**How to assess a role for hybrid working**

Whether a role is suitable for hybrid working will depend on the nature of the role and work activities. There are different forms of hybrid working – staff should review the University Hybrid Working Principles for more information as well as eligibility criteria and roles and responsibilities.

Most jobs are made up of a mix several types of activity:

1. Work that needs to be undertaken with other people, at the same time (synchronous work) **and** at the same place (location dependent).
2. Work that needs to be undertaken with other people at the same time, but this can be virtual or remote (such as a team meeting).
3. Work that can be undertaken at any time (asynchronous) – such as independent tasks.

The balance of these activities will vary from role to role. When considering a role for hybrid potential you may also wish to refer to the relevant job description.

To make hybrid working a success, you have to understand how work gets done. When considering whether a role can be suitable for hybrid working consider the following:

* Which of the categories, detailed within the Hybrid Working Principles, mostly closely resembles the tasks undertaken in the team / role?
* What percentage of the role (and its activities) needs to be done on campus and what percentage can be undertaken remotely?
* Look at the mix of activities list above – which of these are most important for the effectiveness of the role, or the productivity of the individual?
* What percentage of the activities undertaken are time dependent? Are they required in ‘real time’, at specific start or end times, or can they be undertaken at any time?
* What type of activity, undertaken by the role, is most effective when and where?
* To what extent does the mix of activities change throughout the year (if at all)?

Also consider the preferences and circumstances of the member of staff. Although it may not always be possible to meet everyone’s personal preferences, working within a preferred style can help people to be effective and productive, and increase their energy and wellbeing.

The grade and seniority of the member of staff should not determine whether someone can work in a hybrid way. Although a job may have in the past been 100% campus based, this should also not be a factor about whether hybrid working is available to staff or not. Each role and its activities should be considered on their own merits, in accordance with our Hybrid Working Principles.

If the answers to the questions noted above cannot be determined easily, consider asking the job holder (where they are in post) to keep a note of the work they undertake each day, as categorised above, over an appropriate time period to allow analysis. Ask them to note down their tasks and consider the extent to which they are time and location dependent.

What patterns emerge from your review or data collection? What changes could be made or trialed? How could work be organised differently to allow for non-time / location dependent work to be undertaken at different times or in different places? Where work requires collaboration, does this need to be face to face or could other forms of collaboration work just as well? Where work requires high concentration, could this be done at different times or in different places? Where work is highly transactional, is it also time / location dependent? What tasks could be split between different individuals (in a potential job share situation) or across different days or hours of the week? Does the different activities change throughout the month or year?

**Remember** – it is also possible to undertake a trial of hybrid working to assess potential.