THE UNIVERSITY OF NOTRE DAME AUSTRALIA

Guideline:

Considering remote and hybrid working

Effective: 21 August 2023

Audience: Employees

Policy Category: Management
Policy Sub-category: Human Resources

Key words:	flexible working arrangements, hybrid working, remote working, right to request
Guideline Owner:	Pro Vice Chancellor, People and Culture
Responsible Officer:	Director, Organisational Development
Review Date:	August 2026

Contents

1 PURPOSE 3
2 RELATED DOCUMENTS 3
3 CONSIDERING HYBRID AND REMOTE WORKING 3
4 OTHER CONSIDERATIONS 4

1 PURPOSE

1.1 This Guideline assists employees and managers consider the suitability of hybrid and remote working arrangements, as part of the University's flexible working arrangements.

2 RELATED DOCUMENTS

This Guideline should be read in conjunction with the following documents:

2.1 *Policy: Flexible Working Arrangements*

2.2 *Procedure: Flexible Working Arrangements*

2.3 *The University of Notre Dame Australia Enterprise Agreement 2018-2021.*

3 CONSIDERING HYBRID AND REMOTE WORKING

3.1 Many roles at the University can work effectively both on-campus and remotely. Hybrid working is a combination of working on-campus and at another location.

3.2 As a general rule the University expects that most roles are normally performed on-campus, however working flexibility on-campus and at another location is an option that may be agreed with your manager.

3.3 When considering the suitability of hybrid and remote working arrangements for a role, it is important to understand:

3.3.1 the nature of the work and inherent requirements of the role,

3.3.2 the services and outcomes provided,

3.3.3 students, client, stakeholder and team needs,

3.3.4 your role in contributing to a vibrant and engaging culture and community for students and colleagues, both on-campus and virtually.

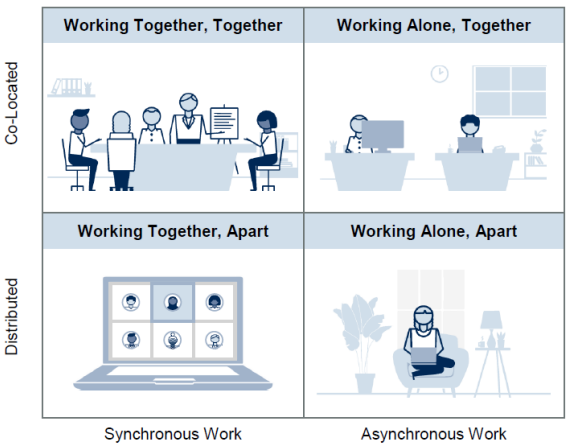
3.4 It is also useful to identify the aspects of work that can be performed working together (synchronous) or working alone (asynchronous), and whether this work could be effectively performed when people are co-located (together) or distributed (apart). The below diagram depicts these collaboration modes.

Working together, together:
when teams are co-located, contributing to meetings in a shared space

Working together, apart:
when teams are distributed, but participating in virtual meetings

Working alone, together:
when teams are in shared spaces, but not working at the same time

Working alone, apart:
when teams are distributed, and individuals are conducting deep focus work



Source: Gartner Redesigning work for the hybrid world (Aug 2021)

3.5 When considering collaboration modes it is important to note:

3.5.1 a strategic approach should be taken to design work when considering hybrid/remote work;

3.5.2 synchronous (together) and asynchronous (alone) work is equally important;

3.5.3 purposeful collaboration, team, coaching and student/client connection activities should characterise working together, particularly when co-located (together) on-campus;

3.5.4 asynchronous work is suited to working apart (remotely), as work can be flexibly organised;

3.5.5 due to the inherent requirements of some roles, working remotely may not be an option;

3.5.6 it is expected that hybrid working arrangements will be more commonplace than all work being undertaken at a remote location.

3.6 By having a clear understanding of the nature of the role and ways of working that support effective performance outcomes, it will provide you with the basis for considering whether this type of flexibility is suitable for a role.

3.7 Other relevant considerations include:

3.7.1 Home office equipment and set up costs

3.7.2 Working safely remotely

3.7.3 Communication and management

4 OTHER CONSIDERATIONS

4.1 Home office equipment and set up costs

The University provides employees with one set of office equipment (e.g. chair, desk, computer/laptop, monitor and phone). Employees who work at another location are responsible for supplying their own office equipment and for any mobile or network charges required. University equipment may be used at a remote location, subject to manager approval and updating of the asset register.

4.2 Working Safely Remotely

Employees are required to complete *Remote Working Checklist* and *Ergonomic Self-Assessment* when working remotely and to co-operate with the University to ensure their remote working environment, equipment and practices ensures their health, safety and wellbeing. The University may require, where reasonably necessary, the employee to provide access to their remote working location, to allow the University to conduct an on-site risk assessment.

4.3 Communication and management

4.3.1 Effective hybrid working is facilitated by strong communication. Communication needs to be more intentional and planned in a hybrid environment, as there might be fewer casual or ad hoc conversations. Exactly how a hybrid team needs to communicate will vary, however the key principles of good communication remain - employees need to have the information that they need, in a timely way, to allow them to successfully undertake their work.

4.3.2 Effective management of hybrid working requires performance to be measured by outcomes and behaviours, rather than by an employee's presence in the office/campus. Setting clear expectations around what work needs to be delivered and how the work will be done makes leading a hybrid team much easier. Empowering employees to be responsible for the work that they have been allocated makes it easier for them to monitor and report on their progress and help managers to objectively assess their performance. Schedule regular 1:1 check-in meetings to keep in touch and build time for social connection.

4.3.3 Employees working remotely must remain accountable, visible and contactable during core business hours, unless an alternative arrangement has been approved.

Version	Date of approval	Approved by	Amendment
1	21 August 2023	Pro Vice Chancellor, People and Culture	New Guideline