

**PAS 3000:2015**

# Smart Working – Code of Practice



Cabinet Office

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# Foreword

This PAS was sponsored by the Cabinet Office. Its development was facilitated by BSI Standards Limited and it was published under licence from The British Standards Institution. It came into effect on 30 November 2015.

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The provisions of this PAS are presented in roman (i.e. upright) type. Its recommendations are expressed in sentences in which the principal auxiliary verb is “should”.

*Commentary, explanation and general informative material is presented in smaller italic type, and does not constitute a normative element.*

The word “should” is used to express recommendations of this standard. The word “may” is used in the text to express permissibility, e.g. as an alternative to the primary recommendation of the clause. The word “can” is used to express possibility, e.g. a consequence of an action or an event.



Notes and commentaries are provided throughout the text of this PAS. Notes give references and additional information that are important but do not form part of the recommendations. Commentaries give background information.

Where words have alternative spellings, the preferred spelling of the Shorter Oxford English Dictionary is used (e.g. “organization” rather than “organisation”).

## Contractual and legal considerations

This publication does not purport to include all the necessary provisions of a contract. Users are responsible for its correct application.

### **Compliance with a PAS cannot confer immunity from legal obligations.**

Particular attention is drawn to the following specific regulations:

- The Flexible Working Regulations 2014 [1]



# 0 Introduction

## 0.1 General

Organizations face the central challenge of doing more with less. This means delivering more or better quality products and services while managing the inputs as efficiently as possible. Smart Working provides methods for meeting this challenge through the modernization of working practices while at the same time providing improved work environments and benefits for employees. Employees benefit by having greater choices about their working pattern and opportunities for improving the way work interfaces with the rest of life.

Smart Working takes a strategic and business-focused approach to flexible working, combining benefits to the employee with benefits to the business and benefits to the environment. It does this by adopting a strategic rather than a reactive approach to workplace flexibility. So rather than making decisions about working patterns on a case-by-case basis in response to individual employee requests, it embeds flexibility as the norm in the way work is organized.

It does this by basing work flexibility on the activities within the work, rather than on individual roles. Using new technologies and new forms of workplace design, work becomes something that can be done in a wider range of settings in the workplace and beyond, and at different times. The new technologies and new work spaces form the platform for work, and a new culture for work is developed that focuses on results. This allows employees more autonomy about how they organize their work, subject to any constraints intrinsic to the nature of the work.

The result is a form of working that enables organizations to reduce their property requirements, travel and other resources used for work, while increasing efficiency and productivity.



## 0.2 Smart, flexible and agile working

The terms “Smart Working” and “flexible working” are sometimes used interchangeably within organizations to describe a programme of changes to working practices, workplaces and technologies. However, flexible working is often used to describe a range of specific working patterns defined within Human Resources (HR) policy. Typically these are particular patterns of work (such as part-time working, compressed hours, homeworking) for which an employee can apply and can be approved as a change to the previous or established pattern of work.

**NOTE** Attention is drawn to the *Flexible Working Regulations 2014 [1]*; it enables all employees to request flexible working after 26 weeks continuous employment with an employer.

Flexible working under the statutory process and in many organizational policies requires initiative on the part of the employee to request an exception to a normal way of working. Smart Working by contrast is business-focused in enabling a wide range of flexibilities based on the nature of the work being done, rather than on individual requests from employees. Flexibility becomes the norm, rather than the exception, subject to the requirements of the work.

“Agile working” is a term also sometimes used as a brand for programmes of Smart Working within organizations, as are other terms such as New Ways of Working or Better Ways of Working.

**NOTE 1** The term “agile” can also refer to agile project management, a method of managing engineering, IT and new product or service development in a highly flexible and interactive manner. The use of the word “agile” in relation to Smart Working does not include this sense of the word.

**NOTE 2** The Agile Future Forum has defined agile working as allowing an organization to establish an optimal workforce to support an organization’s objectives in terms of time, location, role and the sourcing of labour (Agile Future Forum, 2012 [2]).

Smart Working incorporates the benefits of increased flexibility and organizational agility by introducing the changes to working practices, working environments, processes, technologies and organizational culture that are outlined in 3.1.

## 0.3 Smart Working across sectors

The benefits of Smart Working are not confined to particular sectors. As increasing amounts of work move to digital platforms, it is important not to think rigidly of sector requirements. For example, the traditional image of retailing may be of shops and other retail outlets that customers visit to view and buy goods, and it might be thought that Smart Working is not suitable for the sector. However, retail now includes online shopping which can be operated from a range of locations using digital platforms. It may even be entirely third-party based for fulfilment, with retailers not involved in directly handling goods. So the working environments in such instances are less constrained by traditional retail requirements. Increasingly, retail involves a hybrid of digital and physical activities. The same is also true for many forms of manufacturing.

Most large organizations across all sectors also have many functions such as marketing, design, HR, finance, strategy, IT, etc. that work in similar ways. The adoption of Smart Working is therefore relevant to all sectors. The existence of particular requirements that act as constraints on flexibility and mobility for some types of work are not seen as ruling out Smart Working for the whole of the organization. In delivering services, organizations in all sectors can still review how the delivery of these services can be improved, particularly by utilizing the potential of flexible working arrangements and reviewing the physical environment in which the staff operate and the tools and processes they use.

Embracing the Smart Working principles (see Clause 4) does not imply doing everything recommended in this PAS that is relevant to an organization all at once. A Smart Working organization is one that has embarked on a journey, not reached a destination. A culture of continued change (see 10.9.5) means that even small steps taken on a regular basis should give rise to accumulating benefits. It remains essential, however, to develop an integrated strategy for achieving the benefits.

This PAS is intended for leaders and managers in all employing organizations. It aims to help them to understand the range of actions that need to be taken across the people, property and technology functions to implement Smart Working successfully.

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# 1 Scope

This PAS gives recommendations for establishing good practice for the implementation of Smart Working. It covers changes to working practices, culture, working environments and associated technology.

It is intended for use by the public, private and not-for-profit sectors, for large organizations and small. It is intended for use by leaders and managers in employing

organizations, and those charged with implementing Smart Working programmes.

It is not intended to specify a particular product or detailed solutions.

This PAS is intended to provide a strategic framework for good practice in the Smart Working space.

## 2 Terms, definitions and abbreviations

For the purposes of this PAS the following terms and definitions apply.

### 2.1 Terms and definitions

#### 2.1.1 activity-based work settings

organization of the workplace into a range of shared spaces designed for different work activities

#### 2.1.2 agile working

form of work organization involving Smart Working techniques and flexible deployment of the workforce

#### 2.1.3 collaboration technologies

information and communications technologies (ICT) equipment and software that enable people to communicate and work together in a flexible way, wherever they are located

*NOTE For example, communications technologies that enable video and audio conferencing, use of shared screens, working on documents simultaneously, conducting remote meetings, etc.*

#### 2.1.4 conferencing

communication technique for meeting virtually using voice, video or the web

#### 2.1.5 culture

organizational culture encompassing assumptions, beliefs, attitudes, values, behaviours and management styles

*NOTE This covers both the formal and informal ways that people interact in the workplace and in their dealings with colleagues and external parties.*

#### 2.1.6 flexible working

any kind of working that is considered to be outside the traditional working pattern

*NOTE 1 It includes changes to the time, location and contractual arrangements of work.*

*NOTE 2 A traditional working pattern is one including features such as fixed hours, fixed location, fixed desk and face-to-face interaction by default.*

#### 2.1.7 footprint of work

impact of work in terms of energy use and resource consumption

#### 2.1.8 homeworking

working from home, all the time, part of the time or just occasionally

*NOTE This covers both working at home, and working using home as a base for working in a range of locations.*

## 2.1.9 non-territorial working

form of working where all work settings are shared

## 2.1.10 organizational agility

capability of an organization to adapt quickly and effectively to changes in market conditions, emergence of competitors, new technologies and other changed circumstances

## 2.1.11 presence management

online signalling via an ICT system of status of availability for work

## 2.1.12 remote working

working for an organization at a distance from the base workplace, but connected to office systems and communication networks

## 2.1.13 Smart Working environment

workplace designed for Smart Working, characterized by activity-based work settings, shared rather than individualized spaces

*NOTE These often have an emphasis on collaborative activities.*

## 2.1.14 Smart Working team

manager and staff who work collaboratively across different locations and times

## 2.1.15 spaceless growth

expansion of an organization in terms of headcount and/or turnover without increasing the amount of real estate it occupies

## 2.1.16 trust-based culture

work culture that encourages trust in the competence and responsibility of colleagues at all levels

*NOTE This enables employees to have more choice about how to carry out their work.*

## 2.1.17 unified communications

communications solution that brings together voice telephony, conferencing, presence management, instant messaging, file sharing, sharing of desktops and integration with other enterprise systems

## 2.1.18 videoconferencing

form of conferencing using video via room-based systems, the computer desktop or portable device

## 2.1.19 virtual mobility

use of ICT to replace travel and achieve aims that otherwise would involve travel

## 2.1.20 workhub

workplace where the facilities are shared between people from different organizations

## 2.1.21 workstyle

pattern of work

*NOTE This can refer to an existing pattern of work, any of the workstyles outlined in Annex A, or different styles of work used at different times for different tasks.*

## 2.2 Abbreviations

For the purposes of this PAS the following abbreviations apply.

BYOD	bring your own device
ICT	information and communications technologies
TOIL	time off in lieu
UC	unified communications

## 3 Smart Working

### 3.1 What is Smart Working – General

Smart Working has been defined by the Chartered Institute of Personnel and Development as “an approach to organising work that aims to drive greater efficiency and effectiveness in achieving job outcomes through a combination of flexibility, autonomy and collaboration, in parallel with optimising tools and working environments for employees” (CIPD 2014 [3]).

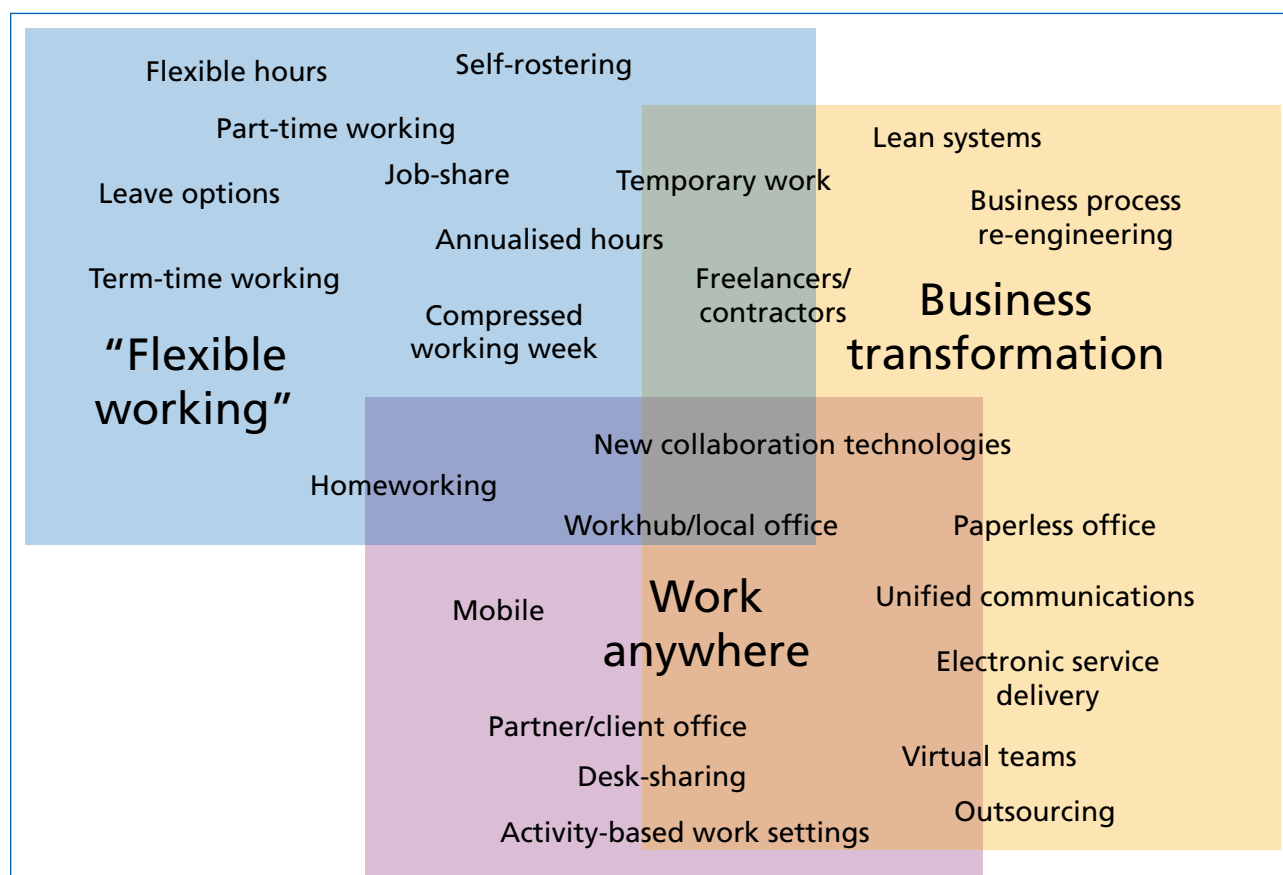
Smart Working is a comprehensive and strategic method of implementing in particular:

- a) a range of flexible working options;
- b) work environments that enable the greatest flexibility;

- c) technologies that support the practice and management of Smart Working;
- d) new forms of flexible collaboration that enable people to work together across locations;
- e) culture change to enable greater organizational agility and innovation;
- f) a trust-based culture that focuses on management by results rather than presence.

