

Hybrid Working FAQs for Managers

Please also see Hybrid Working – Guidance for Managers.

How do I set up a hybrid working pattern for my team?

There is no single “right” hybrid working model. Hybrid working should be agreed locally and be based on what enables the teams and individuals work to be delivered effectively, while remaining inclusive and flexible.

Managers may find it helpful to take the following approach:

1. Start with service and role requirements

Understand the overall department requirements and expectations in relation to any hybrid requirements.

Consider which activities genuinely benefit from being on campus and which can be done effectively remotely. Activities that may benefit from being on campus could include:

- team meetings to enable collaboration and problem-solving in real time;
- learning and development activities such as training or coaching sessions;
- where specific onsite resources are required or
- for supervision activities such as the induction of new staff members.

Space availability, confidentiality of the tasks, and health and safety considerations should also be taken into account.

2. Review existing arrangements and individual needs

Take account of any agreed reasonable adjustments or flexible working arrangements already in place. These should be accommodated when designing team hybrid working patterns.

3. Involve the team in the discussion

Have open conversations with team members about what supports effective working, collaboration and wellbeing. Team preferences should be considered alongside operational requirements.

4. Agree clear expectations

Be explicit about:

- The purpose of on-campus time
- Any expectations around regular attendance (if appropriate)



- How communication, meetings, and work coordination will operate in a hybrid model.

5. Allow room for review and adjustment

Hybrid arrangements should be kept under regular review. If a pattern is not working as intended (for example, due to overcrowding, lack of meaningful collaboration, or changing service needs), managers and teams should revisit and adapt their approach.

Hybrid working is intended to be flexible and responsive. Ongoing dialogue between managers and team members is essential to ensure arrangements continue to meet both individual and University needs.

What should I consider when deciding on the balance of on campus and remote working for my team?

Managers should consider:

- The purpose of on-campus time (e.g., collaboration, cross-team connection, service delivery).
- The nature of the work.
- Team preferences and operational requirements including any agreed reasonable adjustments or flexible working arrangements already in place.

How do I manage my team remotely and on campus?

Effective management of a hybrid team relies on clear communication, consistent expectations, and an inclusive approach that supports colleagues wherever they are working. Managers should:

Communicate clearly and regularly

Ensure team members understand priorities, deadlines, and expectations.

Set expectations and agree ways of working

Discuss with your team how you will work together in a hybrid model, how often you will meet, forms of communication and how work progress will be tracked.

Focus on outputs, not location

Use agreed objectives and deliverables to measure performance. Trust colleagues to work effectively wherever they are, while ensuring service needs are still met.



Use technology to support collaboration

Platforms such as Teams help ensure everyone can participate in meetings regardless of location. Make sure meetings are accessible to both on-campus and remote attendees and use tools like shared documents and channels to maintain visibility across work.

Promote team connection and inclusion

Be intentional about keeping everyone involved whether they are remote or on campus. Rotate meeting formats, use hybrid-friendly meeting practices, and ensure no one is disadvantaged by their working location. Ensure that on campus days include opportunities for meaningful interaction.

Provide support and development

Managers should continue to offer coaching, feedback, and access to learning opportunities for all team members.

Be flexible and responsive

Hybrid working requires adaptability. Maintain an open dialogue with colleagues about what is working well and where adjustments may be needed both for individuals and for the team as a whole.

