



NEW WAYS OF WORKING

New Ways of Working: the bigger picture

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19 April 2021



A unique moment in our history

- COVID-19 has upended the traditional way of working
- Time to reflect and look at how we do things differently
- How does it differ from the current Return to on-site working?
- New Ways of Working will build on our experiences during the pandemic, and help ensure we support the University in the long term
- You can help shape it. Thank you to everyone who completed the survey – over 2,500 people!
- Survey results – you will hear more on this later

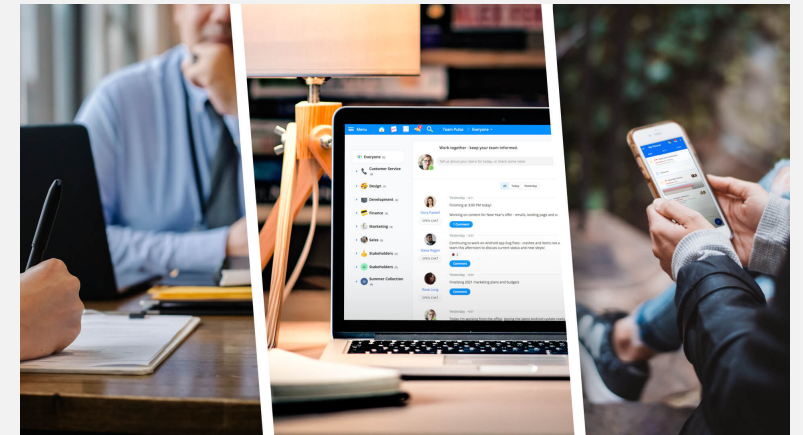
The New Ways of Working Framework

Models

- Onsite
- Occasional remote
- Regular remote
- Majority remote

Themes

- Place of work
- Wellbeing and Safety
- Working at our best
- Operations



Pilot sites

- 5 professional services staff areas:
 - Clinical Neurosciences
 - Estates Services
 - History of Science Museum
 - IT Services
 - Said Business School
- 158 people involved
- The pilots begin today and will run for four weeks - until the 14 May
- Sara Beck and Scott Thomson will explain more shortly



What next?

- Finalise the Framework and supporting materials
- Case studies to provide a more detailed insight from the pilots
- Aim is to share with the wider University from early June
- This is not the end...longer term, we will look to build on these improvements and innovations, so that all professional services staff can best support Oxford's core mission of teaching and research.

New Ways of Working Pilots

Nuffield Department of Clinical
Neurosciences and Saïd Business School

19 April 2021



Nuffield Department of Clinical Neurosciences (NDCN) Overview

- MSD, multidisciplinary clinical translational research
- Based in multiple locations around the JR Hospital site and the South Parks Road area
- Approximately 350 staff, 100 DPhils, 29 core professional support team members located at John Radcliffe Hospital (West Wing)
- Departmental emphasis on providing high-quality, professional support to colleagues delivering research and teaching
- Flexible arrangements in response to individual circumstances to date

NWW Pilot & NDCN

- Pilot is an opportunity to
 - review commitment to delivering high quality services e.g. what does this look like, who is involved;
 - consider the last year and what we can draw on to sustain or improve what we deliver and how going forward;
 - enable all staff to have an opportunity to discuss working arrangements with line managers; and
 - question (pre)conceptions of how support can be / should be delivered.

NWW Pilot & NDCN

- Pilot provides a structure to
 - Give greater confidence to all involved to have the discussions
 - Manage conversations and capture discussions in a more consistent manner
 - supported by materials and documentation
 - Consider both individual, inter-team, intra-team and stakeholders' context when assessing potential arrangements

NWW Pilot Activity to Date in NDCN

- Presentation of pilot to all core team members at monthly meeting (March)
- Distinguish between RTOSW and NWW
- Follow up emails to all participants re: scheduling discussions; links to pilot materials
- Email to senior managers re: NWW pilot participation
- Pre-pilot survey completed
- 2 Workshops with team leaders scheduled (19 and 20 April)
- Team managers scheduling discussions with staff

Saïd Business School Overview

- 500 faculty, researchers and professional services staff
- Accredited degrees, Executive Education programmes, research and student experience centres such as the Skoll Centre and Oxford Foundry
- Based in 3 buildings close to main Park End Street site, and in Egrove Park



Saïd Business School Overview



- Early return to F2F teaching for some students
- Skeleton staff back in the buildings for programme and service delivery
- Extensive use of government Job Retention Scheme