The elements of Smart Working are illustrated in Figure 1:

**Figure 1 – Elements of Smart Working**



[Source: Lake, A., Smart Flexibility [4]]

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**NOTE** Figure 1 illustrates how Smart Working combines flexible working with effective use of new spaces and new technologies for work, supported by changes to business processes. Working practices become more flexible and mobile, and the nature of workplaces changes with people able to work in more locations within the traditional workplace and beyond it.

### 3.2 Benefits of Smart Working

Smart Working is driven by the pursuit of a range of benefits for the business of the organization, the wellbeing of employees, and wider social and environmental benefits, including:

- a) improved productivity;
- b) reduced costs of work;
- c) working closer to customers;
- d) optimizing use of real estate;
- e) reduced business travel;
- f) greater organizational agility;
- g) improved collaboration within and across organizations;
- h) improved recruitment and employee retention;
- i) employee autonomy and responsibility;
- j) improved job satisfaction and employee engagement;
- k) improved employee work-life balance;
- l) supporting workforce diversity;
- m) reduced commuter travel;
- n) reduced resource consumption and the carbon footprint of work; and
- o) support for a range of economic and community benefits deriving from having more local and inclusive work opportunities.

Organizations should plan for and communicate the benefits they aim to achieve when implementing Smart Working. The particular solutions in terms of workstyles, workspaces and technologies should be based on the benefits being targeted.

### 3.3 Interdisciplinary programme for implementation

Smart Working involves changes to workstyles, work processes, technologies, workplaces and organizational culture. It therefore requires joint action by the senior leadership with the HR, property, and technology functions of an organization in a joint programme for change. Implementation also requires action from operational and functional managers within the business to act as change agents.

Clauses 6 to 8 of this PAS provide recommendations of what organizations should do in relation to each of these functions.

### 3.4 Smart Working maturity

Many organizations may already have implemented some of the elements of Smart Working. The Smart Working Maturity Model in Figure 2 sets out a way to assess progress in becoming a Smart Working organization.

Organizations should look at their current initiatives in flexible working, workplace modernization, roll-out of technologies, business transformation and culture change to see how far they may take the organization towards a mature form of Smart Working. They should identify the areas where further progress needs to be made, where progress is uneven across the organization, and where initiatives are not integrated.

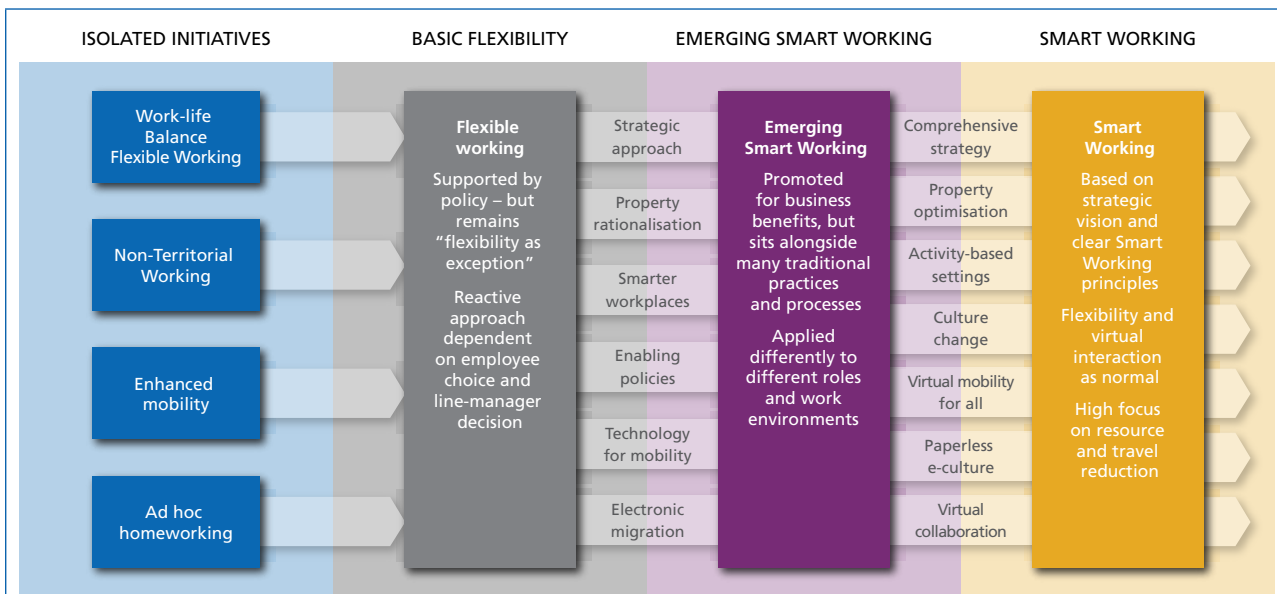
**NOTE 1** *For example, where changes to the workplace have run ahead of the roll-out of the technologies needed to support the optimal use of the new work spaces.*

Managers responsible for different areas of the organization should use the model to assess the progress of the areas for which they are responsible.

**NOTE 2** *The model is a tool for helping managers understand what needs to be done to make progress. It does not prescribe stages of a journey. Indeed it is preferable to aim for the most mature implementation of Smart Working, regardless of the identified starting point.*

**NOTE 3** *It is possible that some aspects may be less relevant than others. For example, an expanding company with little property may find it more helpful to think in terms of spaceless growth than of property rationalization.*

Figure 2 – Smart Working maturity model



[Source: The Way We Work: Smart Working in Government © Flexibility.co.uk Ltd [5]]

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## 4 Smart Working principles

### 4.1 Strategic and comprehensive approach

Smart Working is about taking a comprehensive and strategic approach to modernizing working practices. Organizations should adopt the following principles to underpin their progress in Smart Working:

- Work takes place at the most effective locations and at the most effective times, responding to the needs of the task, the customer, the individual and the team.
- Simplified collaboration and connectivity virtually everywhere means sharing information and working with others regardless of location.
- Space is allocated to activities, not individuals and not on the basis of seniority.
- Flexibility is the norm rather than the exception. Everyone is assumed to be capable of Smart Working without assumptions being made about people or roles.
- Employees have more choice about where and when they work, subject to business considerations.
- The processes people are asked to work with are continuously challenged to make sure they are fit for purpose.
- The technology enables employees to work anywhere.
- A variety of workspaces are designed to match the needs of teams.
- Managing performance focuses on results and outcomes rather than presence.
- The costs of doing work are reduced.
- Work has less impact on the environment.
- Employees and contractors have the opportunity to lead balanced and healthy lives.

**NOTE** *Once the principles are adopted they become the touchstone for particular decisions about the way work is organized in different parts of the organization.*

### 4.2 Actively seeking benefits

It is characteristic of Smart Working that work is organized in such a way as to achieve a wide range of benefits. This should include seeking benefits such as:

- a) reducing the financial and environmental costs of organizing meetings by replacing them with remote collaboration;
- b) organizing teams that can be brought together or reshaped without incurring significant facilities costs, making use of the flexibility of the work space;
- c) applying Smart Working principles to recruitment so as to reach a wider pool of talent than those living in the catchment area of the organization.

For individuals, benefits may also become integrated into the way of working. This means taking a proactive rather than a reactive approach to flexibility, by seeking out the benefits rather than waiting for individual employee requests. Managers and teams should therefore set targets for the benefits to be achieved and measure the tangible impacts of the Smart Working practices that have been introduced.

Organizations may encounter some resistance on the basis of the perceived costs of change. Therefore the case should be made for investment to achieve identified benefits.

**NOTE** *The range of benefits is summarized in 3.2.*

## 5 Leadership and vision

### 5.1 Endorsement and support at the highest level

For Smart Working to be successfully introduced, it should be supported by the leadership of the organization. One of the biggest risks to a programme to introduce Smart Working is that managers at lower levels fail to follow through with the changes or interpret the requirements of the Smart Working programme in different ways.

While employees should be consulted and participate in the design of Smart Working in their own parts of the business (see 10.4), it should be clear to everyone that Smart Working is being introduced as a strategic aim of the organization. The reasons for the changes should also be made clear.

### 5.2 Setting out the vision

The leadership team of the organization should set out its vision for Smart Working. It should set out the purpose of Smart Working, its role in achieving corporate objectives, and the benefits it is intended to achieve. It should also refer to the core Smart Working principles being adopted (see Clause 4).

### 5.3 Leading by example

Members of the leadership team should put the principles of Smart Working into action and lead by example. This should include:

- a) taking the initiative in managing by results rather than expecting staff to be in front of them at all times;
- b) taking a lead in initiating flexible collaboration techniques (see 6.8) rather than expecting or insisting on traditional formal meetings in person as the default position;
- c) taking the initiative on challenging traditional processes that conflict with the principles and practice of Smart Working; and
- d) working flexibly themselves.

### 5.4 Driving Smart Working forward

The implementation and embedding of Smart Working requires that there should be a senior member of the leadership team committed to and responsible for the programme. This role should include seeing that changes are made according to the agreed timescale, that budgets are in place, that the different disciplines involved are working together effectively, and that resistance and disputes are dealt with.

### 5.5 Support and demand from employees

For Smart Working to achieve the benefits it can bring, support from employees is essential. In its programme to introduce Smart Working, the organization's leadership should recognize the need to achieve employee support to complement support at the highest level.

It should be a goal of the organization's programme to involve employees in providing substantial parts of the design for Smart Working in the business, where the organization's leadership takes an enabling role more than a directive role (see Clause 6).



## 6 People, workstyles and culture change

### 6.1 General

Due to the visibility and complexities of the changes involved, it can be tempting to see Smart Working as being all about designing offices and deploying new IT. While these are key enablers, Smart Working is essentially about people and culture change. It is about transforming the way people work, and empowering them to work in smarter ways to deliver better outcomes.

### 6.2 Appropriate workstyles

#### 6.2.1 Extended flexibility

Flexible working offers the possibility for individuals to change their working pattern by request, according to their circumstances and preferences. Organizations adopting Smart Working should take this a stage further by extending the potential for working at different locations and at different times in order to be more effective in how people work.

*NOTE Employees can blend different smart/flexible/agile working options, according to the need of the tasks in hand. This involves a substantial move away from the idea that an individual applies for and is granted a single particular alternative workstyle that is set in stone. All the options (see examples in Annex A) are important in terms of equal opportunities and diversity.*

#### 6.2.2 Factors determining workstyles

Choosing which styles of work are appropriate for given tasks should depend on:

- examining the tasks involved in the job role, in terms of how effectively they can be done at different times and in different locations;
- the preferences and capabilities of the employee and being able to meet their aspirations;
- the potential of the smarter working choices to reduce the financial and environmental footprint of the organization's working practices;
- any impacts on teamwork that may arise, e.g. how team communications and grouping of tasks might need to evolve to maximize the benefits; and
- impacts on client or customer interface and service in terms of constraints and opportunities.

