

Consider the nature of the work undertaken by the employee

Q: Can any of the employee's role be undertaken away from the office/work location?

NO

YES

UNSURE

Role not suitable for hybrid working. Consider whether other forms of flexible working may be suitable. More information is available on the [flexible working page](#) of the CIPD website.

Q: What percentage of the role can be undertaken away from the office/work location?

Undertake a role review exercise. Consider how much time the employee spends in activities that can only be undertaken at a particular location or at a particular time, how much work the employee undertakes independently that does not require collaboration, and how much work has to be undertaken in collaboration with others (and whether this has to be done in person or can be done online).

The majority of their work can be done away from the office/work location.

Some or up to half of their work can be done away from the office/work location.

The minority of their work can be done away from the office/work location.

The amount of work that can be done away from the office/work location will vary.

Percentage is unclear post pandemic.

YES

YES

YES

YES

Q: Do any other stakeholders need to be consulted?

NO

YES

Consult and decide whether hybrid working can be agreed.

Q: Does anything need to be put in place to ensure that a hybrid worker can be effective?

YES

Review whether the organisation is able to provide appropriate technology or support

NO

Q: Are you intending to make hybrid working a change to terms and conditions of employment?

YES

NO

Issue confirmation of change of terms and conditions of employment.

Confirm informal/trial arrangements to employee.

Proceed to implementation of hybrid working arrangements and:

- Advise employees about their arrangements
- Ensure employees are provided with any relevant policies or procedures that they should comply with whilst undertaking working from home.
- Use CIPD's resources for managers on [managing hybrid working](#).

Questions to consider when 'unsure' if a role can be done away from the office/work location (or the amount is not clear):

- What type of the role activity is most effective where?
- What is the balance of activity within the role (see grey note box below)
- How much of the work must be undertaken face to face with other people?
- Which work location best supports productivity and why?
- What are the employee's personal preferences about how they work?
- What percentage of the work is 'time flexible' – e.g. how much of it can be undertaken at any time and how much of it is 'location flexible' – it can be undertaken anywhere?
- How is the work currently structured, and can it be structured in a different way to support remote working?
- How much supervision or support does the role require?

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- What type of the role activity is most effective where?
- What is the balance of activity within the role (see grey note box, right)
- How much of the work must be undertaken face to face with other people?
- Which work location best supports productivity and why?
- What are the employee's personal preferences about how they work?
- What percentage of the work is 'time flexible' – eg how much of it can be undertaken at any time and how much of it is 'location flexible' – it can be undertaken anywhere?
- How is the work currently structured, and can it be structured in a different way to support remote working?
- How much supervision or support does the role require?

Note

Jobs can be **time** flexible, **location** flexible, or a **mix** of both. Most jobs are typically comprised of several types of activity which influence the type of flexibility that can be undertaken. The balance of these activities can help you to consider whether a role can be hybrid and how much remote work can be undertaken:

- Activities that are undertaken with other people, at the same time and at the same place. Such roles may not permit hybrid working, or only a minority of time spent working remotely.
- Activities that are undertaken with other people at the same time, but this can be in person or remote. Such roles may be able to undertake some hybrid or remote working.
- Activities that are largely independent and can be undertaken anywhere or at any time. These roles may permit a significant amount of remote working.