

PAS 3000:2015

Smart Working – Code of Practice



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Foreword

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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

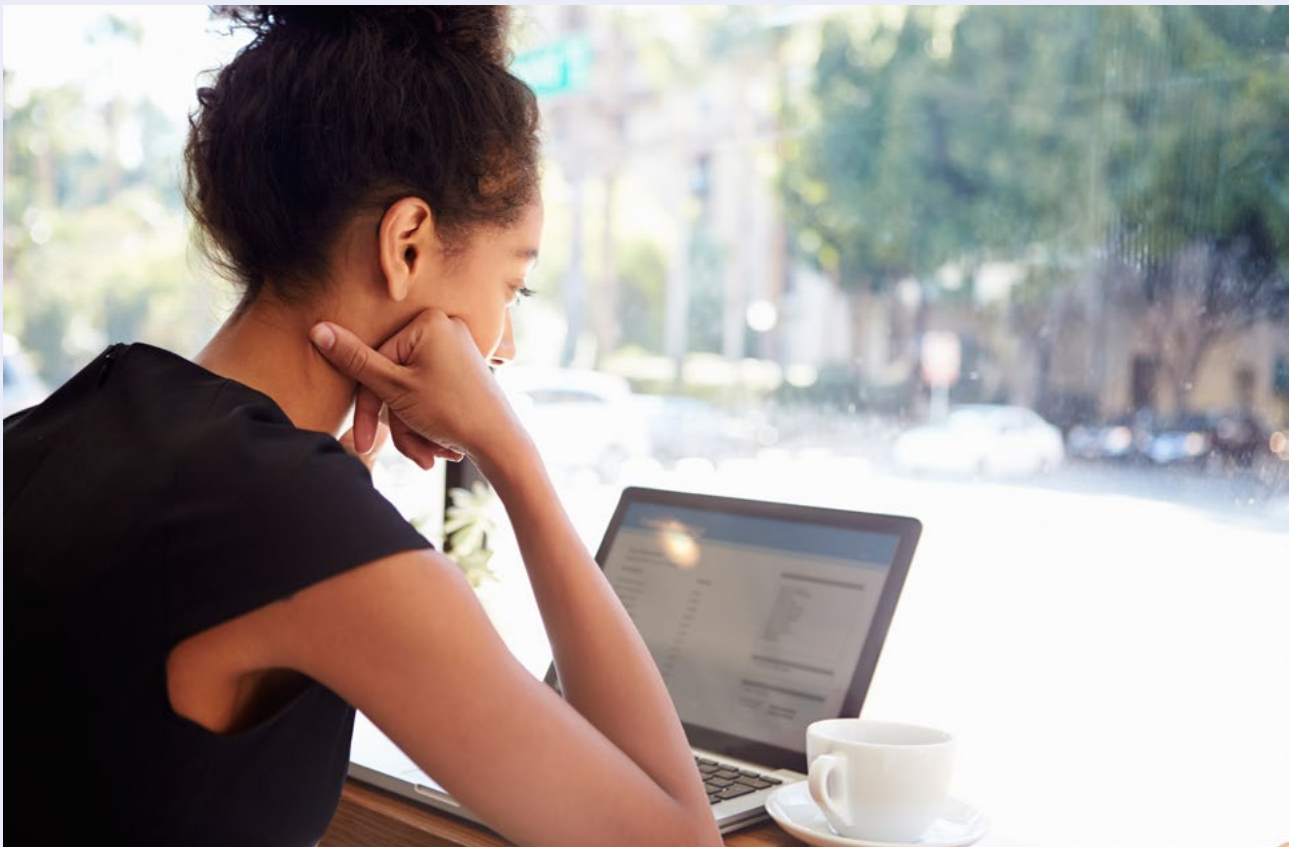
0.1 General

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]).

