**Hybrid Working Team Agreement**

**Team \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Team Manager \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date of agreement \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Review date(s) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

Our approach to hybrid working at Oxford Brookes University means a flexible model that supports a blend of on and off site working. It intends to encourage our staff to choose to work in a location appropriate to the work they are doing, in agreement with their team and line manager, and it can offer mutual benefits for colleagues and Brookes. It is a flexible way of working that can be subject to review and change on both sides. It is also a way of working within a set of guidelines and some basic ‘rules of engagement’.

Working in a hybrid way can offer the opportunity to work with increased flexibility and job satisfaction, facilitating greater autonomy, a culture of trust focussed on work outputs, and can better support the wellbeing of each of us as unique individuals. For Brookes it can also offer improved productivity and sustainability, can support recruitment and retention, and may facilitate more flexible use of space.

**This team agreement tool supports the process of integrating the preferred hybrid working patterns of individual members across the team with our service delivery context. It captures how our team will operate and makes clear our expectations of one another.**

| **Parameters for hybrid working**  | **Considerations** | **What has been agreed?** |
| --- | --- | --- |
| **Service delivery context** **(within department/ directorate aims and objectives)** | * What factors are critical to the successful operation of our department or team? - who do we support, what are their needs, how can we best support them?
* How can we continue to build on what went well working remotely during the pandemic and mitigate what didn’t go so well?
* How will our service best operate in a hybrid context? - when and why is a presence on campus needed?
* How should we seek customer/stakeholder feedback and communicate about our working practices?
 |  |
| **Technical and equipment** | * Does our team have the IT equipment/set-up, and any other technology necessary to carry out our jobs off site as well as on? (If no, do we need to speak to IT Services?)
* Do our team all have a suitable space to work in if we are off site?
* Are all members of our team proficient in using the technology needed to carry out their jobs (wherever they are located when doing so)? (If no, do you need to speak to your link contact in the People Directorate to discuss options for support and training)?
 |  |
| **Team effectiveness** | * How often do team members need to be together physically for team cohesion/social interaction, team meetings, training and development, collaboration
* What individual team members’ contexts are you aware of that should be factored in? e.g. childcare or carer responsibilities, and health or disability considerations. (For further info see our [Family policies](https://www.brookes.ac.uk/staff/working-at-brookes/employment-policies/family/) and our [Equality, Diversity and Inclusion policies](https://www.brookes.ac.uk/staff/working-at-brookes/employment-policies/equality-diversity-and-inclusion/)).
* How will our team communicate effectively in the hybrid working environment?
	+ when will we use e-mail, instant messaging, video calls, Google Spaces?
	+ if not on site, how contactable must the team be?
	+ how will the team and colleagues know when and where you are working?
* How can we ensure colleagues who prefer to work on site do not end up absorbing more work than those who aren’t physically present as frequently?
* How can we ensure our team/s maintain an identity even when working from different physical locations?
* How can we create and encourage opportunities for colleagues to collaborate with one another and build their professional and social networks at Brookes?
* How will you share news and celebrate success?
 | **Do not write about individual people’s situations on this agreement unless they have talked openly in your team as part of your team discussions, and they are happy for any points related to them to be included on this document.** |
| **Wellbeing, safety and inclusion** | * What does ‘managing by output’ mean for your team? - how can we ensure our team feels trusted to carry out their work appropriately, no matter where they are physically based?
* How will we ensure our team maintains an equitable workload and an appropriate work/life balance in a hybrid working environment?
* How can we ensure colleagues who prefer to work on site are not more ‘visible’ to managers than those who aren’t physically present on site as frequently?
* How will we support the physical safety of our team/one another in a hybrid working environment?
* How will we support the [psychological safety](#bookmark=kix.q9qpn6rd49t8), [inclusion](#bookmark=kix.b6m1cnc30tt0) and wellbeing of our team in a hybrid working environment?
* How will we ensure equality (e.g. working practices and opportunity) for all team members no matter where they are physically working?
* How will we check in on the wellbeing of our team in a hybrid working environment?
* What can your team do to ensure new starters and those returning from leave, feel part of the team, no matter what their hybrid working pattern?
 | See [Hybrid Working Assessment Checklist.](https://docs.google.com/document/d/1PMjWLv-zmHqydbWenK-Gu2QIAglpstRzS36e5wLfnm4/edit?usp=sharing) |

**Glossary of Terms**

**Psychological safety** at work is where employees believe that they can speak up while at work without risk of punishment or humiliation.

**Inclusion** at work is when people feel valued and accepted in their team and in the wider organisation, without having to conform.

**Hybrid worker** - a hybrid worker is a staff member who operates our hybrid working model, which supports a blend of on and off campus working. They will choose the location they work from, as appropriate to the work they are doing, and in agreement with their team and manager.

**Remote worker** - sometimes used interchangeably with hybrid worker, a remote worker is someone who is working off campus at any given time.

**Home worker** - sometimes used interchangeably with hybrid worker but a home worker at Brookes is someone who works entirely from home (and who therefore does not operate the hybrid model).