Managers and teams should consider these factors in deciding how work is to be carried out.

#### 6.2.3 Managing constraints on flexibility

There are roles that are quite place-specific and often these are in customer-facing or hands-on physical roles. In these instances employers should consider the potential for other kinds of time-based flexibilities.

*NOTE 1 See Annex A.*

*NOTE 2 These may, for example, enable services to be better aligned with customer needs.*

In such instances, organizations should review the tasks within a role, as better organization of tasks may bring more scope for working at more effective places and times. Most roles have scope for some flexibility, and both employers and employees should have the opportunity to suggest ideas for working more flexibly and efficiently.

#### 6.2.4 Challenging old assumptions about time, place, structures and systems

Old assumptions of necessity around traditional working places and times, and the default position of working 9-5 at a specified workplace should be challenged. Managers and team members should think how changing times and places of work can improve effectiveness, reduce travel and resource use and drive down the cost of work.

Organizations should also be prepared to challenge the performance measures, targets, the terms and conditions of contracts that hold people in a traditional workstyle, and the processes used for work.

### 6.3 Smart Working is for everyone

Though there are work activities that are inherently less open to be carried out at different times and locations, organizations should take the approach that Smart Working is nonetheless for everyone. It should not be the case that some people are classed as "fixed" workers while others are classed as flexible or smart workers.

Smart Working involves changes to the way all people work. It is not a question of saying some roles are eligible and some are not. People with more hands-on,

place-specific or time-critical components to the work may be working with other people whose workstyle is changing. The nature of the tools they use and the interactions with colleagues would change as a consequence. Managers should ensure that there is a single framework and culture of Smart Working. The risks of seeing some people as smart workers while others carry on as before are:

- that two different work cultures emerge, and
- the traditional work culture becomes dominant by default, reducing the benefits of working smarter.

Where working patterns are tied to direct interaction with customers, the operation of machinery, maintenance of sites or handling of goods, the possibilities for the staff directly involved to work remotely might be limited. In such circumstances other time-based forms of flexibility should be considered as appropriate for the tasks involved (see Annex A).

## 6.4 Smart teamwork

The nature of teamwork changes when people have greater capacity to work at different times and locations. Managers should adopt an approach of management by results, rather than management by presence. This involves different ways of keeping in contact with staff, of assessing workloads and of monitoring and measuring performance.

For the team this involves greater sharing of schedules and work-in-progress with colleagues and managers, so that work can be easily accessed by others. It may involve a commitment to working in shared electronic spaces, rather than having individual paper-based workloads stored on or around a desk.

*NOTE Many of the management and teamwork skills required are the same as ever, only they can be applied properly and with more discipline. This is so that people working at a distance and in the workplace are treated the same and are always included in the team.*

## 6.5 Teamwork protocols

### 6.5.1 General

Smart Working teams should develop protocols about communication and reporting, so as to work effectively and maintain team cohesion. When working in different locations and at different times, social relationships need to be maintained and appropriate online and offline mechanisms should be developed.

*NOTE Such measures could include buddying and mentoring schemes for new recruits, bulletin boards, instant messaging and social networking.*

### 6.5.2 Issues to cover in protocols

Managers should ensure protocols are established to cover issues such as:

- a) a requirement to let others know where and when you are working;
- b) clear reporting structures;
- c) the sharing of calendars and schedules;
- d) rigorous use of electronic document management systems, to ensure work is easily accessible;
- e) being flexible about flexible working;
 

*NOTE For example, being prepared to vary flexible patterns of work to support the needs to the team as a whole.*
- f) etiquette in online communications, and behaviour in virtual meetings;
- g) signposting availability for phone contact or online discussion;
- h) introductions and support for new team members;
- i) sharing desks and making the clear desk policy work well;
- j) how best to use the various meeting spaces and other activity-based settings;
- k) etiquette in office areas relating to noise and use of online communications; and
- l) fairness in use of space when in the office.

### 6.5.3 Ensuring effectiveness of protocols

Managers should ensure that there is compliance with the protocols, especially in the initial stages, to bring about the changes in work culture required. To a large extent teams should be able to do this themselves, and monitor their own team members' adherence to the standards required.

Managers together with their teams should review the effectiveness of the protocols and the progress of Smart Working. This may include collecting data about where and how people work. Managers should, where necessary, challenge people to help embed the required changes in work culture.

## 6.6 Managing Smart Working

### 6.6.1 General

With Smart Working, many of the core management competencies remain the same as for managing in all contexts:

- organizing workloads;
- supervision;
- motivating;
- team-building;
- ensuring quality;
- troubleshooting;
- listening;
- disciplining; and
- initiating improvements.

The differences mostly lie in the processes of interaction with staff and with their work. These interactions are enhanced by use of new collaboration technologies combined with more traditional voice and face-to-face interactions.

### 6.6.2 Principles for good team communication

Managers should ensure that two important principles are adopted:

- a) a high level of contact, encouraging a two-way (and colleague-to-colleague) flow of communication.

**NOTE 1** *This may go beyond the purely work-related, to personal and social exchanges. This is especially the case if remote workers spend much of their time on their own.*

- b) formalization of communications and processes which might be informal if office space is shared.

**NOTE 2** *For example, knowledge shared informally in a conversation in a room may need to be shared via electronic means to remote workers.*

### 6.6.3 Skills for managers of Smart Working teams

As routine tasks of management become increasingly automated or supported by intelligent systems, the skills required of managers are changing also.

With the automated support for organizational skills, people skills become even more important for the manager. Being able to communicate and interact effectively with colleagues through a range of media as well as face-to-face becomes increasingly important for supporting people working at different times and places. Organizations should ensure that there is appropriate training for people skills in the Smart Working context.

### 6.6.4 Supporting the introduction of Smart Working

All managers should take responsibility for ensuring that Smart Working is implemented successfully. They should make themselves aware of the goals and benefits of working smarter, and communicate this to their teams, helping them to work through any issues they may have. They also have a key role in promoting and embedding a Smart Working culture (see 6.9).

As experience of Smart Working may well be limited in-house, organizations should be prepared to employ specialist help to support managers and teams through the culture change process.

## 6.7 Managing by results

### 6.7.1 Changing how work is evaluated

Visible presence in a workplace is often a poor guide to the value of a person's work. Managers should shift the focus in assessing the value of work from time spent in a location or on a task to output measures so that achievement and the value of work can be assessed.

### 6.7.2 Establishing clear goals

Managers should establish clarity around the goals of the work being undertaken, be clear on deliverables and on the allocation of resources needed to achieve the goals.

### 6.7.3 Monitoring work-in-progress

Managers should have insight into work-in-progress, as should team members in many cases. This is part achieved by having the communication skillsets and agreed protocols to exchange information and ideas; it is also about having the right systems for reporting and tracking work and managing information.

**NOTE** *Management by results is sometimes simplistically portrayed as trusting employees to deliver in their own way what is required by a given deadline. However managers, and often other team members, need insight into how the work is progressing in order to plan the necessary input of resources, make adjustments to work allocations and the resources deployed, and to catch any problems in good time.*

### 6.7.4 Trust-based relationships

While team members have greater autonomy in relation to how they work, and should be trusted to act as mature and responsible individuals, both they and managers should be supported by the right tools and techniques. Organizations should therefore invest in both appropriate management training and the tools for managing distributed work.



**NOTE** Tools include technologies for remote working and online communications, plus appropriate software for tracking workflow, knowledge management and performance management. Techniques for managing and working in Smart Working teams are covered in Clause 10.

#### 6.7.5 Avoiding managing by presence in new forms

Managing by presence (as opposed to results) has been associated with having everyone together in a single workplace. With the new collaboration tools that include presence management, there is a risk that old management techniques creep into the new world of work by monitoring the amount of time people are signed in or by other forms of tracking. Except in some particularly time-critical activities, this should be avoided. The emphasis should be on trusting the employee to do their work and basing assessment of performance on results, supported by appropriate interventions based on knowledge of progress in a task.

## 6.8 Rethinking meetings

### 6.8.1 General

It is important to rethink meetings. Managers should ensure that routine sharing of information is carried out through online processes, so that physical meetings are reserved for important collaborative work.

**NOTE** Collaborative and interactive work such as training, brainstorming and decision-making, where physical face-to-face interaction can add significant value.

The goal should be to replace a meetings culture with a culture of flexible collaboration. This means using the most appropriate and effective ways to collaborate. This includes the range of different kinds of formal and informal physical face-to-face meetings and a range of online interaction techniques. The aim should be to reduce the number and duration of meetings in total by collaborating more effectively, and releasing time for other kinds of productive work.

### 6.8.2 Remote participation in meetings

The benefits of Smart Working can be undermined by insisting on being present in person for routine meetings. Wherever possible, when employees are working in different places meetings should be held using audio, video or web conferencing. In reaching decisions about holding meetings, attention should always be given to the cumulative effects of meetings (in squeezing time, wasting time and reducing productivity), and the need to reduce requirements for office space and to reduce the need to travel.

### 6.8.3 Replacing a meetings culture with flexible collaboration

A common complaint within organizations is of having too many meetings or of a “meetings culture”. New technologies give greater choice which can be harnessed to improve how people work together. Managers and teams should take advantage of the opportunities provided by Smart Working to:

- replace many physical meetings by online interaction;
- replace “set-piece” formal meetings by shorter interactions, in person (e.g. in informal breakout areas), online or mixed physical/virtual;
- reduce the number of people at a meeting for the whole session, calling people in remotely when needed, or having them primed to respond to questions by instant messaging if needed.

### 6.8.4 Setting targets for reducing meetings

Managers should consider setting targets for reducing the numbers and duration of meetings, to liberate more time for other kinds of work. Such a target could be to reduce the number of physical face-to-face meetings or the time consumed by them by one third when moving from traditional ways of working to Smart Working.

## 6.9 Smart Working culture

### 6.9.1 General

Smart Working is not about doing things in the old way with some new technologies and redesigned offices: it is about new ways of working using new tools, new processes, and new approaches to management and teamwork. This requires different types of behaviours and different expectations about how work is done.

### 6.9.2 Practical culture change

Managers should ensure that a new working culture is developed through embracing practical measures.

**NOTE** For example, a more collaborative culture develops from sharing space and resources more effectively and through having different kinds of meetings; trust-based culture is developed by developing new techniques and protocols for teamwork and through managing by results; being open to further change becomes a habit of mind when people feel empowered to challenge and improve processes and behaviours.

Organizations should encourage an approach of continuous improvement, and engage employees, contractors and partners in challenging traditional or habitual working practices. Managers and teams should

explore ways to make work more efficient, effective, faster and lighter in terms of the resources and energy consumed, by making use of the new tools, techniques and spaces for work.

### 6.9.3 Steps to embed the new work culture

Steps taken by organizations to embed the new working culture should include:

- a) awareness-raising sessions for all levels of staff;
- b) specific training in Smart Working techniques for managers and teams (see 10.9.2);
- c) the development of team charters or protocols to involve employees in designing and embedding their own team arrangements for rolling out Smart Working practices;
- d) incorporating Smart Working techniques and principles in leadership development programmes and other relevant professional training;
- e) ensuring that recruitment policies support the development of a Smart Working workforce and culture;
- f) ensuring that performance management, reward and other people policies support the development of Smart Working.

### 6.10 Enabling policies

Most organizations have flexible working policies to comply with the Flexible Working Regulations [1].

*NOTE Many have policies that go further in offering a range of alternative workstyles to support employees' wellbeing and work-life balance. Typically these are presented on a reactive basis, where an individual can request flexible working, subject to the approval of a line manager.*

Organizations should review their policies on flexible working and all documentation, such as the staff handbook, to align with the more positive and enabling approach to workplace flexibility that is embodied in Smart Working.



