

Deciding when to work elsewhere

- Provide as much notice as possible, minimum 24 hours (with agreed exceptions, e.g. when ill and wanting to avoid the office, but can still work)
- Be in the office for team or other key meetings
- Attend meetings with external stakeholders in person, or use video
- Be flexible in your flexible arrangements, e.g. if a meeting/training will benefit from face – to – face, do not say no because it's your work from home day. Be available as if you're in the office.
- Update your location in Skype, forward your phone, and indicate on your desk when its free

Performance factors for managers and employees to discuss & agree

- Identify work tasks that are best suited to working from home and plan accordingly
- Agree on work performance evaluation criteria
 - Work objectives and milestones: are they specific, measurable and attainable
 - Activities/tasks to be performed
 - Expected results/outcomes

- Agree on work priorities and deadlines
- Agree on availability (can your team get hold of you?)
- Have an open discussion about trust as a two-way process:
 - Managers trust staff to do their jobs, and are open to feedback
 - Staff trust managers to provide competent direction and guidance, and give constructive feedback on performance
- Agree on the 'what and how' of communication: quality communication helps to build trust
 - Make sure the meaning and intent of all communication is clear.
 - Ensure there is a healthy mixture of electronic and face-to-face communication.
- Establish fall-back position – e.g. a buddy system for when people miss meetings, or are based in a different office regularly
- Have regular discussions about work habits and work demands
- For those needing extra support:
 - Consider a check in at the start and end of each day – what will be done, what has been done.
 - Identify how completion of tasks and achievement of responsibilities be will recorded and communicated

Protocols for working out of the office

When you are working elsewhere

- Plan your day and decide what you want to achieve.
- Use file sharing and technology to keep work stored centrally
- Take responsibility to maintain performance, and if this is not working, be flexible and come into the office
- Have a contingency plan if your IT is not working
- Make sure to advocate for yourself and clearly state the progress you've made in the past week, which goals you've surpassed and which projects you've led. When you're not in the office, it can be difficult for your manager to keep your work top-of-mind, so don't be afraid to bring important milestones up on your own.
- Security - when working from home ensure good security practices e.g put away work papers, laptop security etc - just as you would at work. Check with your ICT team about cybersecurity as well, especially if using alternative Wi-Fi or devices.

Managers of those working elsewhere

- Maintain the status of employees who work remotely, ensuring they are offered quality work, promotion and business development opportunities,

and continual professional development.

- You and other employees need to know what your remote employees are working on. And if there are problems, you must be able to reach your remote employees quickly.
- Schedule 1:1 check-in meetings on a weekly basis to connect on your goals, upcoming projects and daily tasks.
- Be alert to possible work and flexibility performance issues. Indicators of performance issues might include:
 - Reduced frequency and quality of communication
 - Variability in job performance or reduced job performance
 - Reduced engagement with the team
 - Reduced interest in and participation in face-to-face interactions
 - Increased absenteeism
- Be observant and seek evidence while being careful not to jump to conclusions.
- After achieving clarity about your observations and possible concerns, share these with the staff member, and jointly explore possible explanations in an open way.
- Don't assume that the solution is for the staff member to return to office-based work.

Communicating and staying connected

Keep work colleagues up to date

- Share outlook diaries: note the days working off-site in the diary.
- Keep calendars up to date with pre-planned days out of office and leave including flex
- Remind team when you are working at home/off-site
- Remind your manager when you are working at home/off-site.
- Maintain communication with your manager/team as to when you will work away from office, and when you are online
- Be transparent with clients regarding your work arrangements

Day to day communication

- Use communication skills to remain visible and earn trust: take responsibility for this
- Check in from home/off-site as needed
- Check in with your manager on day working elsewhere as needed
- When working elsewhere, promote the message that "I'm online and available"

- Use MS Teams, Zoom or Skype for Business to show availability and to collaborate
- When your colleagues are working elsewhere, pick up the phone and check in as a way of ensuring good communication is maintained, regardless of flexibility arrangements.
- Managers, create a dedicated time to check in with staff
- Take responsibility to maintain relationships and human connection
- Set up PSC email signature blocks with the days and times you work and contact details – in an accessible format
- Turn on your 'out of office' email and phone message and give details of who can be contacted in your absence

Team members, work colleagues

- Ensure people are not 'invisible' when they work elsewhere – promote inclusion, connection and communication
- Proactively design meetings and workshops to facilitate online or phone-based interactivity, and ensure sound/vision working
- Check in with colleagues working elsewhere – have a virtual coffee occasionally
- Maintain regular communication: don't assume people who are working elsewhere are not contactable