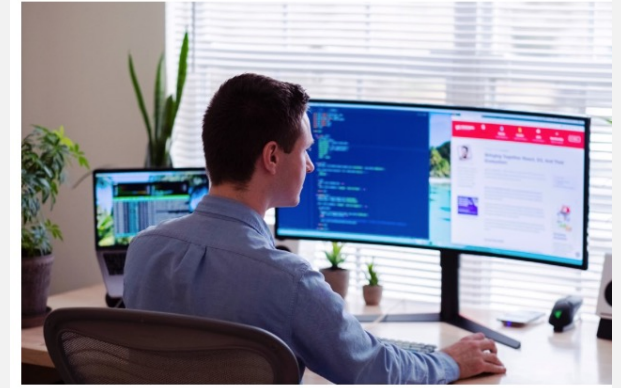


NWW & SBS

- Hybrid – partial pilot in tandem with other work
- Extend themes from staff and faculty engagement workshops in 2019/20 : flexibility, trust, empowerment
- Build on positive lessons learned from pandemic period : different style of leadership, accessibility of colleagues, wider collaboration
- Complement work on tailored SBS principles
- Test practicalities and processes

New Ways of Working professional services staff survey

By Internal Communications Said Business School - Thu, 15 Apr 2021 13:26



Take the Wellbeing survey

By Internal Communications Said Business School - Thu, 12 Nov 2020 09:02



NWW @SBS so far

- Shared the NWW principles and SBS work at the weekly School Town Hall 1 April and 15 April
- Close to 180 responses to NWW staff survey
- Shared the NWW principles with the managers involved 13 April
- NWW pre-pilot survey went to staff involved 14 April
- Individual conversations with managers planned w/c 19 April