## 7 Smart Working environments

### 7.1 General

Adopting the principles of Smart Working enables the transformation of the traditional workplace, and the effective use of alternative work spaces beyond the traditional workplace. Clauses 7.1 to 7.10 apply primarily to office environments and the kinds of work usually undertaken in offices. However, where appropriate they may also apply to other non-office settings (see 0.3).

It is not the intention to suggest that people should not or, in the future, will not come together to meet in workplaces. Rather, the intention is that the planning and design of work environments should adapt to the changing nature of work and the different reasons why people gather in workplaces and in other places.

In general, the shift in emphasis in workspaces is from individually-assigned desk spaces that are the focus for individualized work, towards collaborative spaces that support and promote interaction and teamwork. Improved facilities and high-quality work environments should increase both the attractiveness and the productivity of the workplace when employees come in to use the facilities and to work together. Investment in these facilities is set-off against overall reductions in the costs of property.

### 7.2 Activity-based settings

Unlike traditional offices, which are usually based around a combination of personally-assigned desks and formal meeting rooms, organizations should ensure smart office environments have a mix of shared activity-based spaces where work activities can be carried out. The design of space should start from the activities involved, rather than from concepts of individualized territory or hierarchy.

Activity-based spaces may include:

- a) flexible meeting spaces;
  - NOTE Such as small meeting rooms, breakout spaces and café areas.*
- b) space for quiet and concentrated working;
- c) spaces for confidential work and phone calls;

- d) touch-down spaces for people working on the move;
- e) team tables;
- f) resource areas;
- g) special project areas;
- h) flexible multi-purpose spaces;
- i) spaces for social and casual interaction.

Organizations should adopt approaches to shared spaces such as these, that offer more choice about where work is undertaken.

In workplaces that are not primarily offices, these kinds of spaces should be provided to support the kinds of work activities that do not require physical presence at a particular workstation. Much knowledge work may also be carried out at other locations.

### 7.3 Understanding space requirements

Organizations should adopt an evidence-based approach to understanding the amount of space needed in the office, and the mix of different kinds of spaces. This should typically be based on:

- a) an accurate space occupancy audit, measuring how space is occupied across the working day over a significant number of days;
- b) an analysis of how, when and where work is carried out, both in the office and beyond;
- c) an analysis of work processes and technology use, and how changing these impacts on the design of the workplace;
- d) a storage audit and an assessment of the scope for storage reduction;
- e) consultation with staff to understand their working practices, requirements and preferences;
- f) mapping of the relationships and interactions between departments and teams; and
- g) a breakdown of tasks involved in the work to understand better the tasks that need to be done in the office/set location versus those that could be done elsewhere.

## 7.4 Optimizing space use

### 7.4.1 General

Traditional workplaces with individually-assigned desks are usually inefficient in use of space, with typical desk occupancy across the working day of less than 50%. With increased sharing of facilities and the creation of spaces more aligned to actual need, Smart Working enables greater efficiency in space use.

### 7.4.2 Targets for space reduction

Where organizations establish that the space is under-utilized, they should set targets for the reduction of space in order to achieve financial savings and to reduce the environmental and financial footprint of work. In some cases this may mean existing space is used to accommodate growth in the organization, rather than acquiring additional space.

**NOTE** *Reductions in space may be either in the total space used (subject to the considerations in 7.4.3) and/or reductions in space per full-time equivalent employee.*

### 7.4.3 Aligning space with actual use

While Smart Working implementations usually reduce the total number of desks and introduce desk-sharing arrangements in line with the findings of a space occupancy audit (see 7.3), this should not be an end in itself. The aim should be to introduce a variety of settings designed for the range of identified work activities so as to increase the productivity and work satisfaction of employees.

Offices should be “right-sized” so that occupancy levels rise towards 80%. This creates the dynamics to develop team working and promote greater collaboration for when people come into the building to meet each other.

## 7.5 Sharing work positions

Under Smart Working arrangements, all work settings should be shared unless there are compelling business or health reasons to do otherwise.

**NOTE 1** *For example, the use of specialist equipment, provision for a person with disabilities, customer-facing reception role, etc.*

**NOTE 2** *There are several approaches to implementing desk-sharing, which can be found in Annex B.*

While it is often useful to create team areas or team priority zones, these should not be exclusive areas except where there are compelling reasons, such as very high levels of confidentiality or security requirements.

## 7.6 Meeting rooms and other collaborative spaces

Smart Working creates the conditions for reducing the number and duration of formal meetings, and replacing them with flexible collaboration. This should be reflected in the design of the workplace.

Based on the analysis of how meeting space is used and the collaboration needs of teams, the design of workplaces should include spaces such as an increased number of informal breakout spaces for *ad hoc* meetings, un-bookable and time-limited meeting rooms for short meetings, enclosed spaces for making confidential calls and participating in online meetings without disturbing others, café areas, and areas for project work, creative work and for generating ideas.

All spaces including collaboration spaces should be equipped with wireless connectivity and with conferencing technologies to enable remote participation in meetings.

## 7.7 Technologies in the workplace

Technologies should be deployed in the workplace which support high levels of mobility and paperless working (see 8.5).

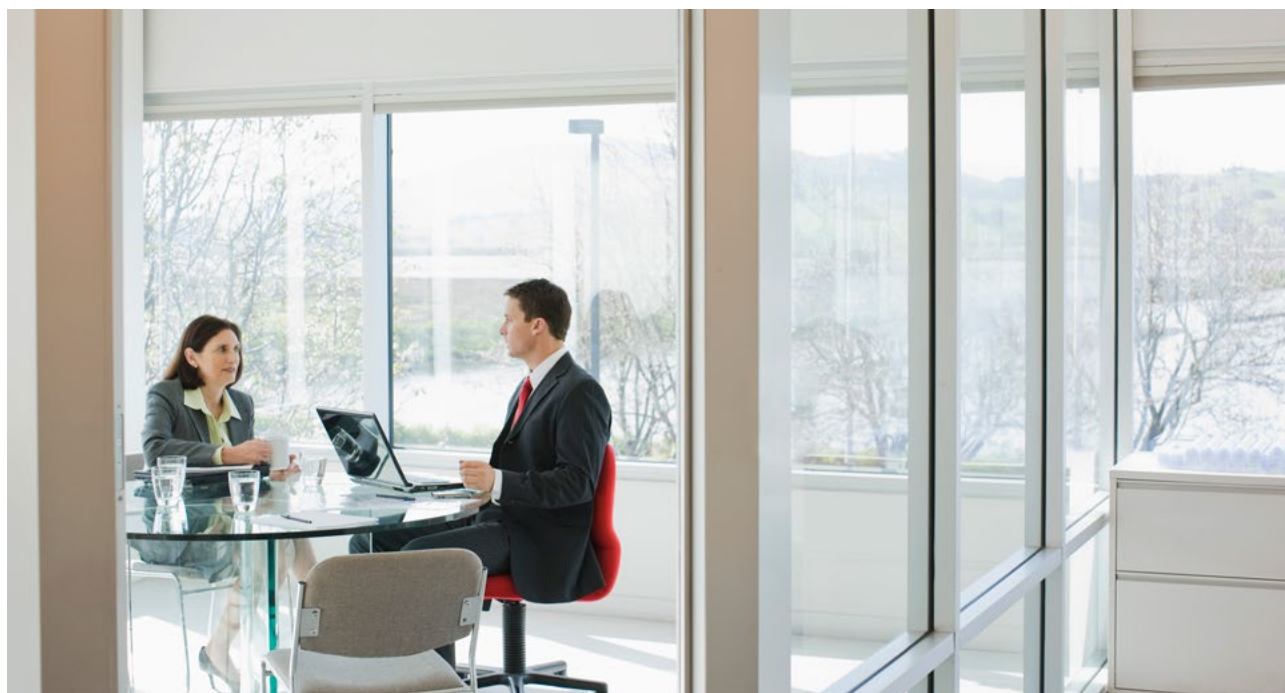
## 7.8 Clear desk policy

A clear desk policy should be introduced and adhered to. This ensures that shared spaces are made available for other people to use.

**NOTE** *Organizations may operate a time threshold, e.g. 1 hour as the maximum time a person may leave their possessions and work materials at a desk or other work position before they have to be cleared away.*

Team-based desk sharing means that staff do not have the traditional pedestal with drawers under each desk but alternative team storage and personal lockers which should be used rather than leaving work and personal possessions on desks and tables.





## 7.9 Storage and paper

### 7.9.1 Setting targets to reduce storage

Smart Working involves reducing the amount of materials stored and a move away from personalized storage to shared storage. Organizations should set targets to reduce the amount of storage they hold in the workplace (see 7.9.3).

**NOTE** Resources that are shared are more easily available to the whole team, and resources that are shared electronically can be available to all who need access to them, wherever and whenever they are working.

Appropriate support should be provided to help staff make the transition.

### 7.9.2 Paperless working environment

Physical material such as files, papers and printed documents hinders mobility and tethers people to a particular location. As far as is practicable, the organization should create an all-electronic working environment.

**NOTE** This requires the implementation of an electronic document management system for information sharing, with training and protocols to ensure that it is used effectively.

### 7.9.3 Discipline in storage practices

To comply with space-sharing and a clear desk policy, managers and team members should ensure that all non-electronic work-in-progress is returned to team storage when not in use. Personal possessions should be kept in lockers or other personal storage.

**NOTE** This recommendation helps in practice with reducing the number of documents that are printed for internal use and encourages a digital-by-default approach to working practices (see 8.2).

## 7.10 Working beyond the office

### 7.10.1 Supporting mobile and remote working

Organizations should support the mobility of work to enable work to be undertaken remotely across the range of locations. Smart Working enables a growing proportion of work to be undertaken beyond the office, for example in:

- a) other people's offices: clients, suppliers, business partners, shared offices, workhubs, etc.;
- b) cafés, hotel lobbies and airport lounges;
- c) trains, planes, buses and cars;
- d) homes.

**NOTE 1** The ability to work anywhere is made possible by laptops, tablets and other smart devices with wireless internet connections and by mobile phones. It is supported by private and public broadband and wireless infrastructure. It is also supported by good management practices (see 6.6).

**NOTE 2** An illustration of the range of settings for work in the office and outside is included in Annex C.



### 7.10.2 Security and safety in remote work

Organizations should provide training and develop policies to cover personal and data security, and appropriate health and safety assessment, guidance and training for employees working remotely.

**NOTE** Employers have the same duty of care to their employees wherever they are working, and also to the data that they use. The same regulations for health and safety and for data protection apply as for working in organizational workplaces.

These issues are sometimes raised as barriers to Smart Working. However, the approach should be an enabling one of managing risk at the appropriate level.

### 7.10.3 Working at home

Home is only one of many potential locations for people working remotely. When people are working more than occasionally from home, organizations should ensure that their home workplace environment is set up properly with a desk and appropriate chair, and suitable lighting.

**NOTE 1** If a member of staff is designated as a “home-based” worker by their organization then the organization’s policies may wish to specify the required furnishing and set up of the home “office” environment. See also Annex A and Annex D.

**NOTE 2** For more information see *The Health & Safety Executive’s Homeworkers – Guidance for employers on health and safety (2011) [6]*.

When working at home, people should be fully contactable and able to connect to all office systems and processes when they are available for work.

**NOTE 3** Key considerations for enabling home-based work are outlined in Annex D.

### 7.10.4 Workhubs

One of the most notable new trends in the workplace market has been the growth of “offices as a service”. These are usually called workhubs in the UK, but are also known as co-working spaces elsewhere. Workhubs are in many ways based on the principles of Smart Working, and organizations should consider their use as they provide a number of advantages.

- Organizations can grow without acquiring additional property, instead using space on an as-needed and flexible basis.
- Workhubs provide professional environments and facilities for working and offer a professional alternative to working at home or in public spaces such as cafés.
- Use of workhubs should be considered as a way to retain valued employees when either their family relocates or the organization relocates.

- Using workhubs can contribute to workplace costs moving from a fixed cost to a variable cost basis.
- Workhubs can be used to promote connections and collaboration with partners and customers.

