New Ways of Working in Engineering

Local rules and guidance for the Department of Engineering

Introduction

Engineering is piloting new ways of working

The Department of Engineering is piloting new ways of working as part of the return to the workplace. Initially, the focus is likely to be on simply finding the right mix of onsite and home working, as COVID rules change, but the real aim is for managers and their teams to explore creative ways of improving the effectiveness of how they work together. We want to find benefits for both the Department and members of staff. This could entail more flexibility in working hours (e.g. taking a fresh look at core hours), working location (e.g. combining home and onsite working), and the use of technology (e.g. Microsoft Teams and Sharepoint). The aim is find solutions that bring benefits to both the Department and staff as individuals. We want to avoid simply having a review and moving to a new fixed pattern, but instead keep exploring and learning how to make changes that work best for everyone. Our experience from this pilot will feed into a University-wide trial, guiding the development of a new University policy and ways of working that will be launched in 2022.

The University has provided guidance and support for new ways of working

Professor Eilis Ferran, Pro-Vice-Chancellor for Institutional and International Relations, wrote to all staff on 13 July 2021 presenting an overview of the University's plan for exploring new ways of working between now and the end of the calendar year. This Department of Engineering document has been released concurrently to provide the procedural and practical detail necessary to run our local pilot; it does not attempt to repeat or replace the University material which must be read alongside this document. We thought it would be helpful to release the Department document as soon as possible (while we are still working on the online system to handle the paperwork).

Engineering's approach is simple and pragmatic

Our process in Engineering is simple in essence. Managers will talk with their teams to agree team charters which describe how new working methods will work best for the Department and the team members. Once these have been reviewed and registered by HR, managers will talk with team members one-to-one in order to tailor individual charters. We will then implement these charters, review their success, fine tune as necessary and share what we learn with the University to guide the development of policy.

All staff are included in the pilot

The pilot applies to all staff categories: academics, postdoctoral researchers and all professional staff. While students and visitors are not subject to the pilot, their needs must be carefully considered when designing new working patterns for staff.

Some teams may find current ways of working remain the best option

No one is being forced to adopt these new ways of working if an individual's pre-COVID pattern of work still serves the Department well and suits the member of staff. And, of course, working at home is simply not an option for many staff who need to be onsite using equipment and facilities to do their work. For these staff who do not wish to combine working onsite and working at home or simply cannot work at home, the issues and process described in this document simplify greatly for both them and their managers. The paperwork needs just to note the continuation of pre-COVID arrangements albeit with flexible adjustments to align with the latest safety risk assessments.

The easing of lockdown will be gradual with no rush back to onsite working

The emergence from the pandemic lockdown is most likely going to involve incremental changes and uncertainty concerning the timing of those changes. The Government's plans depend on COVID statistics, data concerning new variants and many other factors. The University then has to respond to these shifts by evolving its rules and guidelines, which then ripple down to the Department of Engineering for practical implementation.

This means that the transition from lockdown will almost certainly be gradual i.e. there will not be a day when we declare a return to working onsite just as we did before the pandemic, because:

- measures to keep the workplace COVID-safe will undoubtedly continue
- we need to care for our staff when making this transition
- we have an unprecedented opportunity to explore new ways of working.

It is important at the moment that we do not interpret what we read in the news, Government announcements, this document or any related documents from the University, as a call to return to working on premises either immediately or a particular day in the future – we can and should take time to work with staff and find the right way through to new ways of working during the summer ready for the new academic year in October.

The Government instruction currently remains: work from home if you can

Just to be absolutely clear, when this document was issued on 13 July 2021, the Government's instruction continued to be, "You should continue to work from home if you can". If staff cannot work effectively at home, then their managers can work with the relevant local coordinators and the Silver Team to enable access as we have done during the past year; but, otherwise, staff who can work at home should continue to work at home for the time being.

The Government has announced that it intends to drop this instruction on 19 July 2021, but, even if it does, we will undoubtedly have to continue safety risk assessments and keep measures in place that evolve as the situation evolves. We also need to appreciate that it takes time for the University to study changes in the rules and amend its advice. The Department needs time too following any University announcements. This means change will be gradual with no sudden return to work onsite.

For all the reasons above, we cannot set a rigid timetable for the relaxation of our current access controls, but we can certainly start the conversation about new ways of working, develop our plans, start to pilot them within prevailing rules, and prepare for the post-COVID future.

Start team discussions but proceed gently without forcing the pace

From today, managers can use this document to start a dialogue with their staff to consider new ways of working, if appropriate, and start to draft team charters. But there is no rush to get the charters in place by a particular date; in fact, a considered discussion between now and the end of September is likely to be more effective than one that races forward too fast. We would like to have charters in place ready for the new academic year, but there is no pressure to push this pace in a way that makes managers or staff feel uncomfortable or overloaded.

