

Hybrid Working Policy

Document Control

Policy Name:			
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Date issued		May 2023	
Approving body/ bodies		Policy Oversight Group > University Executive Board	
Related Statutes, Ordinances, Regulations, Policies and Guidance		International Working Policy IS10: Mobile & Remote Working Policy (warwick.ac.uk)	
Equality Screening Form submission date and outcome		EIA440	
Version Control			
Current Version Number	1		
Date of Last review	N/A		
Date of Next review	May 2025		
Expiry date	May 2025		
Amendment History			
<i>Ensure links are updated online following amendments.</i>			
Version No.	Date	Summary of amendments (if no change, write NA)	Author

Hybrid Working Policy

1. Purpose

- 1.1. This Policy sets out best practice measures, guidance and support to enable colleagues to work safely and effectively in a hybrid manner.
- 1.2. Arrangements for off-campus/ hybrid working do not represent a change to contractual terms.
- 1.3. The University is mindful that not all roles are able to work in a hybrid way. Where roles allow, and in agreement with their line manager, staff may split their time between working on-campus and off-campus (i.e., from home or other private setting).
- 1.4. Staff are not expected to work in a hybrid manner; this Policy does not restrict individuals from working exclusively on-campus.
- 1.5. The approach to hybrid working will be driven by the [University's Hybrid Working Principles](#).

2. Scope

2.1 Definition of hybrid working

Hybrid working means the ability to spend some time working on-campus and some time working remotely.

Hybrid working aims to give teams greater flexibility around their normal hours, time, or place of work, with limited formal process. This means that – supported by technology, guidance, and training for managers – the focus is on ways of working and outputs, over where and when that work takes place. The University is committed to creating a hybrid working culture that delivers the right outcomes for all of its communities.

2.2 Off-Campus Working in the UK

The Hybrid Working Policy applies to working off-campus in the UK only, which may include working off campus (i.e., from home or another private setting). Requests to perform role-related duties and work either partly or wholly outside of the UK will not be allowed other than in exceptional circumstances and in line with the University's International Working Policy. Any exceptions must be considered and approved in advance of an employee working outside of the UK and recorded on the individual's HR record. Advice must be sought from the relevant HR Business Partner in the first instance. Employees already working outside of the UK must be brought to the attention of the relevant HR Business Partner as soon as possible.

2.3 Institutional Hybrid Working Principles

The University's commitment to hybrid working is underpinned by core principles that will ensure it can fully realise the benefits of this approach:

1. Meeting the needs of our communities: the University serves diverse communities including students and staff, as well as local, regional and international audiences. Where and when people work must primarily enable the University to meet the needs of those communities, ensuring they receive the best possible service.
2. Meeting our environmental commitments: a mix of on-campus and remote working is a key enabler to meeting the University's environmental and sustainability commitments. The University will continue to review its use of space on campus, ensuring it is constantly working to improve efficiency in an effort to reduce carbon emissions.
3. Supporting team needs: the University expects teams and managers to be best placed to decide how a hybrid model works for them but recognises that there will be practical questions around implementing

hybrid working locally. The University will provide [guidance for managers to support conversations](#), continually reviewing the support offered in line with feedback.

4. Recognising individual needs: the University understands that not all roles can be carried out remotely and remains committed to supporting individuals' needs in terms of [flexibility](#), [equality and inclusion](#), and creating a [positive work-life balance](#), irrespective of working location.
5. The importance of excellent leadership: managers will lead by example, setting parameters for working based on the needs of their service and their teams. As the University adjusts to new ways of working, ongoing support and guidance for managers will be provided to support the leading and developing of individuals and teams working remotely and on-campus.
6. Measuring outputs and outcomes: the University is committed to finding efficient and digitally enabled ways to deliver its outputs and objectives and will carefully consider the management information needed to measure progress towards those ends.
7. Effective use of technology: the University will provide access to the necessary hardware and software, on a department-by-department basis, to enable effective hybrid working, as well as continuing to develop technological platforms and training offering to further digital capabilities.
8. Creating a positive working environment: the University strives to create environments that are safe, positive, and conducive to working and collaborating via the innovative use of both physical and digital spaces.
9. Foundations in trust: staff and their managers will be trusted and empowered to manage their own service needs and workload as far as possible, identifying the best workspaces for different activities, and managing time spent working remotely and on-campus to deliver required outputs.
10. Transparency and openness: regular conversations between line managers and staff will be key to keeping on track with what needs to be achieved, and staff will need to ensure regular and open conversation around where and when they are working to enable effective teamwork.
11. Continuous review: the University and its community will remain open to new and effective approaches to ways of working. The University's focus remains on excellent service provision for its community, whilst helping to promote a positive work-life balance.