**NOTE** The workhub model operates on a different model to the more established serviced office market. Work spaces are mostly shared, rather than rented for a single occupant. They usually work on a membership basis, with different levels of membership depending on the frequency of use and facilities the customer wishes to use.

## 7.11 Smart Working and property strategy

As the nature of work changes and organizations use a wider mix of physical and virtual spaces for doing business, real estate should come to be seen as a flexible resource to be deployed according to the changing requirements of the business and increasing opportunities for employees to work in a wide range of locations.

For many organizations with an extensive property portfolio this means there is an opportunity to reduce the amount of property they occupy and to consolidate on the best-performing and most strategically-located buildings. Organizations should review their property strategies in this light, integrating their approach to Smart Working as a means of using assets more effectively and intensively.

**NOTE** This may bring capital receipts, but most importantly, doing so is likely to reduce the running costs of the organization. There are also likely to be changes to strategy in terms of escaping from longer leases and making greater use of third-party offices and workhubs.

The nature of property strategy also changes as Smart Working is implemented. Traditional approaches that connect buildings to headcount on the assumption of “one person, one desk” should be re-thought and take into account the internal arrangement of shared spaces in the office that allow for a greater throughput of people throughout the day.

The impacts for organizational agility and opportunities for spaceless growth arising from Smart Working should also become components of property strategies.

Additionally, property strategy should not be considered separately from developments in working practices and technology innovations. It requires the integration of expertise in people, property and technology into a single vision and strategy, so that the smart workplace can continue to evolve as new opportunities for business improvement and cost savings evolve.

## 8 Technologies for Smart Working

### 8.1 General

Effective use of technologies is central to working smarter. With the right technology choices, people can work more effectively in the base workplace and away from it, using the Internet, broadband, cloud and wireless communications to work at the most effective times and locations.

Clause 8 outlines the Smart Working approach to deploying technologies for work. It does not specify or recommend particular solutions.

### 8.2 Digital by default in ways of working

Organizations should be prepared continually to modernize their IT and communications in order to improve the effectiveness of services, and reduce the physical resources consumed in the way the organization works.

Increasingly, processes that used to require manual intervention are becoming automated and the need to re-process information supplied by customers and partners is being reduced. These kinds of efficiencies should be used to free up time from routine process work to enable people to work more effectively in front-line services.

As the front end of service delivery is increasingly supported by digital services, so the behind-the-scenes work of administration and team interaction should increasingly become digital by default. Other channels of interaction, such as physical face-to-face interactions, come into play where they add significant value to the ways of working and to service delivery.

Smart Working organizations should move towards a digital-by-default working environment. Anywhere where work is done becomes, in a sense, part of "the office" and so common systems, processes and tools should be available to all staff wherever they are working. In this way the office is the network as much as physical space.

### 8.3 Technology choices for Smart Working

Decisions about the technologies employees use should be based on an analysis of the work being undertaken and on the Smart Working Principles (see 4.1, 7.3 and 10.4).

The technologies should support mobility within the office and mobility beyond the office.

*NOTE This is likely to include portable devices, virtualization, cloud-based and thin-client solutions, and broadband and wireless infrastructure. A list of generic applications typical of Smart Working is included at Annex E.*

### 8.4 Technologies for teamwork over distance

One of the major concerns that people express about Smart Working is about maintaining the integrity of teams and preventing isolation.

There are effective technologies for remote meetings using web, audio and video conferencing techniques that are used extensively in leading organizations. These not only enhance productivity, they also contribute to the bottom line through business travel savings. Solutions chosen should be flexible to allow people to participate from any location as long as they have access to an Internet connection.

The solutions should be simple to set up, and make it easy to include additional participants as needed. They should be most effective when combined with active initiatives to rethink meetings (see 6.8).

*NOTE 1 These solutions are also useful for presence management, so users can indicate their availability status and, if necessary, their location.*

Organizations should invest in these and other technologies that provide shared online information, interaction and community to support the principles of Smart Working as well as delivering cost savings.

*NOTE 2 Promoting their use is a key part of taking a practical approach to changing behaviours and achieving the desired cultural change.*

## 8.5 Technology in the workplace

### 8.5.1 Portable technologies

Portable technologies should be appropriate to a range of working environments, and enable staff to work comfortably as well as productively.

**NOTE** *Using laptops or tablets for prolonged periods requires the use of a laptop or tablet riser and/or additional properly positioned screen, with possibly a separate keyboard and mouse.*

### 8.5.2 Acoustic environment

The acoustic environment should also be optimized. In noisy environments there should be alternative settings for dealing with phone calls, online meetings and concentrated work. In environments that are too quiet it may be important to provide background noise. Wireless headsets that enable mobility, noise cancellation capabilities and/or “sound-masking” (i.e. through adjustable background noise) should be considered.

### 8.5.3 Meeting room technologies

Meeting room technologies should be designed for ease of incorporating colleagues, partners and customers who are not physically present. This should include audio and screen or surface technologies that support collaborative working with remote participants. The facilities should also support paperless meetings by enabling participants to access all information on screen and to transfer control of the screen to different participants, whether physically present or not.

Webcams should be enabled on portable devices to enable face-to-face communication regardless of location and participation in meetings.

**NOTE** *Booking systems, where used, should enable meeting rooms to be booked from any location, and should be integrated with online calendars. Unbooking a room should be a straightforward process, and should be possible both online and from the room, e.g. when the room is not needed or meetings finish early. It is not generally desirable that all meeting rooms are bookable, as having access to space for ad hoc short meetings is valuable.*

## 8.6 Information security

Smart Working throws up new areas of risk in terms of data security. These risks need to be managed, and should not be used inappropriately by managers, employees or policy specialists in an organization as reasons to restrict business, mobility and innovation. Security should be proportionate to the risk.

Policy and technology play a part, but managing risk is primarily about taking personal responsibility for proportionately protecting the official information and assets being used. Organizations should train staff and have appropriate protocols to ensure good practice.

**NOTE** *This includes storing all devices and information, including both papers and electronic information, when working and when work is finished. It means protecting information from being overlooked when working in public areas, and choosing working locations with an appropriate level of security to work in.*

Generally, information should not be stored locally but in shared document/records systems. When data is captured in the field and the user is not in a position to connect directly with central systems, it should be transferred to the shared system as soon as possible, so others can access it.

## 8.7 Sharing and accessing information

Organizations should work towards having all their information held digitally, held securely and be accessible remotely. This requires the use of a good document management system with clear protocols and training in how to store and share information.

## 8.8 Printing and printers

The routine printing of documents should be avoided, following the principle of digital-by-default.

Where possible printers should be rationalized, with a preference for follow-me printing with use of a code or pass to complete the printing and copying functions.

**NOTE 1** *Organizations replacing multiple printers with one or two larger multi-functional devices per floor for printing and copying often report reductions in paper consumption in the order of 60%.*

**NOTE 2** *The use of better screens for reading on tablets and larger or multiple screens at desks helps those who work with larger or multiple documents to avoid printing.*

**NOTE 3** *Typically, new protocols and training are needed. Training needs to cover not only use of the printers but also how to reduce paper consumption and how to use online document management systems.*

## 9 Wellbeing and sustainability

### 9.1 General

Smart Working has been shown to support employee wellbeing and environmental sustainability. The benefits that can be achieved increase if they are actively promoted. Choice of work patterns should in part be determined by their capacity to promote wellbeing and to reduce the environmental footprint of work.

### 9.2 Wellbeing and choice

Organizations should actively promote Smart Working in the context of organizational wellbeing programmes.

**NOTE 1** Numerous studies have shown positive health impacts from adopting flexible working patterns, for example, Moen, et al., 2011 [7]; Joyce, et al., 2010 [8]. Improvements to perceived work-life balance and reductions in stress with corresponding physical benefits are reported. Some studies specifically link the benefits to working patterns where employees have more choice over their time and place of work, rather than adopting alternative but inflexible patterns of working.

**NOTE 2** Guidelines published by NICE recommend consideration of flexible options to support mental wellbeing in the workplace (NICE, 2009 [9]).

**NOTE 3** The ACAS guide *Health, Work and Wellbeing*, recommends flexible working as an ideal way of easing employees back into work after long-term absence or injury, allowing parents and carers to balance their working and home lives, and of helping to create an attendance culture. An attendance culture is one that focuses on an employee's capacity rather than their incapacity to carry out their work (ACAS, 2012 [10]).

**NOTE 4** Smart Working also offers the possibility of reducing time spent commuting, one of the most stressful parts of the working day for some people. Travelling to and from work is also one of the most high-risk activities during the day for many workers in terms of personal injury (see 9.6).

### 9.3 Wellbeing and the physical structure of the workplace

#### 9.3.1 Movement in the workplace

The introduction of activity-based work settings should be used to promote movement during the working day. The introduction of such facilities as sit/stand desks, standing meeting rooms or huddle areas can break up the pattern of intensive sitting.

**NOTE 1** Traditional patterns of office work with employees seated at desks for most of the day does not promote good health, and is associated with musculoskeletal disorders and eye strain. Sitting all day in front of a single screen may intensify such issues.

**NOTE 2** A report, "The sedentary office: a growing case for change towards better health and productivity", commissioned by Public Health England provides recommendations based on evidence from international studies on avoiding prolonged periods of sedentary work. It recommends that sedentary work should be broken up with 2-4 hours of standing and light activity during working hours (Buckley, J.P. et al. [11]).

#### 9.3.2 Improving the sensory environment

It is essential for wellbeing at work to get the fundamentals of good space right. Poorly-configured office buildings and inferior facilities and services can have a negative impact on Smart Working and employee wellbeing. The introduction of Smart Working practices should be used as the occasion to address issues in the acoustic environment, access to light and the quality of artificial lighting, and other issues in the sensory environment that contribute to employee wellbeing. The design of new spaces should always improve building performance in these areas.



### 9.3.3 Food and drink

Access to food and drink is central to both wellbeing and collaborative activities in the office. Good provision in breakout areas and café style working areas contribute both to wellbeing and a sense of place and should be provided where the size of the organization allows.

*NOTE Most organizations implementing desk-sharing prohibit or limit food consumption at desks in the interests of cleanliness, hygiene and reducing disturbance. Having alternative places to eat encourages the taking of breaks and moving to an alternative setting that is more fit-for-purpose and encourages social interaction.*

### 9.3.4 Wellbeing and fitness centres

Some Smart Working organizations have introduced wellbeing centres to promote fitness, mindfulness and relaxation. Where appropriate, these should be considered, along with alternatives such as discounted gym membership and support for health-related activities outside the workplace.

## 9.4 Inclusive design in the workplace

### 9.4.1 Inclusive design and enabling workplaces

Good design in Smart Working environments should be as inclusive as possible. That is, in addition to accommodating the requirements of some people with disabilities who may need specialist equipment or specific work positions, the overall aim should be to design all the activity-based settings to be accessible by all employees. In this way the aim is to create an enabling workplace.

### 9.4.2 Adjustable furniture

Office furniture such as desks and meeting tables should, where possible, be easily adjustable, as should the height of computer screens.

*NOTE This is important not only for people with disabilities, but is an important element in space sharing.*

### 9.4.3 Fully adjustable chairs

Ergonomic chairs that are fully adjustable should ideally be provided for all, with training in how to use them to achieve the correct posture for working. The aim should be to cater for people with postural and other musculoskeletal problems without the need for specially designated chairs in most cases. Providing good quality fully-adjustable furniture like this should also help prevent others developing such problems by encouraging good ergonomic practices.

*NOTE Chairs and other furniture need to meet legislative requirements and standards wherever they are located.*

## 9.5 Wellbeing through opening up opportunities for work

Smart Working can add new dimensions to the effectiveness of policies for diversity. This is particularly so with regard to recruitment. Organizations should embrace the range of possibilities for people to work with different schedules and in different places in order to widen the pool of potential recruits. A Smart Working culture makes it more possible to work as an integrated member of a team even if not co-located.





## 9.6 Environmental sustainability

### 9.6.1 General

Smart Working techniques should be used to reduce work-related travel (both business travel and commuting travel), and the overall footprint of work by reducing resources consumed.

