

## APPENDIX A The Do's and Don'ts of Hybrid Working Policy

The Do's	The Don'ts
<p>Do install a formal 'hot-desk' or at least have a policy of over provisioning of work space so that no staff are excluded when choosing to come into the office. They're unlikely to try again if you can't guarantee them a place to sit.</p>	<p>Don't fall into the trap of thinking that all staff want hybrid working to replace office work. Some feel disadvantaged by the move to hybrid; trainees miss out on the tacit transfer of knowledge and opportunities to create business relationships. There's research indicating that women feel excluded from management meetings and key decisions when working from home</p>
<p>Do remember, despite the above, that staff sit down all day (on their own) when working from home – design your office to have plenty of collaboration spaces. Dispose of cubicles and isolated desks and offices – make social interaction more likely.</p>	<p>Don't let any digital inequality or a digital class system evolve. This means ensuring all of the flexible working technology and all of the office facilities are ubiquitous and available equally to all staff, no matter who they are, all of the time. The alternative will lead to jealousy and resentment.</p>
<p>Do encourage (not enforce) teams to be in the office on the same days to ensure they get face time at some point during the working week. Coordination is helpful as team members will feel abandoned if they make efforts to be present in the office and their colleagues don't bother.</p>	<p>Don't require people to be 'present' in the office (on certain days) unless there is a genuine and unavoidable business reason to do so (that is also recognised by the staff member). The essential 'gift' of the policy is showing that you trust staff to optimise their working week.</p>
<p>Do try and be imaginative about what might make your office a more attractive place to be than home. In the end the appeal will probably be about the interaction with other humans, but you might consider some of the following;</p> <ul style="list-style-type: none"> <li>• Permanent in office 'dress down'</li> <li>• Subsidies for commuting costs</li> <li>• Free food and drink</li> <li>• A social space with TV, perhaps a coffee bar...</li> <li>• Concierge services, dry cleaning, parcel acceptance service</li> <li>• Even the office table football and gaming platforms are making a return!</li> </ul>	<p>Don't forget to provide all the hardware and tech for homeworking – ensuring all staff have high quality screens, a broadband subsidy, laptops, ergonomic seating – much as you would do in the office environment.</p>
<p>Do provide all the relevant home working software and frequently experiment with new software developments – this communicates that you are seeking to improve the staff work experience. Try virtual reality, augmented reality and relevant social media and messaging platforms (provide training). Be guided by what the staff use – to use anything else adds complexities and distractions from what staff have clearly found ...works!</p>	<p>Don't exclude any groups or individuals from an energised social activity program. Recognise that your firmwide and department social activities have become an absolute essential. Fund these properly and ensure there is balance between online and face to face activities.</p>

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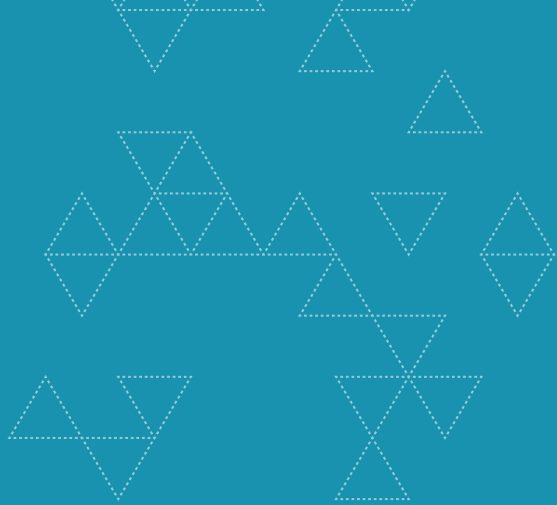
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Do encourage teams to run an 'always available' (office hours) or 'drop-in' Zoom/Teams meeting which staff can join whenever they feel like, to catch up with whoever else is in the meeting at the time. No agenda. No set time. Sometimes these meetings will run in the background of homeworkers just so they can see someone else working.	Don't overhype your hybrid policies. Be clear about your approach and don't be tempted to exaggerate the generosity and flexibility of your system (if you don't really mean it). This will only lead to disappointment and distrust, particularly amongst the newly recruited.
Do measure hybrid workers performance in terms of objectives achieved, outputs, efficiency and delivery.	Don't try to impose the 9 to 5 working hours convention on those working away from the office. One of the single biggest factors that influences a positive remote experience is the ability to break free of the 9 to 5 and instead work a flexible schedule.
Do recognise the research that indicates middle manager team leaders are more negatively impacted by home working than any other group. They feel particularly disconnected and often don't have the skills or experience to manage their newly fragmented cohort of workers.	Don't cut out personal connection time. With less opportunity for casual coffee machine chat (UK) or watercooler chat (US), Zoom/Teams casual conversations are particularly important for relationship development and mental health.
Do make safety a priority. Whilst an individual is at work, whether in their home or not, they are under the employer's duty of care. This means you need to consider the sort of work people are doing, whether they have the equipment needed to carry out their role safely, what communication mechanisms are in place, what mental health support they might need, and how they can report any issues.	Don't tolerate a 'them and us' – office workers v home workers dynamic to develop. Encourage a range of working locations, style and options for everyone. Ensure that you can mix it up while coalescing when productive and useful.

## Sources

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- Stanford Institute for Policy Research, Stanford University, How working from home works out - Nicholas Bloom - June, 2020
- The Reinvention of Company Culture: 2022 Global Talent Trends
- Orgvue.com - The Hybrid Working Blue Print - 5 Steps to make hybrid working work for your business strategy

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