



University of
St Andrews

Smart working

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1. Statement

- 1.1 The way we work is changing. New technology, changing staff expectations, and a challenging HE environment mean that universities need to adapt and transform their working practices. Like many other organisations, the University of St Andrews is embracing these changes by promoting the adoption of different ways of working - approaches that encourage collaboration, productivity and a positive work experience. We call these approaches 'Smart Working'.

2. Purpose

- 2.1 The University is committed to adopting Smart Working practices, where appropriate in the context of business needs, and empowering employees to maximise their performance. The purpose of this document is to provide an overview of smart working along with highlighting the working protocols that the University is committed to supporting.

3. Scope

- 3.1 This policy applies to all employees of the University.

4. Definition

- 4.1 Smart Working is an approach to organising work that aims to drive greater efficiency and effectiveness, enhancing personal and organisational outcomes through a combination of flexibility, autonomy and collaboration, utilising a range of practices, technologies and working environments. For example:
- Working in the library or hot desk facility in town due to meeting commitments;
 - Utilising shared space for inter-departmental work in order to have better collaboration between different departments;
 - Working from home on an ad hoc basis and as agreed in advance with the line manager or supervisor. This could be due to appointments or meetings, or in order to get some 'quiet time';
 - Using Skype for Business for audio and conference calls to allow remote attendance and reduce travel;
 - Working paper 'light' in order to facilitate information sharing across different locations
- 4.2 Smart Working is **not**:
- A substitute for Flexible Working. Where regular flexibility of working patterns is required for personal reasons, the University's [Flexible Working Policy](#) will apply;
 - A contractual move to homeworking.
- 4.3 It is accepted that different roles will have different requirements and not one size fits all. However, the protocols set out a framework for the way that we work across the organisation to encourage and support Smart Working.

5. Business drivers

- 5.1 For Smart Working to be successful, employees need to understand the business drivers behind it and be able to challenge our traditional ways of working to support these. The tables below set out the key business drivers for the University along with the key principles that support each driver to achieve success.

Business drivers	
Improve business efficiency	Improve work life balance
Encourage collaboration	Improve staff morale
Improve productivity	Minimise unnecessary travel
Improve service delivery	Develop staff skills
Improve staff retention	Use less paper/storage
The Principles	
Work takes place in the most effective place for the activity	Open and transparent communication
The University will provide access to the most appropriate space and technology	Space is provided to activities, not individuals
Actively skill staff to use smart technology and embrace new ways of working	Processes are continuously challenged to ensure fit for purpose
Work paper free	Promoting wellbeing
Managing by results	To be able to openly and constructively challenge behaviour.

6. Line manager expectations

- 6.1 Line managers have a key role to play in ensuring that Smart Working is implemented effectively and in setting an example of how it works in practice.
- 6.2 All managers need to embrace the concept of ‘managing by results’ rather than ‘managing by presence’ and use innovative methods to keep in contact with their team, in assessing workloads and monitoring performance. This will mean ensuring schedules are shared, information is saved in a shared facility, improved communication across teams and in relation to work, progress being made, and issues being experienced.
- 6.3 Further manager guidance on successfully implementing Smart Working techniques can be read online on the [Smart Working pages](#) under “Information for managers”.

7. Supporting Smart Working

- 7.1 To support the drivers and principles for Smart Working as highlighted in [section 5](#), a series of working protocols have been developed, to which all Schools/Units should seek to follow to ensure that Smart Working is supported and developed across the University. [Appendix A](#) lists the working protocols.

7.2 Smart Working should be encouraged and form part of the annual review process to ensure that all employees are aware of the need to embrace and drive forward Smart Working practices.

7.3 The University will be provided with training and support to ensure best practices are implemented and to successfully transition to managing by results.

8. Support

8.1 Further guidance and information on Smart Working can be located on the [HR page](#) under Smart Working. This includes some personal case studies, case studies from other organisations and frequently asked questions.

8.2 Any questions or concerns regarding Smart Working should be raised with the employee's line manager in the first instance. If there are questions that the line manager cannot respond to, employees can email relocate@st-andrews.ac.uk for support and advice.