Organizations should set targets for reducing the environmental impact of work as per 9.6.2 to 9.6.5.

### 9.6.2 Reducing business travel

Organizations should use the following methods of reducing business travel, as appropriate to the work they undertake:

- a) use of conferencing technologies instead of travelling to meetings (see 6.8);
- b) reducing or eliminating repeat visits back to the base workplace by mobile staff, by working from other locations;
- c) delivering services online where appropriate;
- d) remote monitoring and diagnostics (e.g. of sites and services) rather than routine visits.

### 9.6.3 Reducing commuting travel

Organizations should consider the following to enable employees and contractors to reduce their journeys to and from work:

- a) working from home, occasionally, on a regular part-time basis, or full-time as appropriate;
- b) compressed working week work pattern;  
*NOTE 1 For example, working the week's hours in four days removes one commuting round-trip from the week.*
- c) working at a base that is closer to home.

*NOTE 2 For example, a local office or local workhub.*

### 9.6.4 Smart Working and travel plans

Organizations should, where possible, link Smart Working initiatives to company travel-planning programmes.

Where possible, unavoidable travel should be undertaken using more environmentally friendly forms of transport.

*NOTE The transport energy savings from not travelling for work (virtual mobility) are more substantial than transport energy savings from switching the mode of travel to other forms of motorized travel.*

Smart Working should have high priority in travel-planning programmes.

### 9.6.5 Reducing resource use

Organizations should establish a baseline when they undertake a storage audit and analyse paper processes, and then include progress in paper reduction as a result of Smart Working in corporate sustainability reporting.

*NOTE Clause 7.9 highlights the savings to be made by going paper-free. While paper recycling is an important sustainability initiative, not generating or storing paper in the first place represents a more significant environmental saving.*

Reduced real estate and the principle of spaceless growth contribute to improved environmental performance. Using fewer property assets more intensively brings about reduced use of resources and energy for running building services. These savings too should form part of environmental reporting.

Design to improve the environmental performance of buildings should be incorporated into design for Smart Working environments.



# 10 Implementation

## 10.1 General

Organizations have different starting points for Smart Working, depending on their existing initiatives (see Figure 2).

**NOTE 1** Annex F outlines a step-by-step process for implementation for organizations beginning their development of Smart Working.

**NOTE 2** 10.2 to 10.9.5 add more detail to areas not covered in depth in the preceding clauses.

## 10.2 Leadership commitment and buy-in

It is essential that the leaders across the organization are fully on board with Smart Working and understand the benefits (see Clause 4). They should agree the vision and objectives, and endorse that Smart Working is a corporate priority. It is also crucial that leaders role-model Smart Working across the organization.

## 10.3 Senior implementation team

The organization should set up a senior team to oversee the changes and to drive the change programme forward and oversee the work of project teams. It should include representatives from the key functions of people, property and technology.

## 10.4 Evidence gathering

There should be a period of gathering evidence to underpin the case for change and to identify the steps needed for change. This should involve looking at:

- a) how space is used – how much different spaces such as desks, private offices and meeting rooms are actually used; what people do there; where else people work;
- b) workstyles – the flexible working patterns already in use; reasons why people work as they do; existing programmes supporting flexible, smart or agile work;
- c) existing issues such as travel budgets, productivity, recruitment, retention and attendance where Smart Working could potentially bring about improvements;
- d) existing use of technology and the current technology strategy; how people use technologies;
- e) existing business processes and how they would need to change with Smart Working;

- f) staff preferences for and concerns about future ways of working;
- g) changing customer demands, market expectations or business priorities that require a different way of working in order to be successful.

**NOTE** This can involve a variety of techniques including audits, interviews and staff consultation. Ideally these activities would be dovetailed with wider awareness-raising and communications, so that people are fully informed about the issues that are being investigated and that they are being consulted about.

## 10.5 Key metrics and targets

The evidence gathered should be used to provide the basis for measuring improvements brought about through Smart Working.

The evidence should form the basis for targets for improvement.

**NOTE** For example, in productivity, reducing travel, etc. Metrics in productivity can include numbers of activities completed, e.g. in call handling, data processing, client interactions, speed of completing activities, measures of quantity and quality, manager and employee perceptions of improvement, time released by having fewer or shorter meetings, and customer satisfaction. Metrics can also include efficiency factors such as the costs of input to work, including premises costs, travel costs, meeting costs, etc. (See business case, 10.6).

## 10.6 Business case

The organization should establish a business case to set out the levels of investment needed and the benefits to be achieved.

**NOTE** Table 1 sets out the main areas of benefits and investment. The relevance of individual items in the table depends on the starting point of the implementation and the particular needs of the organization.

The evidence gathered for the business case may also be used to establish the levels of change and improvement that can be achieved using existing space, technology and infrastructure. As such, the baseline should be one of supporting limited change rather than no change.

Table 1 – Areas of cost and benefit

Main areas of benefit	Main areas of costs
<ul style="list-style-type: none"> <li>• Property disposal</li> <li>• Facilities costs reduction</li> <li>• Service improvements</li> <li>• Travel reduction</li> <li>• Reduced environmental footprint of work</li> <li>• Productivity improvements</li> <li>• Service improvements</li> <li>• Improvements to recruitment/retention</li> <li>• Absence reduction</li> <li>• Employee engagement</li> <li>• Work-life balance</li> </ul>	<ul style="list-style-type: none"> <li>• Refurbishment or new build</li> <li>• Facilities costs</li> <li>• Technology kit and infrastructure</li> <li>• Culture change</li> <li>• Continuing support</li> <li>• Project management</li> </ul>

## 10.7 Single roadmap

Organizations often operate separate strategies around property, technology and people. For Smart Working to be successful, a single integrated roadmap should be developed and adhered to. This may entail changes to existing strategies and investment plans.

**NOTE** For example, if employees are encouraged to work remotely to achieve productivity benefits, it is vital that the technologies are available in order to make this successful.

## 10.8 Organization-wide communications and engagement

There should be a programme of communications and awareness-raising to keep everyone in the organization informed of the aims of the change programme and its progress.

There should be an engagement programme to ensure that people are fully engaged in the change management process, particularly at a local level. Such a programme builds trust and imparts responsibility while driving a fundamental business change.

Communications should be a two-way process, gathering feedback on the changes and addressing issues as they arise. Managers should ensure that employees are involved in suggesting improvements to working practices and processes to develop a culture of continuous improvement. There are likely to be different audiences within the organization that have different objectives, interests and roles in the programme. Communication and engagement plans need to address these different audiences, but the key message should be “this involves everyone”.

## 10.9 Culture change, and manager and employee training

### 10.9.1 Culture change

The organization should roll out a programme of culture change activities for all employees, as described in Clause 5.

**NOTE 1** If the platform for Smart Working, i.e. the changes to workplace, processes and technologies, are rolled out without attendant culture change and training, the benefits of Smart Working are not likely to be achieved. Old habits of working are likely to persist, and managers and employees may find the changes hard to cope with.

**NOTE 2** If substantial physical changes to workplaces such as a move or extensive refurbishment are involved, the culture-change activities may be started in advance of the roll-out of changes to workplaces and technologies, so that people are prepared to work in new ways from the first day that they work in new Smart Working environments.

### 10.9.2 Training

The organization should provide training for managers and staff in:

- a) use of the new technologies;
- b) how to work in the new workplaces;
- c) working remotely;
- d) managing Smart Working teams;
- e) being a member of a Smart Working team;
- f) new forms of meetings;
- g) good ergonomic practice and health and safety;
- h) good practice in online communications;
- i) developing team protocols;
- j) good practice in security and data protection.

**NOTE** Smart Working principles include the use of a mix of formats for training, e.g. face-to-face workshop sessions, webinars, e-learning, remote mentoring, etc.



### 10.9.3 Support for change

Managers and teams busy with their working lives can find it challenging to prepare for change and to follow through with changes agreed. Organizations should provide support for teams going through change. There should ideally be a single point of contact with a central support team which can provide guidance as necessary, or bring in people from the relevant technical services.

This support should help with planning changes for teams, helping them through the roll-out of changes, and be available for a period beyond to support teams in embedding the new work culture.

Expertise in supporting change may not exist within the organization, particularly when considering the range of disciplines involved. Organizations should be prepared to bring in outside expertise in areas such as analysing working practices, workplace audits, workplace design, technology strategy and deployment, culture change, training, communications and project management.

***NOTE** Annex G addresses some common fears and risks and suggests how to address them.*

### 10.9.4 Pilots or demonstrator projects

Some organizations choose to run pilots or demonstrator/trailblazer projects to demonstrate Smart Working in action. If this is the route chosen, this should ideally be in the context of a clear organizational commitment to Smart Working.

***NOTE** This is to avoid communicating a message that it is merely a trial that may not be followed through.*

Lessons may be learned from such projects and should inform the roll-out of Smart Working.

### 10.9.5 Continued change

Smart Working involves continued openness to improvements to working practice, and further change with the evolution of new tools and techniques. Organizations should review their progress in Smart Working, e.g. through an annual Smart Working health-check, and modify working practices to achieve increased benefits. They should continue to support culture change to ensure that the new ways of working become truly embedded as the default way of working.



## Annex A (informative)

### Types of flexible working workstyles

Smart Working incorporates the full range of flexible working options. These broadly fall into two areas, flexible place and flexible time.

Flexible place options include:

- **Working from home:** When employees regularly work from home it is typically for 1-2 days per week. Some roles may be based at home full-time. More mobile staff may work using home as a base rather than, or as much as, using the office as a base.
- **Mobile working:** Employees who work in many places need to be empowered and equipped to work when travelling, in public settings, and touching down in offices as needed.
- **Working from other offices:** Staff may choose to work from other offices – e.g. offices belonging to the organization, workhubs/co-working spaces, third-party serviced offices or partner/client offices, as appropriate.
- **Working as virtual teams:** To prevent relocation or frequent travel, staff work smarter as virtual teams, using online communications and collaboration techniques.
- **Sharing space in the office:** Employees do not have a permanent desk, but choose a work setting appropriate to the task in hand.

Flexible time options include:

- **Flexi-time:** employees can vary start and finish times. Sometimes this is limited by a 'core hours' requirement.
- **Time off in lieu (TOIL):** TOIL is a form of flexible hours working that allows hours to be varied across days, by paying back extra hours worked on one day with time off on other days.
- **Annualised hours:** employees are contracted annually to work a set number of hours, which can be worked flexibly over the 12-month period. This is useful for coping with peaks and troughs in work, as well as for meeting personal requirements.
- **Compressed working weeks:** employees work their standard working hours in fewer days – e.g. one week's hours worked in four days, or two weeks' hours worked in nine days. There are a range of patterns of varying complexity.
- **Term-time working:** this enables staff who are parents to work around school terms and holidays.

- **Part-time working:** staff are sometimes recruited on a part-time basis, while others seek to reduce their hours, with pro-rata reductions in pay and benefits. It is typically associated with parenting responsibilities, but surveys indicate this is an option of interest to older workers who are thinking in terms of phased retirement.
- **Jobshare:** this is a particular form of part-time working, where two (or occasionally more) people share a full-time job.
- **Self-rostering:** teams take control of their own shift patterns and cover arrangements, which can be especially valuable in roles that are very location-specific or have a "hands on" requirement.
- **Career breaks:** the option to have a career break or sabbatical to pursue professional or personal development.
- **Seasonal working:** working hours follow seasonal changes in demand.
- **Total "time worked" account:** total number of hours contracted over a long period and employees can "complete" faster to discharge their responsibilities.
- **Staged retirement:** gradual reduction in hours until complete retirement.
- **Voluntary reduced time:** offering extra unpaid leave.

With Smart Working, individuals may adopt different workstyles according to the activities being undertaken, as well as in some cases having an agreed pattern of flexible working that is their main pattern of working.



## Annex B (informative)

### Pros and cons of desk-sharing solutions

Table B.1 provides an outline of the most common approaches to desk-sharing, and an assessment of their advantages and disadvantages.

