

Business Case for Evaluation of Blended (Hybrid) Working

This business case was prepared by the task team Future of work and is submitted to the HLG-MOS for their approval.

Type of Activity			
<input checked="" type="checkbox"/>	New activity		<input type="checkbox"/> Extension of existing activity
Proposed Modernisation Group(s) for Activity			
<input type="checkbox"/>	Applying Data Science and Modern Methods		<input type="checkbox"/> Blue Skies Thinking
<input checked="" type="checkbox"/>	Capabilities and Communication		<input type="checkbox"/> Supporting Standards
<input type="checkbox"/>	Other:	Name of proposed group or unknown if not clear	
Purpose			
<p>In 2021 the task team Future of Work developed three toolkits (employer, manager, employee) to assist NSOs in addressing the challenges arising from the traumatic and unplanned shift to blended (hybrid) ways of working. The objective for this project in 2024 is to revisit the theme of blended working but this time the focus is on evaluation. It is evident that this new way of working is here to stay in some format and organisations are starting to move from transitional type arrangements and pilot models to developing more permanent blended working arrangements.</p> <p>It is important at this juncture to evaluate the impact of current blended working arrangements as the opportunities and challenges that it brings to organisations are starting to manifest itself.</p> <p>The purpose of this activity is to establish an evaluation framework for blended working that is aimed at NSOs.</p>			
Description of the activity and deliverable(s)			
<p>For this activity the following steps are proposed:</p> <ol style="list-style-type: none"> 1. Establish the type of blended working arrangements that are in place in various NSOs. 2. Use the Growth Model template and toolkit developed by this group in 2023 to help NSOs to identify their current stage in the journey to embed blended working in a sustainable and strategic manner. 3. Gather information on key challenges and opportunities being experienced by NSOs that are linked to Blended Working. 4. Gather information on evaluation activities undertaken to date already in NSOs. 5. Carry out a literary review to establish best practice in other organisations in terms of evaluation tools and methodologies. 6. Develop key evaluation themes under overarching pillars such as task, social and learning productivity – identify hard and soft metrics. 7. Design an evaluation approach/framework. 8. Consider how ongoing evaluation can be achieved to ensure it continues to be fit for purpose in enabling organisations achieve their evolving strategic objectives. 			

Key deliverable will be an evaluation framework for NSOs to apply when evaluating their blended working model.	
Alternatives considered	
If we don't do this, we might in the long run have a blended working model in place that is ineffective and not achieving the successful balance between meeting organisational and individual needs.	
How does it relate to the HLG-MOS vision and other activities under the Group or HLG-MOS?	
Modernisation encompasses modernising the way we work and where we work.	
Proposed start and end dates	
Start: January 2024	End: December 2024