3. Hybrid Working Expectations

The considerations below for staff and managers are intended to provide guidance on how hybrid working may look in practice, to facilitate equity between teams and colleagues across the University. In all cases, conversations should be had between line managers, department leaders, and team members, in order to decide on the most appropriate working method to undertake their activities most effectively in a hybrid way.

3.1 Balance of time on and off campus

Heads of Department and line managers should reflect on the appropriate balance of on and off campus working for their teams, and set expectations based on the needs of the individual, team, and requirements of the role.

Teams that are involved in the delivery of essential or face-to-face services that need to be delivered in person, many staff will need to be on campus to carry out their roles, but they may still be able to benefit from flexible working arrangements to support a healthy work/ life balance.

Teams that deliver a mix of face-to-face and administrative outputs, such as events, teaching or individual appointments, time spent on campus and specific working hours will be guided primarily by service needs, in conversation between managers and their staff.

Hybrid working is not intended for fully remote working. Contracts across the University stipulate that individuals' normal place of work is one of the campus locations of the University of Warwick.

3.2 Encouraging flexibility

The University continues to encourage flexibility around working hours and arrangements. The final decision on the work that can be completed off-campus and work that requires attendance on-campus lies with the line manager.

3.3 Communication during hybrid working

The University appreciates that the experience of hybrid working is different for everyone, and it is therefore vitally important that line managers keep in regular contact with team members to facilitate discussions around any barriers/ challenges they are experiencing by working either on or away from campus, in order that everyone can work together to try to overcome any challenges and find appropriate solutions.

4. Responsibilities

4.1 Employee Responsibilities

- a) To review and consider all information as set out within this Policy, in particular their own responsibilities regarding health and safety, data security and confidentiality, and personal wellbeing, and work with their line manager if further clarification is required.
- b) To complete the [Remote Working Assessment](#) and discuss any issues or concerns arising with their line manager at the earliest opportunity. Failure to complete the Remote Working Assessment will restrict the ability for employees to work remotely/ off-campus.
- c) To discuss and agree with their line manager the expected work outcomes and objectives and share any concerns at the earliest opportunity.
- d) To agree with their line manager the appropriate method of regular communication and ensure availability during normal working hours. Contact details should be updated on SuccessFactors.
- e) To raise any issues or concerns at an early stage with their line manager, particularly about personal circumstances and how these impact on their ability to work in a hybrid way.
- f) To help make hybrid working arrangements run effectively and to complete expected work objectives, as set through the Personal Development Review (PDR) process.

4.2 Line Manager Responsibilities

- a) To notify employees of this Hybrid Working Policy, ensuring employees are clear on their responsibilities and the guidance to be followed regarding health and safety, data security, confidentiality, and personal wellbeing.
- b) To support and implement as appropriate the relevant requirements of managers, as outlined in this Policy.
- c) To ensure employees complete the [Remote Working Assessment](#) and to discuss and consider any actions or concerns which may arise.

- d) To consider (where necessary) how tasks and role requirements can be adapted to be completed from off-campus.
- e) To discuss and set with the employee the expected objectives and outcomes for their work.
- f) To support employees' wellbeing, including by maintaining regular contact, and to ensure employees are engaged and able to meet objectives.
- g) To ensure any requests for reasonable adjustments due to a disability, or other special needs, are addressed.

The University also has a [guidance document for line managers](#) with regards to supporting hybrid working.

5. Ensuring Personal Wellbeing

It is important that employees consider and ensure their own personal wellbeing while working in a hybrid way and for managers to support staff as best they can. Key points of note are:

- Take regular breaks away from their workstation and screen.
- Discuss with their line manager, and if necessary their team, what work arrangements work best for them personally.
- Discussing other forms of flexible working arrangements with their line manager where appropriate. Further information can be found on the [Wellbeing Support Services webpages](#).