**Table B.1** – Varieties of desk-sharing solutions

Desk-sharing style	How it works	Pros and cons
<b>Marginal desk-sharing</b>	<p>Most employees have allocated 1:1 desks.</p> <p>More mobile staff in department or team share desks on a defined ratio, e.g. 7:10, or perhaps 1:2 in bolder implementations.</p>	<p>Practised in many organizations dipping their toe into flexible working.</p> <p>Doesn't work well. Slips back to 1:1 desking in most areas, while leading to space shortages in growing teams.</p> <p>Doesn't address under-occupancy of desks overall.</p>
<b>Partial desk-sharing 1</b> – allocate 1:1 or flexible	<p>An assessment is carried out of workstyles, and employees assigned to categories such as:</p> <ul style="list-style-type: none"> <li>• Fixed.</li> <li>• Flexible (e.g. sometimes homeworking).</li> <li>• Partly mobile.</li> <li>• Primarily mobile.</li> </ul> <p>Those in the "fixed" category are assigned an individual desk, while others share desks. Ratios are calculated on the basis of how many are in each category, with a different formula for each category.</p>	<p>This is a more "scientific" approach, attempting to align the number of desks with actual need. Significant space savings can be achieved.</p> <p>However, it has 3 key weaknesses:</p> <ol style="list-style-type: none"> <li>1) People tend to be allocated to categories on the basis of old assumptions about how jobs should be carried out.</li> <li>2) Allocations can be arbitrary, and vary between departments.</li> <li>3) This categorization risks injecting new inflexibilities into the workplace.</li> </ol> <p>Unless calibrated by a space audit or by activity analysis, the model and ratios are based on theory rather than practice.</p>
<b>Partial desk-sharing 2</b> – choose 1:1 or flexible	<p>Staff are given the option of working in flexible or traditional styles. They can opt to be based at their own assigned desk in an office. Or they can opt to be flexible. This comes with the provision of kit for working out of the office, possibly an allowance for homeworking. When in the office, they use shared desks.</p> <p>There is a clear and explicit trade-off between personal space in the office, and the freedom to work wherever/whenever they choose.</p>	<p>This kind of approach has the advantage, in principle, of meeting employee aspirations, and avoids compulsion. Several large-scale implementations have followed this route.</p> <p>It doesn't address under-occupancy by those who are allocated 1:1 desks.</p> <p>It also risks being unstrategic; flexible working strategy and accommodation strategy being reactive to the changing preferences of staff.</p>

Table B.1 – Varieties of desk-sharing solutions (continued)

Desk-sharing style	How it works	Pros and cons
<b>Team-based desk-sharing</b>	<p>The principle is that all desks are shared, however much people are in the office. Exceptions to desk-sharing should be absolutely minimal.</p> <p>The expectation is that teams continue to sit near each other when in the office, and may be allocated priority areas.</p> <p>In general, teams are expected to plan for variations in occupancy, using a variety of alternative office settings to accommodate peaks.</p> <p>In addition there is likely to be some “free address” space to accommodate additional demand, visitors, and temporary project teams.</p>	<p>It is likely that this is the best approach for most medium to large organizations.</p> <p>It recognizes the need for people to see familiar faces when they come into the office, people they regularly interact with. It also gives teams ownership of the sharing arrangement. It can also maintain and improve adjacencies with other teams and help to break down “silo working” by having fluid boundaries.</p> <p>The main risk is in, over time, team areas becoming too strongly defined, and the people who are in the office most often “colonizing” favoured positions.</p> <p>There is also a risk of inflexibility with changes to team numbers – hence a need for frequent reviews to maintain agility.</p>
<b>100% hotelling</b>	<p>Like a hotel, staff book ahead and check in to any available desk.</p> <p>There are no dedicated team areas.</p>	<p>To a large extent this approach has been discredited by the gung-ho implementations of the 1990s. People do want some continuity and access to colleagues and team resources when they are in the office.</p> <p>However, it may still be an appropriate solution for satellite offices, flexible offices at workhubs, etc. – places with a very large turnover of touch-down or visiting staff.</p> <p>It may also be the most suitable options for smaller organizations – effectively treating the whole organization as one team.</p> <p>And of all the options, it is most likely to achieve the most efficient use of space – though probably not the most effective.</p>

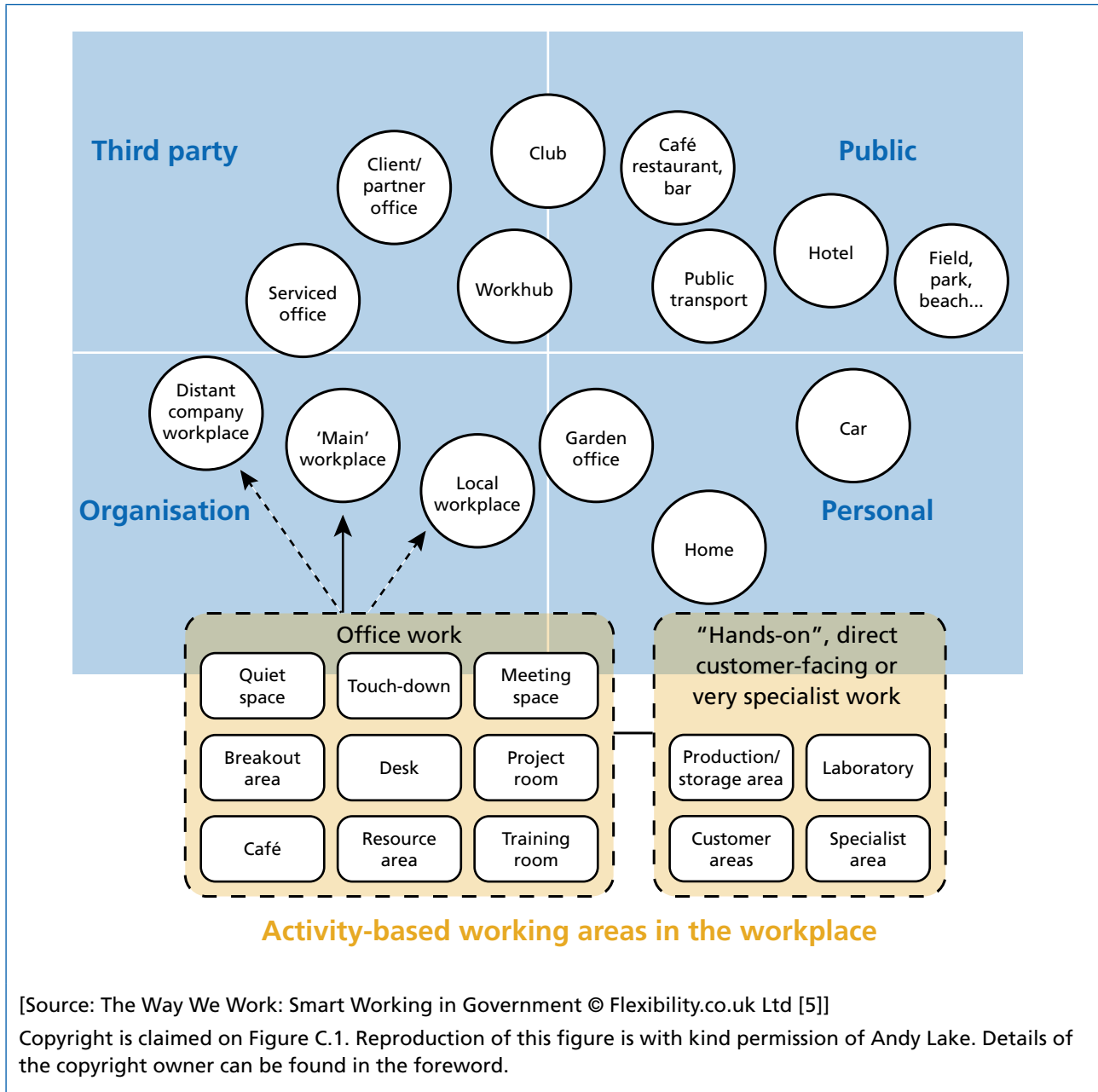
[Source: Lake, A, Smart Flexibility [4]].

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## Annex C (informative) The extended working environment

Figure C.1 is an illustration of the main categories of places to work, with activity-based settings within the base workplace(s) and a range of alternative locations beyond the base workplace(s).

Figure C.1 – The extended working environment



## Annex D (informative)

### Key areas to consider for home-based working

It is not a requirement of Smart Working that people work at home or use home as a base. However, it can be an appropriate place to work for many people for some of the time and some organizations opt for full-time home-based working for some teams or for the whole organization. It can also be a sensible option for people for reasons of achieving a better work-life balance.

The following is an outline of some of the key factors worth considering when enabling people to work from home.

#### 1) Effective working

The decision to enable someone to work from home might be based on sound business reasons. For example:

- using home as a base before going out to meet people or between client visits is the most time-effective option;
- greater control of interruptions enables greater concentration and faster/better completion of the tasks involved;
- enabling the recruitment of more qualified or more reliable people for the work involved, or reduces staff churn;
- enabling an employee to work in a situation where otherwise a day's work might be lost.

The principle is that working from home delivers benefits in terms of effectiveness.

#### 2) Team interaction

Maintaining contact with colleagues is essential for working from home effectively. The following practices support this:

- When working from home, it is advised that employees are as contactable as when they are in the office, and have full access to all their information and systems (subject to any security considerations).
- A culture of flexible collaboration rather than face-to-face meetings can support effective working from home, and ensure that it fully supports team interaction.

- Team protocols may govern issues such as regularity of contact, reporting progress in work and flagging up location and availability.
- Meeting other team members in person face-to-face remains valuable in building relationships, whether this involves meeting in an office or another setting.

#### 3) Ergonomics, health and safety and security

Employees need training to know how to set up their workstation for the optimal ergonomic position, in terms of adjusting chair and/or desk/table height, having the screen(s) at the right level, using appropriate accessories such as a laptop or tablet riser, separate keyboard and mouse. These are similar considerations as for people working with the same technologies in an office, except that the context is different and there is no-one else on hand to help with the set-up. Correct positioning of computers, screens and accessories and posture and stretching exercise guides is recommended as part of the training provided.

Home-based workers ought to be advised about the regulations that apply, such as those around working using visual display units (screens), the need to take breaks, appropriate positioning of screens and lighting, etc. Training ought also to cover potential hazards when working from home.

Organizations are advised to conduct a risk assessment or make available an online risk assessment for employees to carry out themselves.

Training and risk assessments need to be repeated periodically to take account of changes in circumstances and to remind the employee and the organization of good practice and the responsibilities involved.

For those who work more than occasionally from home, organizations may wish to either provide ergonomically approved furniture for a home office or to provide specifications for employees to purchase their own.

There are also issues of data security. Mishandling of confidential data by people working from home has resulted in substantial fines for employing organizations from the Information Commissioner. Organizations need to take information security into account when making decisions about where work can be undertaken, and provide training for the proper management of information. Employees too need to ensure that they comply fully with the requirements of keeping data secure, wherever they are working.

#### 4) Managing the home/work interface

When working from home, it is important to have both a professional work environment and professional standards for carrying out work.

Working from home and managing childcare simultaneously means that neither is likely to be carried out to a good level. They are not compatible tasks, though the ability to work from home can assist in managing childcare arrangements.

Being able to shut oneself away from disturbances and interruptions in the home is important, particularly when making and receiving calls or participating in online meetings. If this is not possible, then it is likely that home is not the most appropriate place to be working as it is lacking in the right productive atmosphere.

Household members need to be aware of and in agreement with the arrangements for working at home. Depending on the nature of the work, work may be more or less time-critical, and it is down to particular circumstances how an individual manages the interface between periods of work and other activities in the home.

One of the main risks, however, is from over-working when at home rather than doing too little. It is important not to slide towards an “always-on” culture. This is the type of issue that can be addressed in team protocols and in discussions with managers about reasonable expectations for working.