Sustainability – the Potential New Ways of Working Provides

19 April 2021



Two Targets

Net zero carbon

Net gain in
biodiversity

Both by 2035

Four Enablers

Governance

Reporting

Funding

Offsetting

Ten Priorities

Research

Curriculum

Carbon emissions from buildings

Biodiversity

Sustainable food

Sustainable resource use

International travel

Local travel

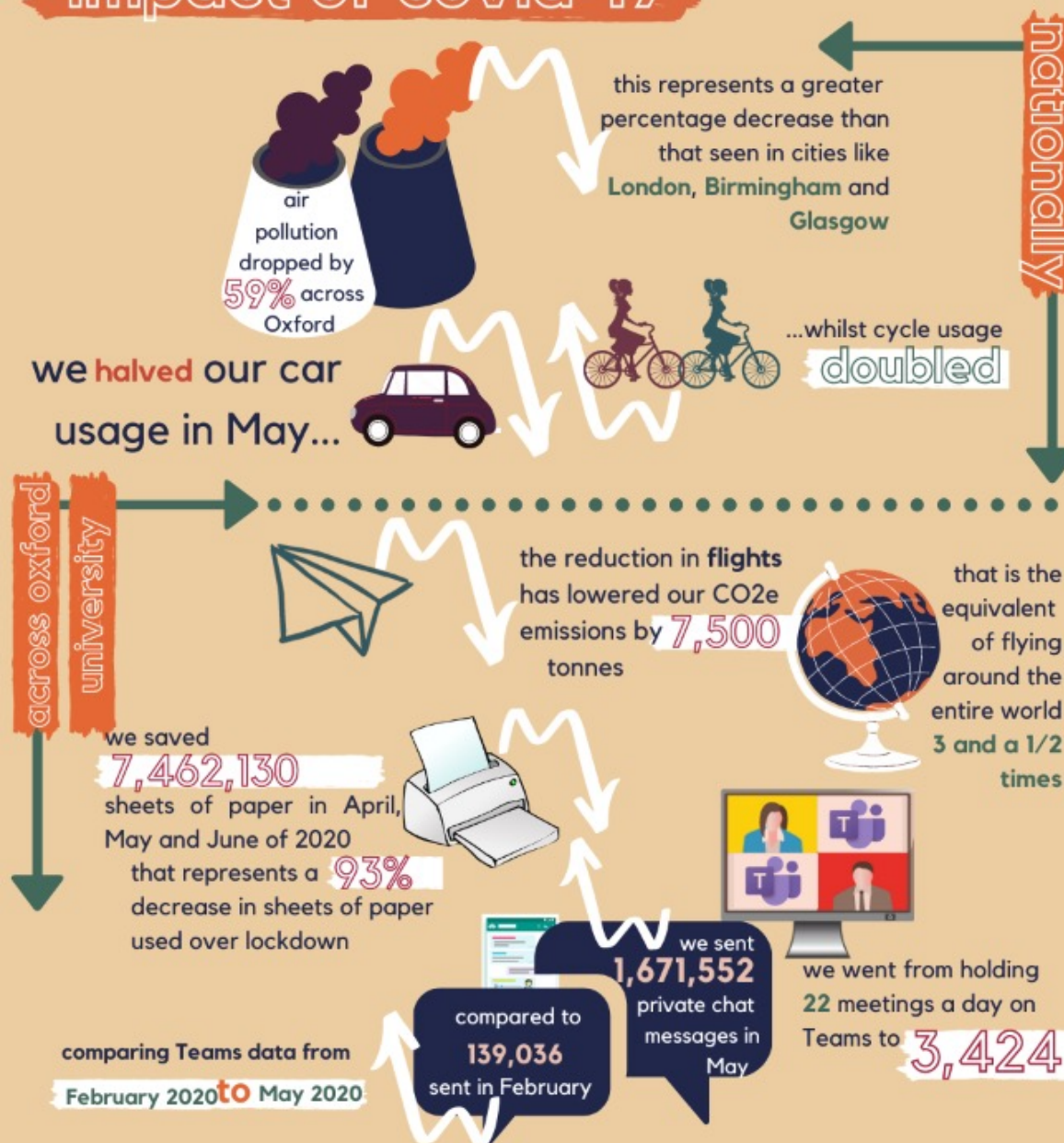
Investments

Learning from the pandemic

Opportunities Presented by NWW

- **Saving energy in the office**
- **Reducing our transport Impact**
- **Using resources more sustainably**

the environmental impact of covid-19



Saving Energy at work

- Switch off at the plug and switch off lights
- Dress appropriately for the season
- Only boil as much as you need



Reducing Our Travel Impact

- Can you green your commute?
- What about our business travel impact?