During the past year, we have learned how to work effectively while COVID restrictions are in place and we can continue in this default mode until such time that both charters are agreed and restrictions have eased. We can also remember how we worked before COVID and this provides another reasonable default if charters are not quite in place by the time COVID restrictions truly recede. This means managers and staff can work on charters at a reasonable pace without undue pressure.

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Legal standing of the pilot

The guidance in this document is non-contractual. The arrangements agreed under the provisions of the pilot will be temporary. The guidance in this document may be withdrawn, updated or amended at any time. It is based on current University and Government guidance and will be updated as such advice changes.

If there are significant discrepancies between the rules presented in this document and those in Government or University material, then the UK Government rules always take precedence followed by University rules followed by our local rules.

This document provides guidance in addition to the University Flexible Working Policy (https://www.hr.admin.cam.ac.uk/policies-procedures/flexible-working). The University's position on informal flexible working arrangements and right to request flexible working remains unchanged.

Staff are appointed to a department and will have been notified of their main work location in their contract of employment. This contractual location remains the same even if new working locations are agreed informally. All staff, irrespective of their work location category may, with reasonable notice, be asked to attend onsite activities and/or meetings at the request of management.

Principles

The pilot in the Department of Engineering aims to see how best to manage new ways of working so that they can benefit both the Department and members of staff. The pilot is guided by the following three principles:

1. Maintain focus on the health, safety, equality, diversity, inclusion and wellbeing of staff and students
2. Enhance, never degrade, the quality and productivity of teaching, research and professional services
3. Aim to develop flexible working as a distinctive feature for attracting and retaining staff in the future.

These principles are designed to balance the interests of the individual, the body of staff and students, and the Department itself. They provide a touchstone for discussions and decision making.

For instance, the wellbeing of an individual may be enhanced by working at home five days per week, but the wellbeing of this individual has to be balanced with the wellbeing of colleagues if they have to cover for the individual onsite and balance with the organisational needs for improving the performance of the team in teaching, research or delivering a service – the application of the principles above would likely lead to a compromise in which all team members who would benefit from home working are granted this flexibility on an equitable basis without compromising the development of the team's performance.

There are also important soft issues to consider in discussions about new ways of working, such as how best to maintain the team spirit, a sense of community, and connections across Engineering, which will have long-term effects on how we will uphold the three principles. These soft issues should be brought into the open and discussed among teams in academic divisions, among professional teams that need to work together closely and at department level. It is important that we are careful to protect our culture, observe what happens during the pilot, and feedback to develop best practice.

The question of fairness has arisen if some teams enjoy more flexibility than others as we pilot new working methods. It should be understood that differences will inevitably arise as some teams will find little opportunity for developing new ways of working, because of the very nature of their work. Differences that arise from an objective exploration of opportunities for new working methods guided by the three principles should not be regarded as unfair. For instance, a team of experimentalists working on a rig in a laboratory, which requires the team to be present for safe and efficient operation, will probably have to continue with their normal mode of working in order to comply with the first two principles above. Whereas a team of individuals spending most their time working independently on computer models may find they can have more flexibility in terms of when and where they work with no special safety issues and clear benefits in productivity. If, however, a member of staff is concerned that the process and principles have not been applied fairly then they should contact HR (research-office@eng.cam.ac.uk for all postdoctoral research staff and hr-office@eng.cam.ac.uk for all other staff).

Basic rules

Everyone must conduct and comply with safety assessments for work onsite and at home.

Managers can issue management instructions that require staff to work on premises in accordance with their contracts of employment, but managers must not give unreasonable instructions, they must give reasonable notice, they must listen to staff concerns, and they must ensure that everyone in their team is treated equitably.

Managers can contact staff when they are working at home or when there is an emergency, but they must have an agreed protocol for doing so and there must be agreement on hours, communications channels and the speed with which staff should respond. Managers must not trouble staff at home by breaking that protocol and staff must respond in line with what has been agreed to be reasonable.

The pandemic inevitably blurred work with family emergencies, domestic duties and recreation when staff were forced to work at home and had to cope with many crises and complications. Now, as the pandemic subsides, when staff request to work at home when agreeing new working patterns, they must ensure they can apply a professional focus to work at home without distractions (unless, of course, there is a resurgence of the pandemic and we must return to working at home on an emergency footing). This means, for instance, that staff should make arrangements, as they would have done in the past, so that their work and meetings are not unduly interrupted by the need to attend to children, pets or other domestic matters. Of course, staff should take adequate breaks as they would if they were working onsite, answer the door to accept a home delivery, and attend to other such occasional non-work-related matters for a few minutes; but staff should make sure that work, breaks and domestic matters do not become confused. If a member of staff cannot achieve clarity and focus at home, then working onsite is always available as the default option (once the lockdown has ended and assuming there is no resurgence of the pandemic).

