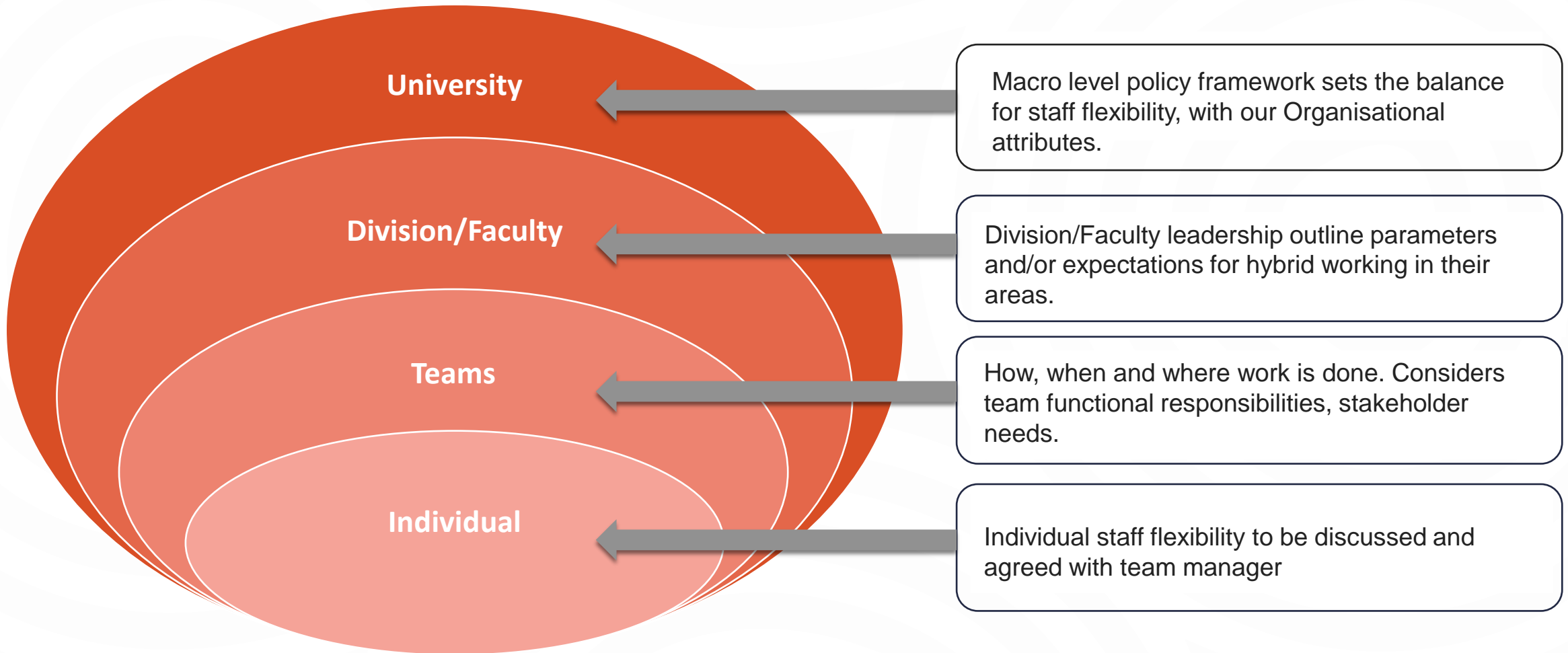
The model aims to balance staff flexibility, with our organisational attributes and commitment to on-campus operations which support the interaction, collaboration, and campus vibrancy inherent in University culture and high performing teams.

Teams will need to consider the working arrangements which best support business, stakeholder and wellbeing needs.

# Implementation



The implementation for hybrid working arrangements should be considered at multiple levels within the organisation:



# Modes of work

Hybrid working can include all modes of work



- What are the modes of work your team engages in?
- Is hybrid working an option for your team?
- If working alone, how can you instil a team based culture and collaboration?

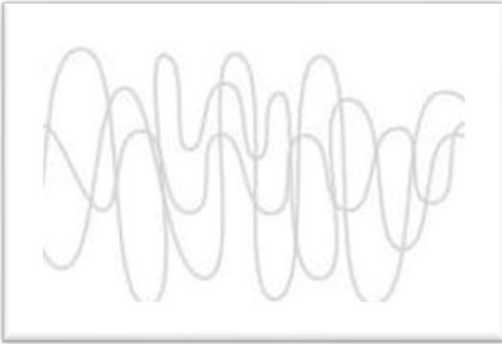
# Determining team arrangements



The following framework can be used to guide conversations and determine arrangements for your teams:

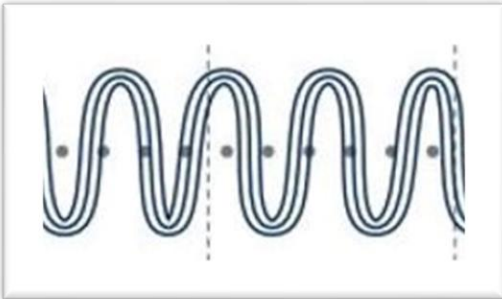
<Division/Faculty/Team> Hybrid Working – What it looks like for us			
<b>What's our core purpose?</b>  <i>Functional responsibilities, link to University Strategy, services delivered</i>	<b>Who are our key stakeholders?</b>  <i>Be specific – who are they and how do we interact e.g. online students, on-campus students, managers, executive, staff etc</i>  <i>Consider any service standards applicable</i>  <i>Outline stakeholder communication requirements/modes</i>  <i>Availability expectations</i>	<b>Principles for flexible working and what's important to us.</b>  <i>Consider principles around support for campus vibrancy, students being vital to success,</i>  <i>Consider flexibility principles i.e. mutual trust, focus on outcomes, fairness and equity, however also recognising not a one size fits all etc</i>  <i>Team member responsibilities e.g. managing time/workloads and supporting clients.</i>  <i>Encouraged practices</i>	<b>How do we collaborate and stay connected?</b>  <i>Is the team located across multiple locations?</i>  <i>Technology utilisation e.g. MS teams, skype, outlook calendar updated with availability, outlook calendar sharing</i>  <i>Agreed common days in the office, dedicated team meeting day/forums, dedicated meeting-free days</i>  <i>Peer to peer contact arrangements</i>
<b>What are our on-campus attendance requirements/considerations?</b>  <i>On-campus operational requirements</i>  <i>Coverage levels and expectations</i>  <i>Peak periods of on-campus activities e.g. o-week, graduations etc</i>  <i>Work/health and safety requirements?</i>  <i>Do any space management issues need to be listed e.g. shared office? Hot desking?</i>		<b>What are the working arrangements for our team?</b>  <i>Division/Faculty – what level of autonomy will teams have to determine working arrangements?</i> <i>Consider statements around attendance expectations of leaders and/or staff</i> <i>Modes of working available</i> <i>Span of work hours and overtime</i> <i>Any specific flexible or hybrid work parameters</i> <i>Flexibility during session breaks and troughs</i> <i>Pattern of attendance expectations</i> <i>Process for requesting approval</i> <i>Process for making changes</i> <i>Process for raising concerns</i> <i>Structured vs unstructured working arrangements? Ad-hoc or ongoing?</i> <i>If hybrid not an option, what other flexibility is there?</i>	

# Team based approach recommended



## Employee-led

- Uncoordinated and erratic
- Based on individuality
- Impacts core business and stakeholder needs



## Team-based

- Co-created
- Team rhythms and norms
- Based on mutuality
- Balances core business/stakeholder needs with flexibility



## Leader-Led

- Static
- Doesn't allow flexibility at team/individual level
- However, suitable for macro level parameters

# Individual agreements



A formalised documented agreement is **not** required for hybrid work arrangements that align to the policy. An OHS Self Assessment of the worksite must be completed.

## Establishing individual work arrangements:

- Ensure Division/Faculty/Team hybrid arrangements have been developed and communicated using guidelines provided.
- Flexible working arrangement - staff member to request
- Consider request in alignment with team arrangements (21 days max.)
- Discuss with staff member

## When is a formal arrangement required?

- Agreed hybrid working arrangements that don't align to policy
- Fully remote working arrangements
- Remote work agreement required

If you have any issues that arise through these discussions or need clarification, contact your Business Partner in People and Culture.

# Leading differently



The way we work has changed, therefore the way we lead should change.

Leaders need to relinquish control of



Schedules



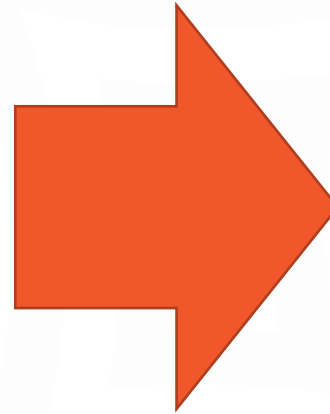
Workplace



Work Hours



Tasks and Activities



...and take more ownership of



Outcomes



Team Climates and Wellbeing



Culture and Norms



Change Management

# Common leadership challenges



## Keeping teams connected

- Keep communication and collaboration in a team by holding regular meetings either weekly, fortnightly or monthly
- Look at having all the team in the office 1 day per week

## Culture within the workplace

- Have open communication with the team
- Bring everyone to the office for team building and collaboration
- Share celebrations and successes either virtually or when everyone is in the office

## Employee burnout

- Be aware of people working excessive hours to get through workload and address the issue as it arises
- Realistic and achievable expectations
- Do not expect staff to work when they are sick or have carers responsibilities for sick children/parents just because they can work from home

## Employee wellbeing

- Regular check-ins with staff will help with any feelings of isolation.
- Encourage staff to attend campus more often
- CSU wellbeing resources

## Onboarding new employees

- Ensure the workspace is ready and clean
- Meet the new team member in the office when they start
- Complete onboarding tasks
- Organise a morning tea – either with all the team in the office or virtual morning tea or both
- Get the team involved in sitting with the new staff member, breaking down silos and forming a connection with each team member

## Maintaining productivity

- Regular check-ins with staff
- Planning and prioritisation
- Outcomes focused
- Set realistic timeframes for achieving



# What if it's not working?

If you are experiencing employee issues such to performance, engagement, or communication, consider the following:

## Before raising with the employee

- Review related processes and procedures to ensure the team has clarity on expectations
- Prepare - identify the issues and make sure you can clearly define the problems

## Provide feedback

- Don't wait for the EDRS process – use regular feedback to promote development
- Avoid making assumptions – there could be external factors affecting the employee
- Use a feedback model – [SBI](#) – Situation, Behaviour, Impact
- Listen

## Review

- Allow a reasonable period of time for improvement
- If no improvement, contact your Business Partner in People and Culture
- May need to consider withdrawing or amending the arrangement