

Discussion points for hybrid working

The below topics of conversation may help you to start the conversation about hybrid working, with your supervisor and with your team or department. This document is under development and will be updated regularly. Do you have tips for topics or questions? Mail to hybride.werken.hrmam@vu.nl

Topic	Staff member-supervisor	Team/department/division
Experiences with working from home	<ul style="list-style-type: none"> What experiences with working from home during the coronavirus period would you like to retain? What disadvantages did you experience? These could be your results and development, the collaboration with colleagues and your supervisor, work-life balance, and work pressure. 	<ul style="list-style-type: none"> What positive and negative effects have you or your direct colleagues experienced during working from home in the coronavirus period? What would you like to retain and what would you like to improve? What new initiatives came about that you would like to retain? In what areas, such as digital collaboration, can you develop further? How can you organize this?
Work activities and location	<ul style="list-style-type: none"> Which work activities can be done from home that you would prefer doing that way? For which tasks is it desirable or necessary to be present on campus? Is there a specific staffing requirement that you have to take into consideration? Would you prefer to work on campus all the time although it is possible for you to work from home some of the time and why? Do you regularly conduct confidential discussions or conversations that require your physical presence for other reasons? 	<ul style="list-style-type: none"> Is a certain staffing level on campus required such as for students or colleagues? How can you organize this with colleagues in a hybrid work situation? Do you need to be reachable when you are working from home, in case students or colleagues want to ask you questions for example? Does it impact others (on campus) if you or a colleague work from home?
Performance and progress	<ul style="list-style-type: none"> Are the current performance agreements suitable for a hybrid working situation? Are they based on results? What modifications are required? How will you organize your consultation about the progress, such as work meetings, in a hybrid working situation? 	<ul style="list-style-type: none"> For which work activities do you need your colleagues and vice versa? How can you organize this in a hybrid situation? How do you stay informed of each other's work and progress? What meetings do you have as colleagues, and how can you organize these in a hybrid work situation? Should they be online, hybrid, on campus, or a combination of these?
Flexibility and schedule	<ul style="list-style-type: none"> Do you want to work according to a schedule (a number of days on campus/at home) or not? Do your work activities require a particular schedule or fixed agreements? Do you want to work both on campus and at home on the same day to avoid peak traffic? Which working hours are best for you when working from home? Does this suit your work and collaboration with colleagues? 	<ul style="list-style-type: none"> Do you want to work according to a schedule (a number of days on campus/at home); or Do you want to work both on campus and at home on one day to avoid peak traffic? Which working hours are best for you when working from home? What are your colleagues' preferences, and what impact will working from home have on colleagues that are working on campus? Is there an option to spread physical occupancy on campus over the week to avoid peak load?
Communication and information	<ul style="list-style-type: none"> Are agreements required about reachability, such as being reachable on certain days/hours? How do you communicate about your reachability? 	<ul style="list-style-type: none"> When is reachability not compulsory, but desirable? How do you inform each other about this? This can include sharing your calendar or fixed blocks of time during which you will be available for each other (or not).

		<ul style="list-style-type: none"> • Also remember to inform each other when you work on campus so you can meet each other, share your calendar, etc. • What facilities do you require in your workspace (at home) to allow for hybrid working and collaboration? • If you have permanent workstation on campus, how will you communicate when this space is available for others?
Workspace (at home)	<ul style="list-style-type: none"> • Does your workspace at home comply with occupational health and safety (ARBO) requirements (see the checklist and discussion guideline)? Can you work in peace and without distractions? • If not, what do you need to improve your workspace? • Do you use specific software that makes working from home or hybrid working difficult? 	
Work pressure	<ul style="list-style-type: none"> • What risks relating to work pressure do you foresee in a hybrid situation? • What would you need to reduce any work pressure? These could be working hours, break times, agreements about online meetings, etc. 	<ul style="list-style-type: none"> • What risks relating to work pressure do you foresee in a hybrid situation for your team? • How can you support each other to reduce any work pressure? • This could be more or fewer meetings, specific formats, set blocks of time for availability or unavailability, agreements about e-mail, etc.
Work-life balance	<ul style="list-style-type: none"> • Could hybrid working contribute to a better work-life balance for you? In what way, and what do you need for this? Does it include flexible working hours? • Or do you see a risk for your work-life balance? What do you need to mind your personal boundaries better? 	<ul style="list-style-type: none"> • What agreements are important to you for maintaining your work-life balance and are relevant for your colleagues? These could be agreements about flexibility in working hours, availability, unavailability, etc. • How can you help each other to maintain the work-life balance?
Flexibility	<ul style="list-style-type: none"> • How flexible can you be when the situation demands it, such as a request to work on campus more often (or fully)? 	<ul style="list-style-type: none"> • How flexible are you as a team when the situation demands it such as a request to work on campus more often (or fully) temporarily?
Connectedness	<ul style="list-style-type: none"> • If your work activities allow you to work from home a lot, how do you keep connected to your colleagues and VU? 	<ul style="list-style-type: none"> • How do you stay connected to each other so that everyone feels part of the team? What do you need from your colleagues for this? • How are new colleagues onboarded and included in the team?
Assessment	<ul style="list-style-type: none"> • How and when will you assess the agreements made? 	<ul style="list-style-type: none"> • How will you organize the assessment of hybrid working within your team?