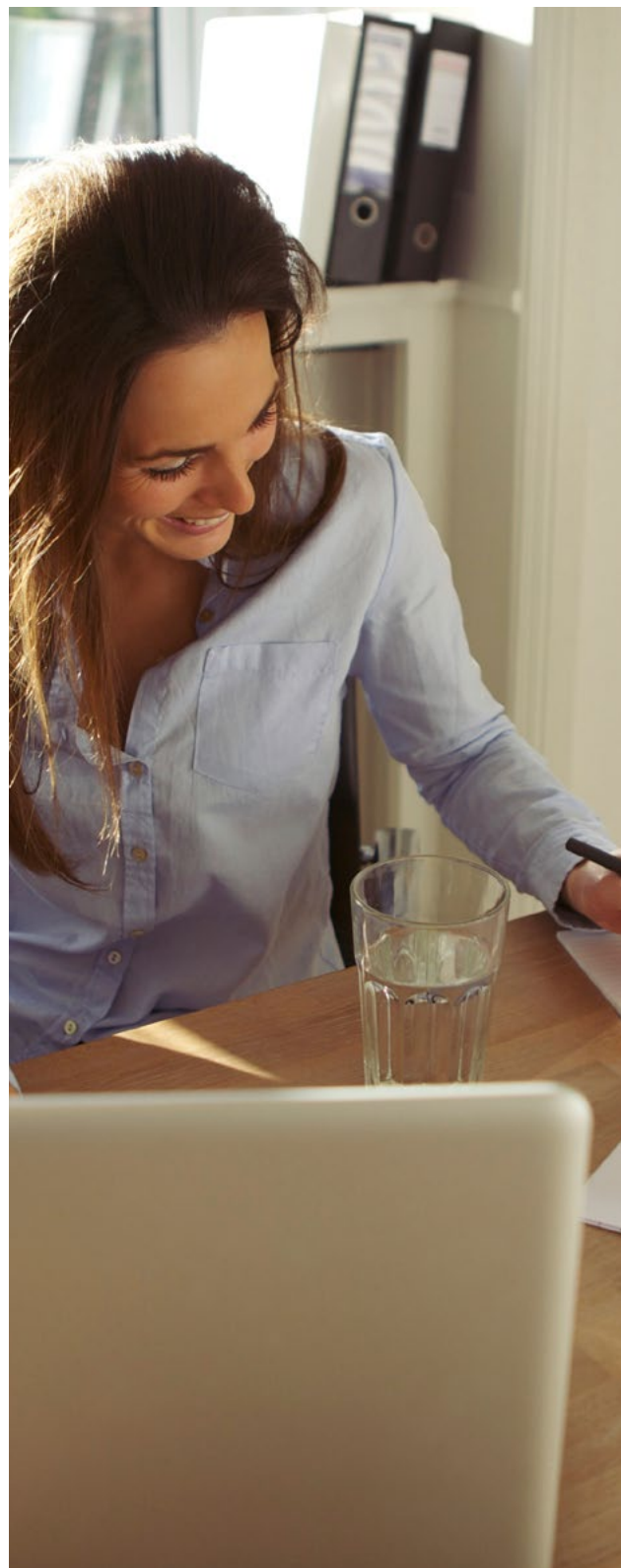


## Annex E (informative)

### Technologies for Smart Working

The range of technologies deployed for Smart Working is likely to include:

- laptop rather than desktop computers to support greater mobility of work both within and away from the office;
- tablets or other portable devices to support working away from the office, and we can expect their functionality as business tools to continue to develop;
- thin client technology that allows users to log into their desktop at any terminal, replicating direct access through a thin client application operating from a laptop or home computer;
- smartphones which are already almost ubiquitous and increasingly overlap functionality with tablets;
- Wi-Fi networks in offices and many other public and private locations;
- 3G or 4G mobile phone networks using embedded and mobile Wi-Fi devices;
- cloud storage and application hosting allowing access to data and applications from anywhere without having to download or return to an office to update;
- electronic document management and records systems that replace paper processes and can be accessed from anywhere;
- remote access technologies that allow employees to access their corporate networks, including legacy applications, securely from home and on the move;
- VOIP (voice over internet protocol) telephony to enable people to use their computer as a telephone;
- conferencing technologies – audio, video and web conferencing, mobile and static;
- unified communications (UC) to integrate voice calling with messaging and conferencing technologies, and other enterprise systems;
- online collaboration and social networking technologies that let dispersed teams work together on “live” documents, chat to one-another (e.g. instant messaging) and organize projects, tasks and timetables in a shared virtual space;
- device strategies may include Bring Your Own Device (BYOD) to allow secure access to corporate information and systems from an employee’s own devices.



## Annex F (informative)

### Sample timeline for implementation

The following is a sample timeline for implementing Smart Working – the order of implementation may vary according to business need or the stage of Smart Working maturity:

- 1) work with senior team to understand the possibilities, and agree the vision;
- 2) establish senior team to drive the change programme forward;
- 3) develop a project delivery strategy to take account of and integrate the various stakeholders who need to input along the journey;
- 4) gather the evidence – space occupancy, workstyles, travel, productivity, staff preferences, technology use, customer locations and needs;
- 5) consult staff, staff networks and trade unions;
- 6) prepare the business case and secure funding;
- 7) identify and address any health and safety and equal opportunity and diversity issues;
- 8) set targets and priorities;
- 9) plan any changes to technology, working with IT team;
- 10) plan any changes needed to the office space, working with the property and facilities team;
- 11) run awareness raising and training sessions with managers and teams, working with the HR team;
- 12) develop any specific local protocols for Smart Working;
- 13) set up a fast-track pathfinder/trailblazer implementation to learn from, and make any appropriate modifications;
- 14) roll out the changes to the rest of the organization;
- 15) continue culture change processes and training;
- 16) provide continuing support for organizations and teams;
- 17) evaluate, and monitor progress for lessons learned as well as any necessary reporting;
- 18) modify further in the light of evaluation findings.



## Annex G (informative)

### Risks and challenges for Smart Working

Table G.1 outlines some of the concerns people raise when considering Smart Working, and risks that may need addressing.

**Table G.1** – Risks and challenges

Perceived risk or challenge	Smart Working responses
<b>Fear of loss of team cohesion</b>	<p>As people become more flexible and mobile, they are likely to be working more often in different places and at different times. But Smart Working does not usually result in teams being completely dispersed – so there is still usually regular face-to-face contact.</p> <p>Good use of collaboration technologies can maintain or even improve contact when people are working in different places. It is important to provide training to support remote collaboration, supported by team agreements about regularity of contact and supporting each other's work.</p>
<b>Fear of isolation</b>	<p>This fear is mostly around extensive homeworking. In most Smart Working implementations, homeworking is either an occasional option or just 1-2 days per week. Good training for team members and managers in effective remote working plus good protocols for reporting and team communication ideally addresses this fear in most cases. Having the option to work in places other than home can be important. Arranging face-to-face get-togethers for social interaction and teambuilding remains important.</p>
<b>Issues and fears around health and safety</b>	<p>Fears around health and safety should not stand in the way of implementing Smart Working – there are known solutions.</p> <p>The employer's duty of care is the same wherever people are working. There are no specific regulations to cover remote working and homeworking: the same regulations apply as in the workplace, e.g. around working with visual display units (i.e. screens on computers and other devices). The main issues around conducting risk assessments relating to the environments in which people work, and training in good ergonomic practices. These include adopting the right postures for work, using the best ergonomic furniture and accessories such as laptop or tablet stand to raise screens to an appropriate height, separate keyboard and mouse, additional screen(s), headsets, etc.</p>
<b>Concerns about performance issues of remote workers</b>	<p>Focusing on managing by results helps managers to understand better how all employees are performing. Refusing to allow someone to work flexibly on the grounds of performance is problematic; managing by presence is then a preferred option for low performers. If it is evident that a worker's performance is falling when they work flexibly, it is necessary to investigate the reason. They may need some support or mentoring, or it may be issues with the work environment, in which case, they are not working in the most appropriate way for the task, and a different form of work flexibility may be appropriate. Early interventions based on work output and concerns for wellbeing are advisable.</p>

Table G.1 – Risks and challenges (continued)

Perceived risk or challenge	Smart Working responses
<p><b>Uneven implementation across the organization creating (perceived) unfairness</b></p>	<p>It is important to have clear and consistent principles underlying Smart Working (see Clause 5).</p> <p>While it is important not to adopt a one-size-fits-all approach, differences in the way people work, technologies deployed and working environments ought not to be arbitrary or follow assumptions based on traditional ways of working or simply the preferences of managers at various levels.</p> <p>Support and training for managers when implementing Smart Working practices can help them to adopt good practice and ensure fairness across the organization.</p>
<p><b>Lack of leadership support</b></p>	<p>One reason for lack of consistency or follow-through in Smart Working implementations is a lack of clear leadership support. When this happens, managers at lower levels may take it upon themselves to interpret Smart Working in different ways. Accusations that the leadership “talks the talk, but doesn’t walk the walk” can be very damaging, and lead to cynicism about the aims of the change programme.</p> <p>If the senior leadership is not actively supporting and role-modelling Smart Working, it may be necessary to take stock and review the implementation programme and take measures to raise awareness and energize the leadership. Part of this may involve providing evidence of how the lack of consistent support is impacting the overall programme and compromising the benefits that are being targeted.</p>
<p><b>Resistance to change</b></p>	<p>There are different levels of resistance to change. Deliberate resistance to change when work flexibilities are being introduced is not usually widespread, though it can be vocal. However, there can sometimes be inertia, and sliding back to old ways of working after new technologies and changes to workplaces are introduced.</p> <p>Ways to overcome these issues include:</p> <ul style="list-style-type: none"> <li>• consultation of the workforce ahead of and during the changes. Evidence of support for change from the majority helps to contextualize opposition to change;</li> <li>• involving teams in designing their new ways of working;</li> <li>• involving staff in developing team protocols;</li> <li>• being clear about and communicating the benefits of change;</li> <li>• making it clear to managers and team leaders that change will happen and it is a key responsibility for them to make the new arrangements work well.</li> </ul>

Table G.1 – Risks and challenges (continued)

Perceived risk or challenge	Smart Working responses
<p><b>Difficulties with space-sharing and using activity-based settings</b></p>	<p>When space-sharing in work environments is introduced, it can be a challenge for some people used to working in individually-assigned work positions. It is important that the change from 'my space' to 'our space' is a central element of the culture change process.</p> <p>There may be reasons for some people to work in particular locations, but the numbers of these ought to be as few as possible, and based on sound business or health reasons.</p> <p>Clear desk policies need to be agreed and enforced, to prevent personalization of spaces and feelings of entitlement to territory developing.</p> <p>It is best if team areas are based on small numbers of people, and it should be clear they are non-exclusive. It is a good idea to include welcoming non-team members using team work spaces as part of team protocols, subject to considerations around the sensitivity of the work involved.</p> <p>If people are not using (some of) the activity-based settings (see 7.2), the causes for this should be investigated. It may be that the balance of these may need to be reviewed. Or it may be the design of the spaces and technologies provided does not adequately support the intended uses. The reasons may be behavioural, e.g. slipping back into traditional practices around desk-based work or meetings. Understanding the causes helps teams and Smart Working programme managers to find the appropriate remedies.</p>
<p><b>Technology does not support remote working and mobility in the office</b></p>	<p>The best solution is for the technology roll-out to be completely aligned with the roll-out of new working environments and new working practices. However, for various reasons this sometimes is not the case.</p> <p>People generally understand that there are investment and technical issues involved. When they know that there is a technology roadmap in place it helps them to accept that for a while they may be working in ways that are not as effective as they could be. While they wait for the necessary technologies to be deployed, it is helpful to:</p> <ul style="list-style-type: none"> <li>• make a start on implementing the culture change required; and</li> <li>• work through the changes to technologies and processes they need to make working as effective as possible in their part of the business.</li> </ul>
<p><b>Managing by results is proving challenging for some managers</b></p>	<p>Training is recommended to help managers develop their skills in managing by results.</p> <p>It is also useful for groups of managers and/or managers with their teams to work through exactly what are the outputs and desired outcomes from the work they do, how to quantify them and how best to monitor and manage work-in-progress.</p> <p>This may sometimes expose a need for better systems for managing projects, workflow and for sharing information. There needs to be a process for addressing these kinds of issues and delivering improvements to systems as Smart Working is introduced.</p>



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