Time keeping

Assistant staff (administrative, technical and manual) should continue to book the hours they work on Centaur as normal. The Recording Work Time and Leave Policy for Assistant Staff (Centaur Notes) is on the Department's website at https://www.hr.eng.cam.ac.uk/file/recording-work-time-and-leave-policy-assistant-staff-centaur-notes. The Policy presents core hours for different assistant staff groups – any changes will need formal discussion and agreement with HR.

Staff in other categories agree their core hours with their managers. These core hours vary depending on the work. Some must be present on time for their teaching duties. Others must work together to provide cover for a service that runs from 0900 to 1700 every weekday. When managers ask for the Department's default core hours, we can say that 0930 to 1600 is common, but we have to remember that it by no means universal. The core hours need to fit with the needs of the work.

Some staff funded by grants need to record their hours on time sheets to comply with the invoicing and auditing requirements. This should also continue as normal.

Working away from Cambridge

Staff have to work away from Cambridge when undertaking field trips for teaching or research, meeting research collaborators, attending conferences and other similar activities which demand travel. Sabbaticals also frequently take staff away from Cambridge. There are standard processes for handling safety assessments and insurance for working away from Cambridge. And the process for managing and approving sabbaticals is well-established. At all other times, when staff are working, even when working at home, staff should be within a reasonable daily commute of Department premises. This is because staff need to be ready to attend work onsite if circumstances demand (e.g. a colleague falls ill and cover is needed, a lab incident requires expert attention, a student needs in-person support) even on days when they expected and had agreed to work at home.

This means that it would not be appropriate to work "at home" in a location hours away from Cambridge, and certainly not overseas, except in very rare cases. Working outside the UK would be even more problematic given the additional complications in terms of tax, visas and insurance. Cases for exceptions should be made by managers and brought to HR for consideration. HR will consult the Head of Department as appropriate. Approval will be withheld unless the business case is overwhelming.

Equipment for home and hybrid working

The Department of Engineering's finances are under pressure and we are unable to purchase more than the minimum set of equipment for staff who work at home and do not have equipment of their own. If staff wish to work at home, they will need to create and furnish the space they wish to use and buy additional optional items of equipment with their own funds - subject to the guidance and exceptions presented below.

We are very grateful to staff who are currently using their own IT equipment to work at home and ask that they continue to do so if possible. If using your own equipment, please note that it may be necessary to allow members of our Information and Computing Services (ICS) team occasional access to this equipment to help ensure its effective and secure operation.

Laptops will be standard issue from hereon for professional staff and many academics/researchers, but we are unable to reequip everyone immediately; the transition will take a few years as we replace desk machines with laptops as they reach the end of their life.

When using a laptop either at home or in the office, please follow the Display Screen Equipment (DSE) regulations (see https://safety.eng.cam.ac.uk/safe-working/display-screen-equipment-ergonomic-issues). Unless using a laptop only briefly, then please ensure you use an external keyboard and mouse, so that you can adopt a comfortable and safe working posture. If you do not have an external monitor, then raise your laptop on your desk/table, so that it is at a suitable working height for you to see easily without discomfort. Always remember to take short frequent

breaks. If you have any problems, concerns or queries, then please seek advice from your local DSE-trained administrator or, if you do not know who can help locally, contact the Safety Office (safety-office@eng.cam.ac.uk).

As the lockdown eases, staff should work onsite if they cannot work safely and comfortably at home with the right equipment and in a setting where they can achieve good focus. For the avoidance of doubt, when staff are working onsite spending significant time on computers, whether a laptop or desktop, we will provide appropriate monitors, keyboards, mice, headsets, desks, chairs, etc.

Expenditure on equipment for a member of staff working at home either full-time or in a hybrid pattern requires the manager to:

- Reach agreement with the member a staff on the working pattern that involves working at home and receive confirmation from HR that the pattern has been registered according to the process below
- Use funds under their own control to meet the costs or secure the written agreement from another budget holder to meet the costs
- Follow the standard purchasing processes i.e. use the marketplace or request prior written permission from purchase-enquiries@eng.cam.ac.uk to use a Department credit or request prior permission from purchasing for reimbursement via the expenses system (unauthorised credit card purchases or expense claims may be rejected resulting in the member of staff having to pay the bill)
- Either keep purchases within the list of standard items below or work with HR and Occupational Health to make a case if additional equipment is required to meet a health and safety need or provide a short written justification of the direct operational, research or teaching business need.

The list of standard equipment for home working is as follows:

- Laptop (one to be carried between home and site for hybrid patterns of work)
- Keyboard (one onsite and one at home for hybrid patterns of work)
- Mouse (ditto)
- Headset (ditto)
- Cables, adapters, chargers, UBS sticks, and other items under GBP50.

The ICS and purchasing teams will provide their normal service to staff buying equipment for work using account codes. Sometimes, however, staff may wish to buy additional items of equipment with their own money for a combination of personal and work use. They may wish to seek guidance from the ICS team e.g. to understand what type of screen to buy for it to be compatible with their work laptop. ICS can give helpful guidance on basic standard options for such personal purchases, but does not have capacity to make detailed purchasing recommendations, search for the best prices or place personal orders on your behalf. ICS has created a webpage for those working at home on computers: https://help.eng.cam.ac.uk/working-from-home/.