1. AVOID TRAVEL

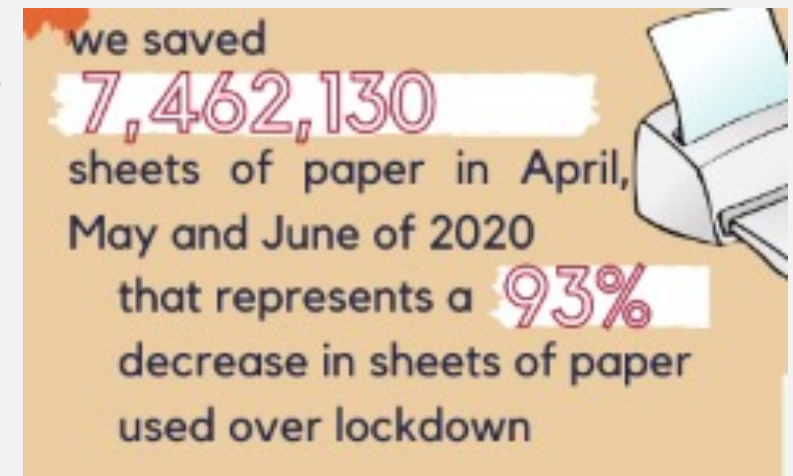
2. REDUCE YOUR TRAVEL

3. TRAVEL WITHOUT FLYING

4. FLY WHEN THERE ARE NO ALTERNATIVES

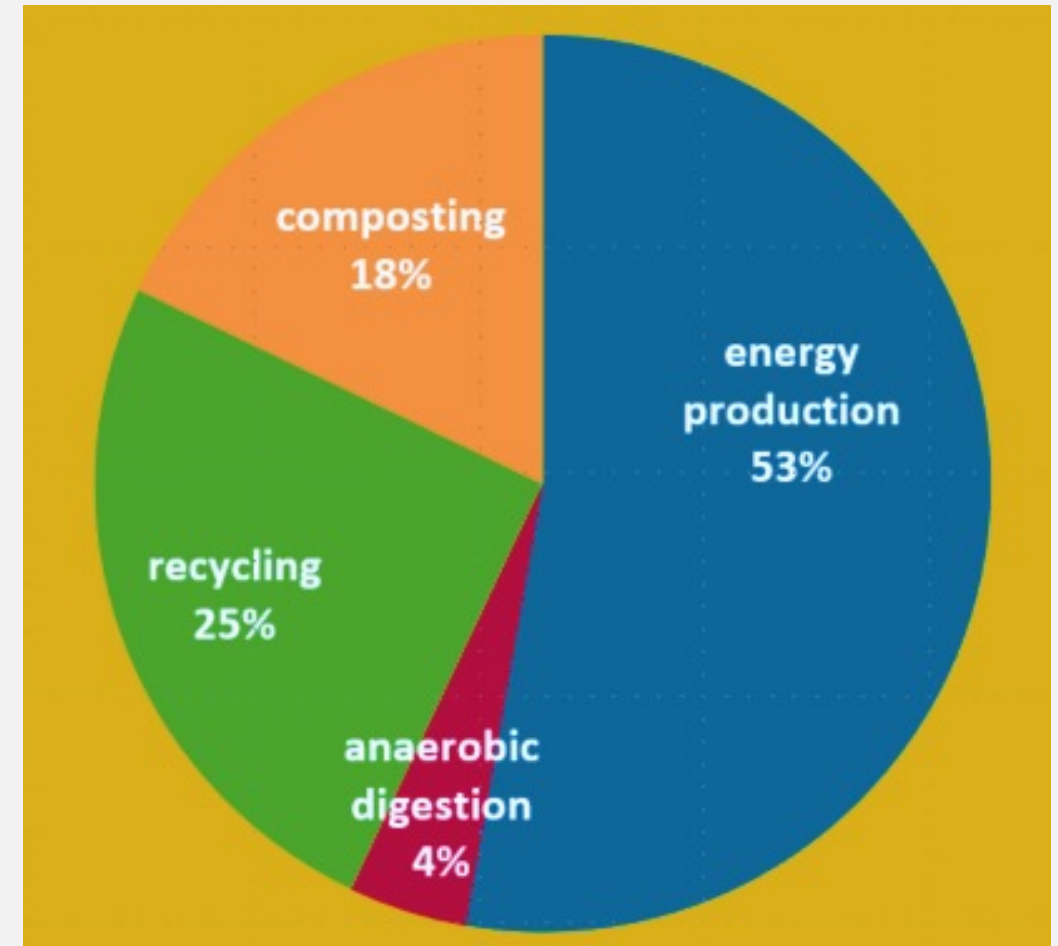
Using Resources More Sustainably

- Huge reduction of paper use during lock down – can we keep this up?
- Looking into policy of one computer ie a lap top or a desktop, not both
- Switch to recycled paper as default paper in offices



Recycle everything you can

- None of our waste goes to landfill but a large % goes for energy production
- Think about how things will be disposed of when you buy them



Join or set up a Green Impact Team!

- We know that you are the experts on your areas
- Green Impact gives you a structured framework to follow
- It's a great way of meeting likeminded people across the University

New Ways of Working: staff survey responses

19 April 2021



Staff survey - responses

Survey took place in March, seeking initial views from professional services staff across the University. It reached a broad range of people:

- 2,532 responses, including 3,065 free-text comments
- 40% of respondents were from academic depts / faculties, 36% from UAS, 14.5% from GLAM, 9.5% from divisional offices
- 75% had worked remotely through the pandemic

Overall message

Overall a very positive response to the proposals and the potential opportunities associated with NWW with:

- 81% very satisfied or satisfied with proposed approach for decision making
- 81% really or quite excited about defining their future working arrangements
- 86% agree or strongly agree that the 4 models (fully onsite, occasional remote, regular remote, majority remote) are suitable for our NWW
- Surveys won out as the preferred way of seeking future feedback

Free-text responses

- 3065 free-text comments!
- Themes include:
 - Fairness and consistency - the challenges in balancing individual aspirations with the needs of the team
 - Pressure on team leaders in managing this process
 - Potential complex impacts on equality, diversity and inclusion
 - Concern about adequate provision of IT and other equipment, to support those who work flexibly between office and home and for hybrid meetings
 - A more positive consideration of the 'majority remote' option

Areas for development

- Many useful comments on the support people will want, including training and / or guidance on:
 - Making effective decisions and managing in an uncertain world
 - Managing hybrid working, including IT and how to manage space effectively
 - Maintaining team cohesion and relationships in the long-term
 - Managing performance and supporting career development effectively
- What happens next?

Questions?