9. Training

9.1 There are various events and training that have been developed to support Smart Working. These can be booked through the University's online [Personal Development Management System \(PDMS\)](#) or via the [IT training](#) webpage.

10. Online resources

10.1 This section lists all the webpages that have been referred to in this document.

Flexible working policy	https://www.st-andrews.ac.uk/policy/staff-employee-relations-flexible-working/flexible-working-policy.pdf
Smart working guidance	https://www.st-andrews.ac.uk/hr/smart-working/
PDMS	https://www.st-andrews.ac.uk/pdms/index.php
IT Training	https://www.st-andrews.ac.uk/it-training/

11. Version control

11.1 This document will be reviewed regularly. Any feedback on the policy should be directed to the [Director of Human Resources](#), who will consider this as part of the review.

Version number	Purpose / changes	Document status	Author of changes, role and school / unit	Date
1.0	New policy	Published	Mairi Stewart Director of HR	07/11/2018
1.1	Migration of policy onto Governance Zone	Published	Lisa Stewart HR	28/01/2020
1.2	Change to review date only	Published	Lisa Stewart HR	07/06/2021
1.3	Removal of Transition Pathway link as no longer valid.	Published	Lisa Stewart HR	21/09/2021

This document is not contractual and may be amended by the University from time to time.

Appendix A: Smart Working protocols

The following is a set of agreed 'high level' protocols that all Professional Services staff should seek to follow. Schools/Units can add to these to meet local needs, but these key protocols should be adhered to and supported by all. There are 3 key themes:

- Work in the most appropriate place;
- How we communicate and collaborate;
- Respect our space.

Work in the most appropriate place	
	Use the most suitable space for what you are doing – desks, break out areas, quiet areas, meeting rooms or working remotely.
	Align working hours with business needs.
	Make the best use of technology and actively engage in the developing the skills required to do so.
	Use space in a way that supports your work, for example, sitting in cross-cutting teams for projects – work together to make this happen.
	Be flexible about using desks – be prepared to move/swap to let colleagues sit in project teams in break out areas.
	A clear desk policy must apply to allow employees to sit at any vacant desk. If you will be away from a desk for a long period – 2 hours as a guide – clear the desk.

Communication and how we work together	
	Agree your working pattern with your line manager and let colleagues know your working pattern and whereabouts – update your calendar, use Skype status, email signature or email to tell people where you are.
	When away from your desk for long periods or working at home make sure that people know where you are and can contact you either via email, Skype or phone.
	Ensure colleagues, who are working elsewhere are invited to participate in meetings remotely.
	Team members and managers should ensure that they have a shared understanding about what work is to be done and the deadlines.
	Updating of progress should be in shared areas available to all rather than sent by email. Work should not be stored in personal drives.
	Teams should have agreed availability arrangements for dealing with holiday and unexpected absence cover.

	Outside of regular office hours colleagues may send messages but should not expect a reply except when agreement has been reached to do so and this should be limited.
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Respect our space	
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	In desk sharing areas free up space for others – if you will be away from a desk for a long period – 2 hours as a guide – clear the desk.
	Bear in mind the impact of noise on colleagues – try to use meeting rooms and break-out areas for extended face-to-face conversations.
	Respect specialist equipment, such as adapted chairs, especially if sitting at a fixed desk when the owner is away.
	Keep the tops of storage cabinets clear.
	Refreshment areas should be reserved for eating i.e. no meetings in refreshment areas between 12 and 2pm.
	Meeting rooms should be used for confidential discussions, meeting with external parties or if there are more than 3 participants. The default for small meetings should be to use the breakout areas/relevant meeting rooms.
	Work paper free, where possible and if appropriate. File documents electronically, so that everyone can find relevant documents.
	Keep personal belongings in lockers or personal storage areas.
	Leave a tidy, clean, clear desk after use.
	Eating snacks and drinking at desks is acceptable but desks should be kept clean and consideration given to others. The spaces provided for eating and drinking should be ideally be used and always for hot food.