The Department does not allow the purchase of furniture (or trays, shelves, desk tidies, etc.) for home use unless specialist furniture is necessary in order to comply with a formal written Occupational Health recommendation and working onsite is not a viable option.

The Department does not allow the purchase of printing consumables for home use unless work requires high-volume printing and it is not viable for the printing to be done onsite.

The purchasing and HR functions refer cases for the purchase of equipment to the Chief Operating Officer (COO) as necessary. Any cases that cannot be easily determined or are contested are referred by the COO to the Head of Department.

The University may make funds available to help departments with equipment purchases related to new ways of working. If it does then this section will be updated accordingly.

Overview of the pilot

In order to achieve equity among individuals at the team level, it seems reasonable for managers to talk with their teams and sketch out a team charter for new ways of working. We have provided a simple template for this and are developing model examples for different types of teams. More model examples will be shared as we develop best practice through the pilot. Every charter should be compliant with the three principles above.

If managers would find it useful for the COO to drop in on one of their meetings to give an overview of the process and answer questions, then please contact the COO (coo@eng.cam.ac.uk).

Each of these team charters is reviewed and registered by our HR team. Reviews should be helpful for sharing best practice and offering guidance when appropriate. Registering the documents is important to make sure there is a central reference copy if staff have questions or concerns.

Once the team charter is agreed, managers have one-to-one meetings with team members to create charters tailored to each individual. This is when staff will be able to suggest what would work best for them and their managers make sure that these accommodations are fair, appropriate and would fit with the rest of the team. Again, these charters are reviewed and registered by HR.

These documents are not set in stone at the end of this first pass. Managers and staff can refine them in the light of experience, keeping HR in the loop for review and registration of new versions. A simple online system is being developed to handle the documentation and provide easy access to the current registered versions of charters. The system will enable managers to pick model charters, which they can then adapt, avoiding the need for everyone to start with a blank form.

Experience from the pilot will be fed into the University's central HR team to help with the development of formal policy. A staff survey on new ways of working will gather information from all staff and managers.

At the end of the pilot, when the University introduces its new policies early in 2022, the expectation is that we will be able to translate the team and individual charters into more formalised arrangements enabling new ways of working in the long term.

Support for resolving issues

If managers and staff cannot reach agreement on charters or have unresolved concerns, then either the manager or the member of staff are welcome to seek guidance from HR (research-office@eng.cam.ac.uk for all postdoctoral research staff and hr-office@eng.cam.ac.uk for all other staff). The COO is available to advise and mediate if helpful. The COO may refer cases to the Head of Department if necessary.

Structuring teams

Line managers may find it easy to write one team charter to cover all of the staff reporting to them. Sometimes, however, it might be easier to make a set of charters for smaller teams, if those smaller

teams naturally would have markedly different new working patterns e.g. an academic running a large team might want to have separate charters for postdoctoral research staff, technical support staff and administrative staff. If the line manager creates a set of team charters in this way, then they obviously need to make sure that the charters are compatible e.g. if technical support needs to be present in order for researchers to use lab equipment safely and correctly, then the core hours should align in the charters for technical support and postdocs.

Managers should be aware that they may need to coordinate with other managers to avoid introducing awkward discrepancies between teams. They should judge when to consult their line manager or other managers around them accordingly. The online system for charters will enable managers to make the team charters visible to fellow managers when appropriate to assist with this coordination.

In a few instances, a member of staff may have two line managers. In these rare cases, there is a need for coordination between the managers to make sure that the individual charters agreed with each manager are compatible.

In all of the above, the Department is not going to attempt to define the set of charters. This is much better done by the managers themselves, but, if they want advice, they should work through their line management structure or seek guidance from HR.

There is a risk that a member of staff might be overlooked, for instance, if their line manager does not implement the actions described in this document. In such cases, the member of staff should get in touch with their manager and, if this does not result in progress, then seek advice from HR. Staff, however, should appreciate that managers, alongside all staff, face heavy workloads and need to take adequate breaks, so should be understanding if it takes time to put charters in place.

Timeline and actions

The Government has indicated that it will relax of its instruction, "You should continue to work from home if you can", on 19 July 2021. However, the final decision will be contingent on COVID statistics, the issues posed by new variants of COVID, etc. It will also take time for headline announcements to ripple down into detailed guidance. This means that neither the University nor the Department can set firm dates right now for all the changes, but we can set out the logical sequence of actions and approximate timeline.

13 July 2021.	• The University outlines future plans for new ways of working in Professor Eilis Ferran's email to all staff. • The Department of Engineering releases this document describing its pilot to all staff. • Managers start to use this document to engage with their teams to discuss team charters for the pilot.
19 July 2021.	• The Government releases more information about relaxing the lockdown rules. • The University works to interpret the changes. • The Department's access control and safety risk assessment processes remain in place, but, as the University digests Government information and provides new guidance, it works to update its safety risk assessments to enable more onsite activity.