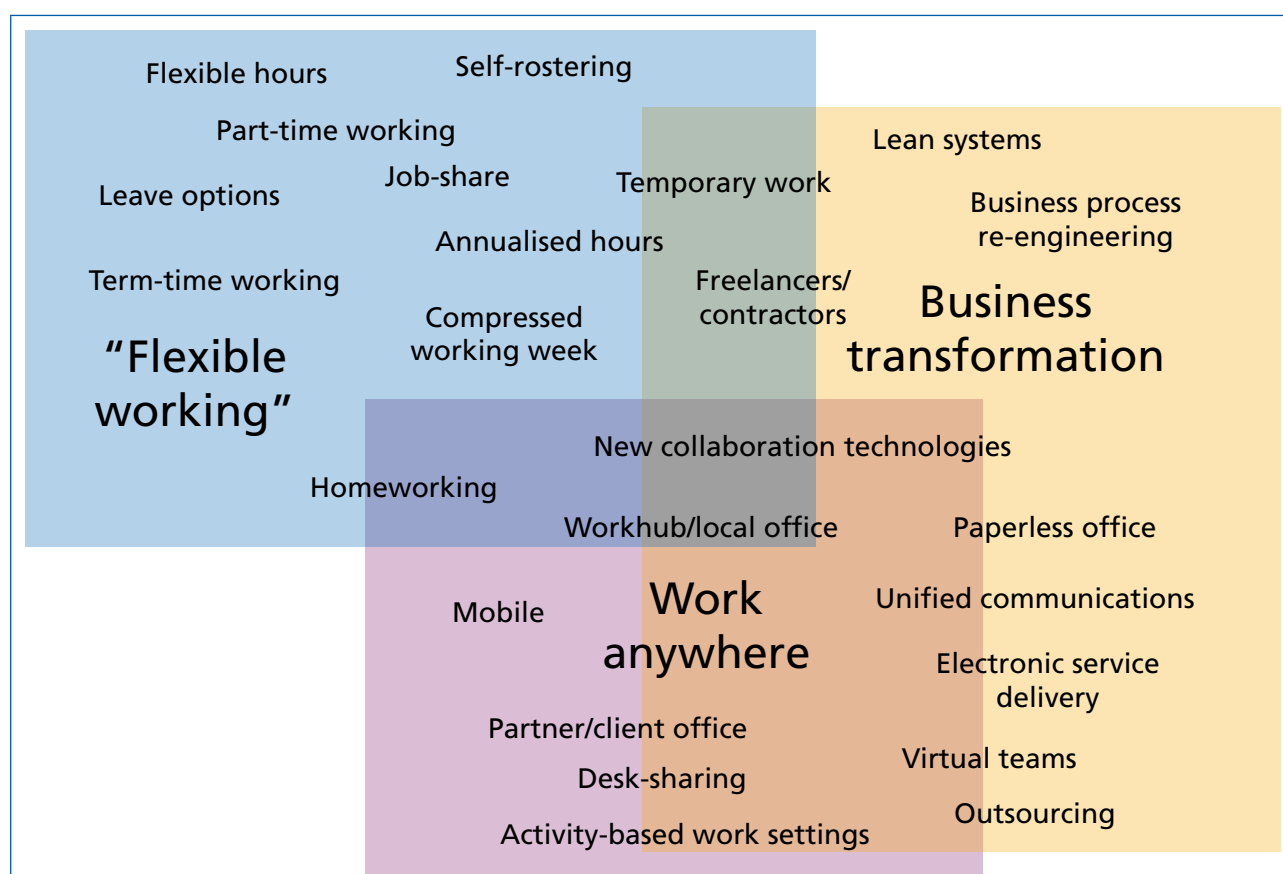
Smart Working is a comprehensive and strategic method of implementing in particular:

- 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.

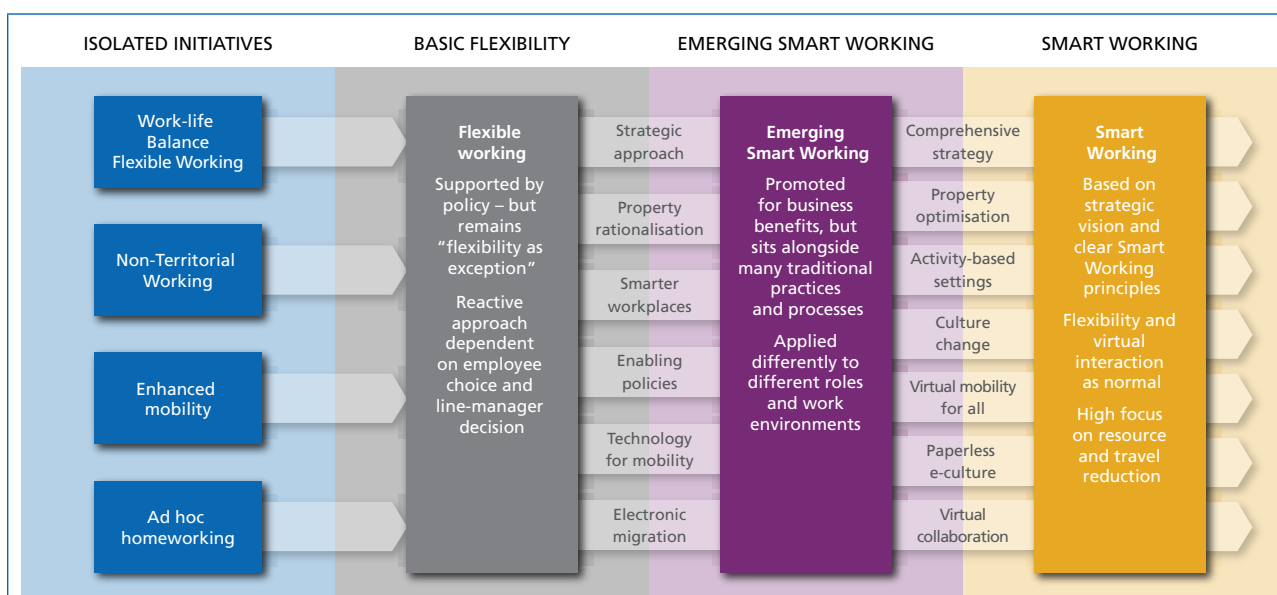
***NOTE 1** For example, where changes to the workplace have run ahead of the roll-out of the technologies needed to support the optimal use of the new work spaces.*

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).