6. Sickness Absence

Regardless of any hybrid working arrangements, if staff are unable to work due to illness or injury, they should inform their line manager as soon as possible in line with the [Sickness Management Policy](#), including recording on SuccessFactors.

7. Maintaining High Performance and Engagement

7.1 Manager Actions

The University recognises that managing a team working to a hybrid model can be challenging. Key actions for managers centre on clarity of work priorities and regular communications and include:

- Keeping connected – agree how and when communication should happen.
- Use of technology – phone or video calls (e.g. MS Teams), online collaboration tools, and instant messaging.
- Discuss and set clear work priorities, objectives, and expectations.
- Monitor workloads, ensuring they are reasonable and equitable.
- Ensure they are familiar with the University's hybrid working guidance for line managers.
- Identify development opportunities. Additional information is available [here](#).
- Be alert to employee concerns of isolation or wellbeing issues and signpost mental health support where available.
- Remind employees of support services e.g. [Occupational Health](#), [Employee Assistance Programme](#).

Management referrals to Occupational Health are available where Display Screen Equipment (DSE) or mental health issues or concerns cannot be resolved within the department or with the relevant HR Business Partner or HR Manager.

7.2 Employee Actions to Manage own Workload

- Where possible, establish a “normal” day, ensuring a clear break between work and non-work hours.
- Stay in contact with the line manager, colleagues and key stakeholders e.g. students, customers.
- Flag any issues/ challenges with their line manager.
- Follow all necessary Health and Safety guidance.
- Take regular breaks, exercise and get fresh air.
- Undertake agreed training and take the opportunity to continue to learn whilst working in a hybrid way.

8. Health and Safety – Ensuring a Safe Off-Campus Working Environment

It is important that health, safety and wellbeing remains a priority whilst working off-campus. The responsibility for a safe, positive, and conducive work environment when working off-campus lies with the employee, taking account of guidance and resources provided by the University. Where employees are working at a location other than their home environment (e.g. another university), they are responsible for ensuring they are familiar and compliant with local requirements.

8.1 Risk Assessments

Wherever a staff member undertakes their work should be suitable and safe. The purpose of a risk assessment for off-campus working is to ensure employees have a suitable space off-campus to work, and the obligation to protect employees’ welfare, health and safety ‘so far as is reasonably practicable’ applies when working remotely off-campus.

For remote working, staff should carry out a [Remote Working Assessment](#) to ensure they have the right working environment and discuss any identified improvements with their line manager where relevant. This should be completed on an annual basis and shared with your line manager.

8.2 Off-campus Working Equipment

The risk assessment may identify some improvements to enhance the off-campus workspace to better support the employee. The employee should then discuss the identified improvements with their manager and agree reasonable and necessary actions to ensure they have the right equipment and a safe off-campus working environment. If considered necessary and feasible, the University will normally provide IT equipment and any equipment requested as a result of the need to apply approved reasonable adjustments. Equipment that the University agreed to provide must be procured directly by the University, in line with FP15, to ensure consistency and standards are maintained. Equipment must not be purchased by the individual and reclaimed via expenses, as the reimbursement of such personal expenses is deemed to be a taxable benefit and will result in a tax liability for the individual.

The off-campus working space should be set up in accordance with the University’s [DSE Assessment guidance](#). More detailed guidance on how to set up your home workstation is also available from the [Health and Safety Executive \(HSE\)](#).

Where roles/ individuals require additional equipment and this cannot reasonably or feasibly be provided by the department, it may be appropriate to work from the space on campus.

8.3 Reasonable adjustments

The University recognises its responsibility to make reasonable adjustments for disabled employees who may have specific identified needs, in order to benefit from hybrid working both on campus and working remotely – e.g. a specific chair – and these should be discussed through the [Occupational Health process](#). Consideration of how best to accommodate adjustments should be taken on a case-by-case basis, for example, if working in a hot-desking office, it may be appropriate to ringfence a fixed desk for an individual who requires specific equipment to use.