July/August/September	• The Department releases a simple online system for collating team charters and individual charters. • Managers submit team charters for review and registration by HR anytime in July, August or September. • Managers start one-to-one discussions with team members to draft individual charters, once the team charters are in place, and these too are reviewed and registered by HR. • In the background, the Government guidance, University guidance and, consequently, our safety risk assessments continue to evolve.
Towards and during Michaelmas Term 2021	• The Department of Engineering work with local coordinators to make the changes to procedures. • The Department of Engineering explains the changes to all staff. • Managers consult their local coordinators as appropriate to understand access schedules and safety risk assessments for work on premises (e.g. maximum occupancy of shared space, ventilation requirements). • All staff check their safety risk assessments for working at home are up to date (if they intend to work at home) and, even if they are up to date, refresh their memories of the requirements to ensure compliance. • Managers work with their teams to implement new working arrangements ensuring that staff receive their return to work packs, safety risk assessments for their workplace on premises and safety risk assessments for working at home as appropriate. • Managers and staff can review, update and resubmit charters at any time. • The Department of Engineering consults managers and staff to gather feedback on new ways of working and share best practice, tuning the pilot appropriately and providing information to the central University on learning points from the pilot.
First quarter of 2022	• The University launches the new policy and procedures for new ways of working. • The Department adopts the policy and procedures, tuning effective local implementation based on learning from the pilot.

Communications methods and response times

A key aspect of new ways of working will be communications within teams, among colleagues more widely and with students/visitors. The charters must include communications protocols for both normal work and emergencies.

The University provides email and Microsoft Teams to all staff and students. Email is well suited to communications where it is useful or important to have a permanent record, to convey detail, and to

attach files. Teams offers a more informal channel for sending messages and its call function is likely to displace use of telephones.

A necessary minimum communications requirement is that staff use their University email and Microsoft Teams accounts, connecting every day that they work as a matter of routine (unless spending a full day travelling, in meetings, or otherwise offline), checking for urgent and important messages, and responding promptly to any urgent and important messages that require a response even if only to say when a full response will be possible.

Microsoft Teams enables staff to present their status as available, busy, do not disturb, be right back, away or offline. Staff can add a message alongside their status offering more details e.g. when they will next be online. This functionality is useful for signalling to colleagues, so that they can understand when a colleague is unable to respond quickly. Obviously, this works for the benefit of all only if staff are reasonable in how they keep their own status up to date on the system and in respecting the status set by others – for instance, it would be unreasonable to post an unchanging status message saying that no one should ever expect a response and it would be unreasonable to bombard a colleague with calls and messages whose status clearly shows that their working day has ended.

Some staff, particularly if they are working in a professional services function, will need to respond very quickly to urgent and important messages. In this situation, it might be reasonable to ask staff to respond to urgent Teams calls/messages within 30 minutes during their agreed working hours unless their status on Teams shows that they are unavailable in which case they should respond within 30 minutes of their status returning to available.

Etiquette for Microsoft Teams is still evolving. In fast moving areas, among colleagues who know each other well, it can be perfect acceptable to call people on Microsoft Teams without warning. On other occasions, if time allows, it is often viewed as polite to send a short message on Microsoft Teams checking if it would be OK to call before making the call. As regards the style of messages on Microsoft Teams, they can be shorter and less formal than emails without the need for "Dear…" and "Kind regards…", but staff need to ensure they remain polite, respectful and appropriate.

Whatsapp, Slack and other such apps may work well within a team for some of their more fast-moving, informal communications, but these apps do not replace the need for staff to check Microsoft Teams for messages from other colleagues. This is why it may be best to simplify and use only Microsoft Teams. Those wishing to move communications to Microsoft Teams can find documentation and tips at https://universityofcambridgecloud.sharepoint.com/sites/MicrosoftTeamsHub.

Some staff are on the Department's Gold Team, Silver Team or local academic/facilities teams for handling emergencies. There must be a way to reach these staff in emergencies out of hours even if email and Teams fail IT resources fail and this often requires agreement on the use of mobile telephones and sometimes home landlines (although few now regard them as suitable channels unless living in an area without mobile coverage or wifi).

During the pandemic, staff have found that nearly all external contacts are more than happy to use Microsoft Teams, Zoom, Skype or similar for conversations and meetings, but staff in some roles find that they routinely have to call companies by telephone that will not accept any other means of voice communication. Guidance on telephone services is presented below.

For staff that have a dedicated personal office telephone number assigned to them within the Department, it is possible to enable access to the Cisco Jabber software telephone in order that it can then be used to make and receive calls on a supported computer, laptop or smartphone (https://www.phone.cam.ac.uk/your-phone/UsingJabber). This facility is not available for shared office or group telephone numbers, but may be useful for individuals requiring access to a Departmental telephone whilst working remotely.

