

Hybrid Working – Guidance for Managers

The University's Hybrid Working Guidelines set out that line managers, in conjunction with their individual team members, should determine the appropriate balance of on-campus and remote working for their teams. This should be based on:

- the operational requirements of each role;
- the needs of the team as a whole, and
- the circumstances of individual team members.

Managers should review hybrid working arrangements regularly, in consultation with their teams, and make suitable adjustments where required, for example for part-time working patterns or agreed reasonable adjustments.

As outlined in the Guidelines, the final decision on whether hybrid working is appropriate for a particular role, and the proportion of time to be spent on campus versus remotely, rests with the line manager and must be informed by service and operational needs.

Full-time on-campus attendance should only be required where a role genuinely cannot be delivered remotely, and any such requirement should be discussed with the employee. The University also recognises that some employees may prefer to work entirely on campus even when hybrid is an option, and this preference should be fully supported wherever possible.

While hybrid working will vary depending on individual teams' needs, there are a few key points to keep in mind as a manager:

Trust and clear expectations

Trust and clear expectations are essential for effective hybrid working. Managers should set out clear requirements for on-campus attendance, including any anchor days or role-specific needs.

Line managers should also establish and monitor clear objectives, timescales for work completion, and expected outcomes. This helps ensure that work is allocated and delivered fairly, supports consistency across the team, and reduces the potential for conflict.

Managers may also find it helpful to agree a minimum level of regular communication with hybrid employees, for example, a weekly check-in, particularly where an individual's work is largely independent. This enables managers to maintain oversight of workload, ensure it is reasonable and equitable, and identify any emerging issues promptly.

As a manager, it is expected that you will:

- Seek meaningful input from employees on hybrid working arrangements.
- Review hybrid working decisions on a regular basis.
- Proactively manage employees' workloads and wellbeing.



Hybrid working is not an alternative to childcare. Managers should ensure employees understand that suitable childcare arrangements must be in place during working hours, regardless of working location.

Business needs take precedent

While hybrid working aims to support a healthy work/life balance, not all roles or aspects of roles can be carried out remotely, for example:

- where duties involve direct, in-person interaction (such as teaching delivery, student or customer-facing services, events, or on-site support);
- where tasks require access to specialist equipment or facilities that cannot be accessed remotely;
- where team effectiveness depends on face-to-face collaboration at particular times (for example inductions, training or service planning); and
- where business continuity, service cover or supervision requires a consistent on-campus presence.

You should discuss with your team members any aspects of their role which may require a presence on campus and how these fit into the expectations set around time to be spent on campus and time that can be spent working remotely.

Effective communication

Regular communications between the team, on a one-to-one and a collective basis will help make hybrid working a success. Timely and effective communication with your team and agreement on how communication will work on on-campus days and on remote days, is vital to ensure that the employees:

- feel part of the team;
- understand how their work fits in with the team's objectives and how the team's work fits with University objectives;
- receive regular knowledge updates and information about organisational developments; and
- receive regular feedback on the quality and quantity of the work they are producing.

Flexibility

Flexibility is key. Continuous review of current working patterns and regular, open feedback will help you identify if the hybrid working pattern is meeting its intended purpose for your team. To help with this:



- Do be flexible - employees and teams may need to change their hybrid arrangements over time.
- Do appreciate the risk that some hybrid workers may overwork because they can access work at all times. Where this is identified, make sure to speak to them about this and put supportive measures in place.
- Do speak to your employee if you spot they are struggling to balance work and home life.
- Do trust employees - managing people remotely means giving them autonomy over how they complete their work.
- Don't rely solely on emails to communicate with employees - speaking to them frequently is essential to uncovering any issues.

Hybrid working isn't a substitute for formal flexible arrangements

Hybrid working allows employees to split their time between on-campus and remote working. Arrangements should be agreed through discussions between managers and team members, based on what enables the work to be carried out effectively.

Flexible working however, is a legal process for individuals to request a contractual change, therefore where team members need more specific arrangements in place, the University's [Flexible Working Guidance](#) may be appropriate. Please seek advice from your [People Partner](#).

At all times, for both the success of the University and the enjoyable working life of employees, it is important that a good balance of productivity is maintained for the hours colleagues spend at work.

The right tools and technology

The right tools and technology are essential to getting the best out of hybrid working. This means use of platforms such as phone or video calls (e.g. MS Teams), online collaboration tools, and instant messaging to keep in contact. You should also ensure your team members have an appropriate remote working environment and on campus environment in which to work.

A [Remote Working Assessment](#) should be used to ensure employees have the right remote working environment, and employees should discuss any identified improvements with their line manager where relevant. It is recommended these should be completed every three years, unless a refresher is required due to a change in the environment, equipment, or personal health. Please note that in most circumstances the University will not be in a position to provide additional equipment to enable working off campus.

In addition, the University is committed to making reasonable adjustments for disabled and neurodivergent employees who may need specific support or adaptations to work effectively in a hybrid model. [The Adjustments Agreement](#) helps facilitate confidential



discussions about any disability related needs. Any furniture and equipment (such as height-adjustable desks) that can support a reasonable adjustment should be prioritised for colleagues who have an agreed Adjustments Agreement in place. Please speak to your People Partner for advice.

Employee wellbeing

The wellbeing of your team members should be a pivotal consideration at all times. Be alert to employee concerns of wellbeing and signpost support where appropriate. Remind employees of support services such as [Occupational Health](#) and the [Employee Assistance Programme](#).

In summary

Hybrid working requires effective communication, consideration of others and a flexible attitude from everyone involved to make it work. It's important that as a manager you are clear with your team on what is required of them, focusing on service needs as a guide for finding the right balance between remote and on-campus working.

The FAQ's provide further information on hybrid working in practice, if you have any other queries or issues, you can contact your People Partner for support.