9. Technology and IT support when working remotely

The University needs to ensure that employees have the right technology to enable them to work remotely and know where to find support. As such, there is specific advice for colleagues on safe and secure IT working practices when working off-campus. That advice can be found [here](#) and the Security and Information Management (SIM) guidance on [staying aware](#). In summary:

- Wherever possible, use an [IT Services managed device](#).
- If a self-managed, but University-owned, device is used, then the device must be enrolled in to the University Device Security Service – full details on how to enrol and how the system works can be found [here](#).
- Private/ personally owned devices should not be used to carry out University tasks or process University data. Privately owned devices should only access University data through [Workspace](#), a service to give authorised users access to University systems and data, remotely and securely. This easy-to-use service is a virtual desktop accessed through a web browser. Once signed-in, staff will have a secure window on to a simplified Warwick desktop. Employees don't need to register or download any software or change any settings on their device. Workspace provides a secure, digital environment that keeps University and personal data and activity completely separate. Full details of this service and how to use it can be found [here](#).
- The University's "stay cyber safe" guidance can be found [here](#).

10. Data Protection and Security when working remotely

It is important that all employees working off-campus continue to adhere to the University's Information Management Policy Framework and UK General Data Protection Regulations 2018. Further information can be found [here](#).

Employees should ensure that the same high standards of confidentiality, integrity and availability of information are maintained, as working on-campus. Specifically:

- The Mobile and Remote Working Policy details what measures need to be followed for working off-campus and must be adhered to at all times. For information on this Policy, see [IS10: Mobile & Remote Working Policy \(warwick.ac.uk\)](#).
- Ensuring all data is stored in approved safe locations (i.e., SharePoint, OneDrive, Files.Warwick etc.). Further information can be found in the University's [guidance on handling paper and digital information assets](#).
- All equipment and data is reasonably protected from theft.
- That they are not overheard.
- Lock computer screens and ensure safe security of documents.
- Staff should continue to [report data breaches](#) immediately after becoming aware an issue.
- All new starters will be required to complete [Information Security Smart Training](#) as part of their induction.

- Members of staff who have already completed the Information Security Smart Training course are required to complete the [Data Protection and information Security Refresher](#) once a year.

A useful check list of how staff can work off-campus securely can be found at <https://ico.org.uk/for-organisations/working-from-home/how-do-i-work-from-home-securely/>

11. Insurance when working off campus

While staff are working off-campus, they will still be covered by the University's relevant insurance policies e.g. professional indemnity, public liability, employer's liability etc. for University business activities. Employees must however continue to follow the directions of the University when working away from campus.

The duties insured automatically will be office-based activities. Should this extend to activities beyond the use of a PC or similar devices, e.g. using research equipment, then staff should refer this to their manager and the Insurance Services Department (insuranceservices@warwick.ac.uk) for approval, in order for insurance cover to be arranged.

Any non-office-based activities (e.g. the use of research equipment), should be carried out in University facilities, unless in business critical and/ or exceptional circumstances.

It is important that staff review their home insurance policy concerning business use. Homeworking using a PC is generally acceptable but if in doubt, staff should contact their insurer. University-owned laptops are insured without excess whilst in the homes of employees. University-owned equipment is unlikely to be insured by a home insurer.

If additional activities are proposed and agreed by the University and its insurers, and it is impossible to be carried out in the University facilities, the staff member should contact their home insurer for consent to ensure they do not invalidate their insurance policy before they commence.

12. Equality Impact

The University recognises its responsibility to ensure that no-one is discriminated against or disadvantaged in relation to a protected characteristic. For further information, please refer to the [University's Equality, Diversity and Inclusion webpages](#).

The Hybrid Working Policy has been assessed as being of high relevance to the University's duties under equality legislation and the University will review its impact on equality and diversity, identify any inequalities, and act where necessary. In particular, the University recognises that certain staff may require more support to enable them to work successfully off-campus e.g. staff with a disability who may require particular equipment or adjustments and/ or more regular contact with their manager and colleagues, or staff with caring responsibilities that can impact on working life – be that on or off-campus. In this scenario, the University encourages staff to have conversations with their line managers about challenges, support and working arrangements.