If none of the free services meet the operational need and it is not possible to work onsite to place the calls, then it may be appropriate to make a case for provision of a mobile phone obtained via the wider University agreement (https://www.phone.cam.ac.uk/services/new_mobiles). In the first instance, any requirement should be discussed and agreed with your manager, including identifying a source of funds to pay for both the device and ongoing monthly charges. If the manager does not have an account code to pay the costs of the mobile phone for a team member and the Department would be required to pay, then the case will be referred to the COO for approval and, if appropriate, the Head of Department.

With a University mobile phone, there is also an optional facility to create an association with a personal Departmental office telephone number, so that calls made to the office phone will also be automatically and simultaneously made to the mobile phone without the need to put in place a manual divert or call forward. This service is called Single Number Reach (https://www.phone.cam.ac.uk/services/desk-phones/snr) and can be useful in scenarios where contact via a single published Departmental telephone number is preferred.

Advice on making the most of the University's phone services, including options that work at home, is available from our ICS team (helpdesk@eng.cam.ac.uk).

Implementing the new ways of working

When Government and University announce that the lockdown measures have ceased and staff can return to work on premises (even if they could work at home), then the Department will update its procedures. We will revert to pre-COVID access controls. But managers and staff must be alert follow safety assessments to ensure that they comply with whatever rules prevail about social distancing, hygiene, ventilation and occupancy of working spaces. Local coordinators will have measures in place specifically for the areas in their care, especially shared space, so managers and staff should ensure the understand and comply with local rules.

The return to work pack will be updated as rules changes and is available at https://universityofcambridgecloud.sharepoint.com/:f:/s/ENG/EAP/EhtgWcOYepxGjs17SBRZnWMBGeWDkbOpCD-_B0tOwoIXcw?e=k0ZBje.

Staff working at home must continue to ensure they have an up-to-date safety assessment (https://safety.eng.cam.ac.uk/covid-19-Information/Feb2021InformationSheetv2WorkingfromHome.pdf).

Contacts for questions, suggestions and concerns

The first point of contact for staff should be their line managers.

Information on local rules for access and occupancy is available to managers and staff through their local coordinators (the list of coordinators is available at https://intranet.eng.cam.ac.uk/info/).

HR issues associated with the charters and new working patterns related to:

- Postdoctoral researchers and visitors - contact research-office@eng.cam.ac.uk
- All other staff - contact hr-office@eng.cam.ac.uk.

Enquiries about purchasing home office equipment should go to managers first and then to purchase-enquiries@eng.cam.ac.uk.

Safety, access, security, or estates issues relating to COVID or other emergencies should be referred to silver-team@eng.cam.ac.uk.

Issues relating to the pilot itself can be referred to coo@eng.cam.ac.uk who will consult the Head of Department as appropriate.

Team charter for new ways of working

This template and model examples for its completion will be made available on an online system.

Name of manager (CRSid)	
Name of team	
Names of team members (CRSid)	
Date when this form was completed	
Core operating hours	
Minimum onsite staffing to be operational and robust	
Minimum total staffing to be operational and robust	
How will new ways of working improve the quality of work/service?	
How will new ways of working improve productivity?	
New working pattern to achieve the above	
Comms protocol for normal working – appropriate channels and responsiveness	
Comms protocol for emergencies - appropriate channels and responsiveness	
Team meetings – frequency, timing, mode (face-to-face, online or flexible)	
One-to-one management meetings - frequency, timing, mode (face-to-face, online or hybrid)	
How to track team performance?	
When to review this charter?	
Other comments and notes including expected personal benefits of new ways of working to the team	
Manager's signature and date	
Checked and registered in HR – signature and date	

Individual charter for new ways of working

This template and model examples will be made available on an online system.

Name of team member (CRSid)	
Name of manager	
Name of team	
Date when this form was completed	
Core working hours	
New working pattern	
Comms details for normal working – channels and responsiveness	
Comms details for emergencies - appropriate channels and responsiveness	
Team meetings – attendance face-to-face, online or flexible	
One-to-one management meetings. Will attendance be face-to-face, online or flexible? How will progress be reviewed and shared?	
Will any work be conducted at home beyond office work e.g. making, assembling, testing?	
Is the environment for working at home adequately equipped, safety risk assessed, and quiet/focussed to suit the work?	
Is the environment and equipment at work appropriate to support hybrid working?	
When to review this charter?	
Other comments and notes including expected personal benefits of new ways of working to the individual	
Manager's signature and date	
Team member's signature and date	
Checked and registered in HR – signature and date	

