****

**Hybrid Working - Team Charter Exercise**

This exercise is to help teams and groups to think about the principles of hybrid and remote working for their specific context and role types. Before completing this exercise participants should familiarise themselves with University policies and guidance on flexible and hybrid working [add links later].

Facilitator note: if this session is running online, some of the prompt questions may be sent in advance for prior reflection. In an online session facilitators may also wish to make use of padlet.com for capturing comments and ideas.

Allow 90 minutes for this activity.

Step 1

Ask each group member to reflect on their own personal experiences of remote working or working from home during the pandemic. This should be done individually to begin with.

*Whilst working from home during the pandemic, what worked well for our team?*

*Whilst working from home, what helped us to be effective?*

*What hindered working from home during the pandemic? Where would we need to improve for us to work remotely in the future?*

After everyone has had the opportunity to reflect individually, ask people to briefly share their thoughts either in pairs or with the wider group depending on numbers.

Step 2

Individually to begin with (or in pairs depending on numbers), ask each group member to think about what would make hybrid or remote working effective for their particular team or area of the University. Consider the questions below:

*When do we need people to be on campus to meet the needs of colleagues or students?*

*Which aspects of our work require in-person / on campus delivery?*

*What do we want to come to campus for and how often?*

*To what extent does everyone need to be on campus at the same time?*

*How should we communicate effectively whilst working in a hybrid way?*

*What team rules or ways of working would support hybrid working?*

*What are the potential risks or problems that may arise from hybrid or remote working? How can we avoid or mitigate these?*

After everyone has had the opportunity to reflect individually or discuss in pairs, ask people to briefly share their thoughts and ideas with the wider group, depending on numbers. Capture these in a visual space so that everyone can see them.

Step 3

Ask the group to have a quick fire idea generation session to come up with team principles for hybrid and remote working. Capture these in a visual space, either physically or virtually.

Step 4

Ask people to dot vote for the ideas from part 3 that they think should be adopted or taken forward for further discussion. Each person simply puts real or virtual dots onto the suggestion. Ask them to place 1 dot on the principles that they like, and 2-3 dots on the principles that they really love. Discuss the areas with the most dots – these should normally be the team principles.

Step 5

Ask for a volunteer to draft the team charter. Share this afterwards, ideally in a collaborative space like MS Teams so people can discuss and propose amendments. Consider a pilot of the new charter for a set time period – and then review and adapt as required.