



DIVERSITY PROJECT

SMART WORKING PRACTICAL RECOMMENDATIONS

Organisational Level | Management & Team Level | Individual Level

PRACTICAL RECOMMENDATIONS AT THE ORGANISATIONAL LEVEL

- 1/ Ensure the business case for smart working is understood and communicated. Link to retention and attraction is key as is link to RFP requirements from clients.
- 2/ Recruitment - ensure flexible working is included in all job descriptions and in advertising for new roles e.g. 'We're committed to a discussion on flexible working'.
- 3/ Undertake role mapping exercises linked to job design to identify possibilities for and barriers to smart working.
- 4/ Adopt an automatic yes to smart working in a role, so explanation is required for a no (Comply or Explain). Communicate these assumptions e.g. all roles can flex, no explanations for smart working requirements are required, permission is not required to smart work.
- 5/ Review all policies, including regulatory and compliance, to find where there may be barriers to smart working and implement a change if possible.

SMART WORKING



6/ Introduce flexibility ambassadors across teams who can support individuals and line managers as required. They can help to explain the 'deal', the individual's and the organisation's responsibilities.

7/ Create communities of individuals who are working flexibly to share best practice, practical help and role models across the business.

8/ Ensure the technology is in place to support flex working (e.g. zoom, skype, slack, office 365). If it is in place there is clear etiquette for using it e.g. how to use video conference effectively. Ensure all technology challenges linked to smart working are logged.

9/ Share case studies on push backs to smart working and link to solutions.

10/ Be clear in the language that is being used in the organisation so all understand what smart working/ flex working/ agile working mean in your business.

11/ Ensure there is zero tolerance on negative language across teams.

12/ Learn from other organisations where they are successful.

PRACTICAL RECOMMENDATIONS AT THE MANAGEMENT AND TEAM LEVEL

- 1/ Include smart working targets in line manager objectives with links to reward/remuneration.
- 2/ Encourage all leaders and managers to talk about their own smart working so that it becomes the norm in the organisation and role models are visible.
- 3/ Provide training and education for leaders and line managers on smart working to ensure they are more confident and competent to have conversations. Ensure a 'can do' as opposed to 'can't' approach.
- 4/ In a team, provide dial-in details as standard when more than 2 people involved in a meeting.
- 5/ Pilot teams for flex working teams. Discuss smart working requirements at a team level.
- 6/ Provide 'top tips' for managers having conversations about smart working.

PRACTICAL RECOMMENDATIONS AT THE INDIVIDUAL LEVEL

- 1/ Use your own diary effectively to manage your time and boundaries e.g. block out time for working from home etc.
- 2/ Talk about your own smart working with others to encourage the dialogue and culture change.
- 3/ Call out negative language/ 'office banter' where you see it.