Annex

Model examples of team charters

Administrative team

Name of manager (CRSid)	Kim Smith (ks1)
Name of team	Compliance
Names of team members (CRSid)	Ann Blue (ab23), Fred Brown (fb1001)
Date when this form was completed	23/5/2021
Core operating hours	Weekdays 0930-1630
Minimum onsite staffing to be operational and robust	1
Minimum total staffing to be operational and robust	2
How will new ways of working improve the quality of work/service?	Home working outside the core hours will enable urgent enquiries to be processed ready for 0930 the next morning.
How will new ways of working improve productivity?	Processing is faster and more efficient at home without interruptions.
New working pattern to achieve the above	Ann and Fred will schedule their time to ensure at least one of them is onsite during core hours. Kim will cover if unexpected events mean neither Ann nor Fred can attend. Kim and the relevant team member will attend every audit onsite. Everyone will work onsite on Mondays if at all possible.
Comms protocol for normal working – appropriate channels and responsiveness	Use email for formal correspondence when a record could be useful. Use MS Teams for general messaging and calls. Use MS Teams status setting for signalling availability. Respond to MS Teams in core hours within 30 mins (unless MS Teams shows the status as busy or away).
Comms protocol for emergencies - appropriate channels and responsiveness	Teams is an acceptable way to reach colleagues in genuine emergencies and staff are expected to reply by return with their availability accepting that they may have switched devices off for the evening, travelled out of coverage, etc.
Team meetings – frequency, timing, mode (face-to-face, online or hybrid)	Weekly meetings - face-to-face on Monday.
One-to-one management meetings - frequency, timing, mode (face-to-face, online or flexible)	Monthly meetings – face-to-face if possible but otherwise flexible.
How to track team performance?	New job tracking spreadsheet on Teams which is reviewed in every weekly team meeting.
When to review this charter?	1/10/2021
Other comments and notes including expected personal benefits of new ways of working to the team	
Manager's signature and date	
Checked and registered in HR – signature and date	

Facilities or technician team which has to do all its work onsite

Name of manager (CRSid)	Kim Smith (ks1)
Name of team	Widgetry building
Names of team members (CRSid)	Ann Blue (ab23), Fred Brown (fb1001)…
Date when this form was completed	23/5/2021
Core operating hours	Weekdays 0800-1600 onsite (home working is not applicable as work can only be undertaken onsite).
Minimum onsite staffing to be operational and robust	2 in term and 1 out of term
Minimum total staffing to be operational and robust	2 in term and 1 out of term
How will new ways of working improve the quality of work/service?	Not applicable.
How will new ways of working improve productivity?	Not applicable.
New working pattern to achieve the above	Not applicable. Continue to coordinate leave to ensure the facility is staffed appropriately.
Comms protocol for normal working – appropriate channels and responsiveness	Face-to-face when on site. Use email for formal correspondence when a record could be useful.
Comms protocol for emergencies - appropriate channels and responsiveness	Teams is an acceptable way to reach colleagues in genuine emergencies and staff are expected to reply by return with their availability accepting that they may have switched devices off for the evening, travelled out of coverage, etc. Mobile phone or landline contact in emergencies is a suitable alternative for staff if they prefer.
Team meetings – frequency, timing, mode (face-to-face, online or hybrid)	Weekly meetings - face-to-face on Monday.
One-to-one management meetings - frequency, timing, mode (face-to-face, online or flexible)	Monthly meetings – face-to-face.
How to track team performance?	Kim will seek feedback from users each year, invite a safety inspection and take the team on a tour of another comparable facility to share best practice.
When to review this charter?	1/10/2021
Other comments and notes including expected personal benefits of new ways of working to the team	
Manager's signature and date	
Checked and registered in HR – signature and date	

Academic team in a division

Name of manager (CRSid)	Kim Smith (ks1)
Name of team	Division Z- academic staff
Names of team members (CRSid)	Ann Blue (ab23), Fred Brown (fb1001)
Date when this form was completed	23/5/2021
Core operating hours	Not applicable. Academic staff continue to fulfil their teaching, supervision and research duties as before with a mix of working onsite, in college and at home. Academics keep term as appropriate.
Minimum onsite staffing to be operational and robust	Not applicable.
Minimum total staffing to be operational and robust	Not applicable.
How will new ways of working improve the quality of work/service?	Not applicable.
How will new ways of working improve productivity?	Not applicable.
New working pattern to achieve the above	Not applicable.
Comms protocol for normal working – appropriate channels and responsiveness	Use email for formal correspondence when a record could be useful. Use MS Teams for general messaging and calls. Use MS Teams status setting for signalling availability. Respond to urgent messages on email or MS Teams within one working day even if only to say when a full response will be possible (or within one day of MS Teams shows the status returning to available after being busy or away).
Comms protocol for emergencies - appropriate channels and responsiveness	Teams is an acceptable way to reach colleagues in genuine emergencies and staff are expected to reply by return with their availability accepting that they may have switched devices off for the evening, travelled out of coverage, etc. Mobile phone or landline contact in emergencies is a suitable alternative for staff if they prefer. Staff who accept responsibility for safety in hazardous lab/projects must provide reliable contact details for a fast response out of hours.
Team meetings – frequency, timing, mode (face-to-face, online or hybrid)	Termly meetings, which staff should always try attend if possible, ideally, in person, but there will be an option to connect online. Weekly divisional seminars during term, which staff are encouraged to attend, but are optional. One “away day” each year.
One-to-one management meetings - frequency, timing, mode (face-to-face, online or flexible)	Termly meetings.

