

## **DYNAMIC WORKING TOOLKIT**

The Toolkit is designed both to promote understanding and to provide practical assistance for implementing dynamic working at Bangor University.

It will help Managers and their teams think creatively about dynamic working, to facilitate conversations and provide a knowledgebase of helpful tips and approaches. It is not a policy but rather a collection of ideas and suggestions based on emerging best practice and shared experience. We will continue to update and modify the Toolkit to reflect what we learn as we change and move forward.

It's therefore intended to encourage and facilitate conversations about dynamic working arrangements. These are arrangements which do not require a change to contracted hours, job descriptions or other terms and conditions of employment. It will focus on assessing to what extent there is flexibility within a role, a team, and a service in order to enable some autonomy around when, where, and how individuals carry out their work.

Formal flexible working arrangements such as requests to reduce working hours, work

Technologies available for working remotely.

For some people, the potential for flexibility may quite limited given the nature of all the activities that make up their role. However, our approach is to encourage people to think innovatively about how different activities within a role may be amenable to different kinds of flexibility.

Where work is very location-specific, there may be possibilities in varying the time patterns of people's work. This, of course, is subject to agreement by the line manager and not compromising the work or putting the additional workload on colleagues.

The main thing is not to find the least flexible element of your work, and make that the default position for all work activities, many of which may be much more suitable to be carried out at other places and times, according to need.

Some people may be looking for a contractual change to their working pattern, such as moving to part-time or becoming primarily home-based. For this, colleagues should refer to the University's Flexible Working Policy.

## **2. INCLUSIVITY**

It is quite easy for people who are regularly working remotely or who have a different time-pattern of work to be left out of things or to feel left out. Working at different times and in different places means that, although the work is mostly the same, there are different habits and behaviours that will help us work more effectively.

We have many different channels to communicate – voice, video, email, chat, instant messaging, posting documents into shared systems and letting people know they are there – and keeping everyone professionally up-to-date through these channels is vital. We need to use these wisely to ensure that staff receive appropriate and timely communication and not overwhelm colleagues.

An inclusive approach will prevent anyone from feeling excluded or marginalised, or worrying that they are getting isolated, which is essential for teamwork and maintaining good colleague relations.

We should be well-organised anyway, but sometimes when everyone is together in the office, good organisation and being systematic gets a little frayed at the edges. With people working remotely, working at different times, it is necessary to get more orderly and systematic about sharing information and keeping everyone updated about what is happening and what you are doing.



Making videos, presentations or webinars to share the work people are engaged in.

The social interaction needs to continue when people are working in different places. So there needs to be a common understanding of how the online collaboration tools can be used for non-work interaction. Teamwork and team building are based on social interaction. So it remains important that people do actually all get together at regular intervals or at times of particular importance. As well as working together, it is





So it is essential to feedback regularly on the work you are doing and how it is going. This involves both direct communication and keeping work in shared areas at all times.

This is a focus on results and outcomes rather than presence or process.

It's not only about using new tools in new workplaces. More than anything, it is about changed working practices, changed mind-sets, and changed behaviours at work. All this adds up to develop a Dynamic Working culture. The key differences between a Dynamic Working culture and a traditional culture are summed up in the following table:

<b>Traditional Working</b>	<b>Dynamic Working</b>
Management by Presence	Management by Outcomes
Territorial & Personalised use of Space	Working in Shared Spaces with greater focus on Collaboration
Considers Dynamic Working as the Exception	Operates from Dynamic Working as a Default Principle
Focus of Work is on Where you are Based	Work is done at different places and at different times, as long as the work is done effectively
Holding onto the Past	Commitment to Continuous Improvement and Innovation

When people are working more remotely, some of the signs of stress or underperformance may be harder to spot. All team members can keep an eye out for each other. Be prepared to ask how people are getting on, just as one would when together in the office. A number of wellbeing resources are available, and can be seen on the [wellbeing area](#) of the HR Web pages.





***never see each other, our team will become fragmented***

This can be one of the greatest fears when people first start to work differently. In practice, people do see each other much more often than some people initially fear – but having everyone all working at the same time in the same place may become less frequent.

Well-managed remote working teams have techniques and routines to keep in touch and build team spirit even when working at different times and places.

***It will be harder work to manage performance***

With dynamic working, methods of scheduling, monitoring and evaluating work often

## Isolation

The fear of employees becoming isolated is most associated with extensive or full-time remote working. Most remote working is not full-time, and there is regular contact with colleagues in the office.

Good training for team members and managers in effective remote working plus good protocols for reporting and team communication ideally addresses this fear in most cases. People often focus on homeworking but having the option to work in places other than home can be important. Arranging face-to-



	<i>honest feedback to my line manager about the support I need</i>
<i>Be honest about performance and what is working or not</i>	<i>Respond constructively to feedback and take ownership of my performance</i>
<i>Review arrangements regularly with colleagues, providing support and guidance</i>	<i>Provide solution-focussed, constructive feedback and suggestions for improving guidance and support</i>



Recruitment & Admissions Strategy Group  
Research & Innovation Strategy Group  
Student Experience Strategy Group  
Sustainability Strategy Group  
Teaching & Learning Strategy Group  
Welsh Language Strategy Group  
Compliance Task Group  
Health, Safety and Emergency Management Task Group  
Human Resources Task Group

In addition the following groups are seen as formal University groups and as such are timetabled centrally

External Partnership Scrutiny Group  
Senior Management Group  
Corporate Systems Project Board  
Gender Based Violence Group  
Joint Engagement Forum

All of the above meetings will be timetabled centrally and arranged for in person meeting. However, it may be that some Council sub-Committees will continue to meet online where external members would need to travel. In which case all attendees would be online.