How to track team performance?	Kim to present a summary of academic achievements, rankings and statistics with group heads at the away day each year to inform a discussion on past performance and future plans.
When to review this charter?	1/10/2021
Other comments and notes including expected personal benefits of new ways of working to the team	
Manager's signature and date	
Checked and registered in HR – signature and date	

Research team led by an academic

Name of manager (CRSid)	Kim Smith (ks1)
Name of team	Widget research
Names of team members (CRSid)	Ann Blue (ab23), Fred Brown (fb1001)…
Date when this form was completed	23/5/2021
Core operating hours	1000-1600 on weekdays for all researchers.
Minimum onsite staffing to be operational and robust	Either Kim or a postdoc trained in use of the widget test rig present in the lab during core hours if students are scheduled to use the rig.
Minimum total staffing to be operational and robust	The above onsite requirement and at least one member of staff available in core hours to reboot the server either in person or online.
How will new ways of working improve the quality of work/service?	The option to work at home will enable focussed uninterrupted work when analysing, modelling or writing-up results.
How will new ways of working improve productivity?	Ensuring the availability of trained staff to supervise students scheduled to use the rig will make students plan their work and keep to those plans.
New working pattern to achieve the above	Kim, Ann and Fred are the staff trained to use the widget test rig and reboot the server. They will check schedules at close of play on Friday to agree how they will cover requirements for the week ahead.
Comms protocol for normal working – appropriate channels and responsiveness	Use email for formal correspondence when a record could be useful. Use MS Teams for general messaging and calls. Use MS Teams status setting for signalling availability. Respond to urgent messages on email or MS Teams within one working day even if only to say when a full response will be possible (or within one day of MS Teams shows the status returning to available after being busy or away).
Comms protocol for emergencies - appropriate channels and responsiveness	Teams is an acceptable way to reach colleagues in genuine emergencies and staff are expected to reply by return with their availability accepting that they may have switched devices off for the evening, travelled out of coverage, etc. Mobile phone or landline contact in emergencies is a suitable alternative for staff if they prefer. Kim and Ann agree to share mobile numbers with the safety office so that they can give a fast response out of hours if the gas alarm triggers on the widget rig.
Team meetings – frequency, timing, mode (face-to-face, online or hybrid)	Weekly meetings in person at 1200 on Wednesdays followed by an opportunity to have lunch together.

One-to-one management meetings - frequency, timing, mode (face-to-face, online or flexible)	Monthly meetings in person when possible and online if not.
How to track team performance?	Kim to work with Fred on an intranet page for the team presenting the publication pipeline, conference coverage, citations, corporate connections, grant applications, etc. not to chase targets but to inform discussion at team meetings.
When to review this charter?	1/10/2021
Other comments and notes including expected personal benefits of new ways of working to the team	
Manager's signature and date	
Checked and registered in HR – signature and date	

Model example of an individual charter

Name of team member (CRSid)	Ann Blue (ab23)
Name of manager	Kim Smith (ks1)
Name of team (CRSid)	Compliance
Date when this form was completed	3/7/2021
Core working hours	Weekdays 0930-1630
New working pattern	Coordinating with Kim and Fred to make sure there is always at least 1 person onsite during core hours and 2 available in total.
Comms details for normal working – channels and responsiveness	Use email for formal correspondence when a record could be useful. Use MS Teams for general messaging and calls. Use MS Teams status setting for signalling availability. Respond to MS Teams in core hours within 30 mins (unless MS Teams shows the status as busy or away).
Comms details for emergencies - appropriate channels and responsiveness	Ann has provided a mobile number which she is happy for Kim to use in emergencies (as she does not have a smart phone that can run MS Teams)
Team meetings – attendance face-to-face, online or flexible	Weekly meetings - face-to-face on Monday.
One-to-one management meetings. Will attendance be face-to-face, online or flexible? How will progress be reviewed and shared?	Monthly meetings – face-to-face if possible but otherwise flexible.
Will any work be conducted at home beyond office work e.g. making, assembling, testing?	No.
Is the environment for working at home adequately equipped, safety risk assessed, and quiet/focussed to suit the work?	Ann needs to refresh her home working safety risk assessment.
Is the environment and equipment at work appropriate to support hybrid working?	Ann needs an extra keyword to avoid carrying it between home and site.
When to review this charter?	15/10/2021
Other comments and notes including expected personal benefits of new ways of working to the individual	Ann would like priority for working at home during school holidays if possible.
Manager's signature and date	
Team member's signature and date	
Checked and registered in HR – signature and date	