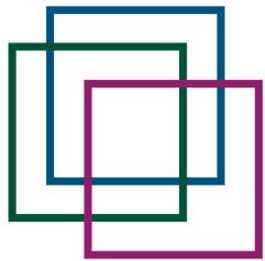


SUPC

Southern Universities
Purchasing Consortium

Healthy and Effective Hybrid Working

LUPC and SUPC Conference – 8th June 2022



SUMS group
SPECIALISTS IN HIGHER EDUCATION

Fola Ikpehai

SUMS Principal Consultant

Healthy and Effective Hybrid Working

- Where we were
- Where we are
- Where we want to be
- What we need to do to make this happen

Procurement: Where We Were...

Work Patterns and Culture

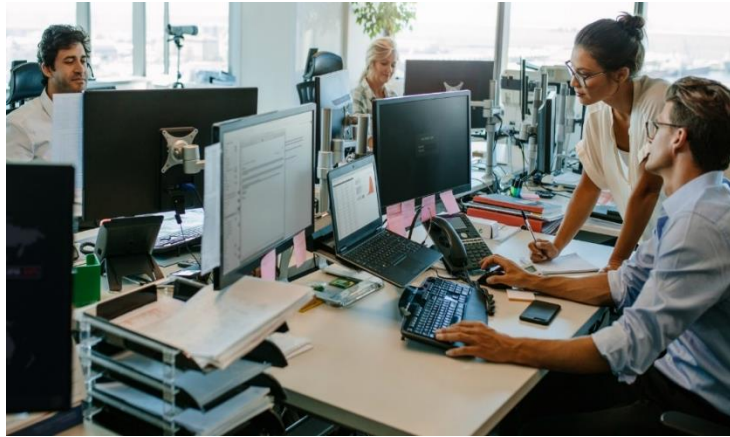
- Office-based, office-hours.
- Teams had worked together for a long time and comments included “*we have always done things this way*”.
- Right skills for ‘business as usual’.
- Micro-management/directive style of management.
- Task culture – characterised by getting things done.

Business Processes

- Characterised by manual events, including numerous, repetitive tasks.

Roles and Responsibilities

- Owners, technical experts and advisors of complex processes that Universities/Organisations had to follow.



IT Systems

- Rigid, complicated systems that only solved a fraction of the requirements needed for effective Procurement.
- Systems did not provide a comprehensive view of spend or generate a basic view of supplier and category expenditure. No single source of information.

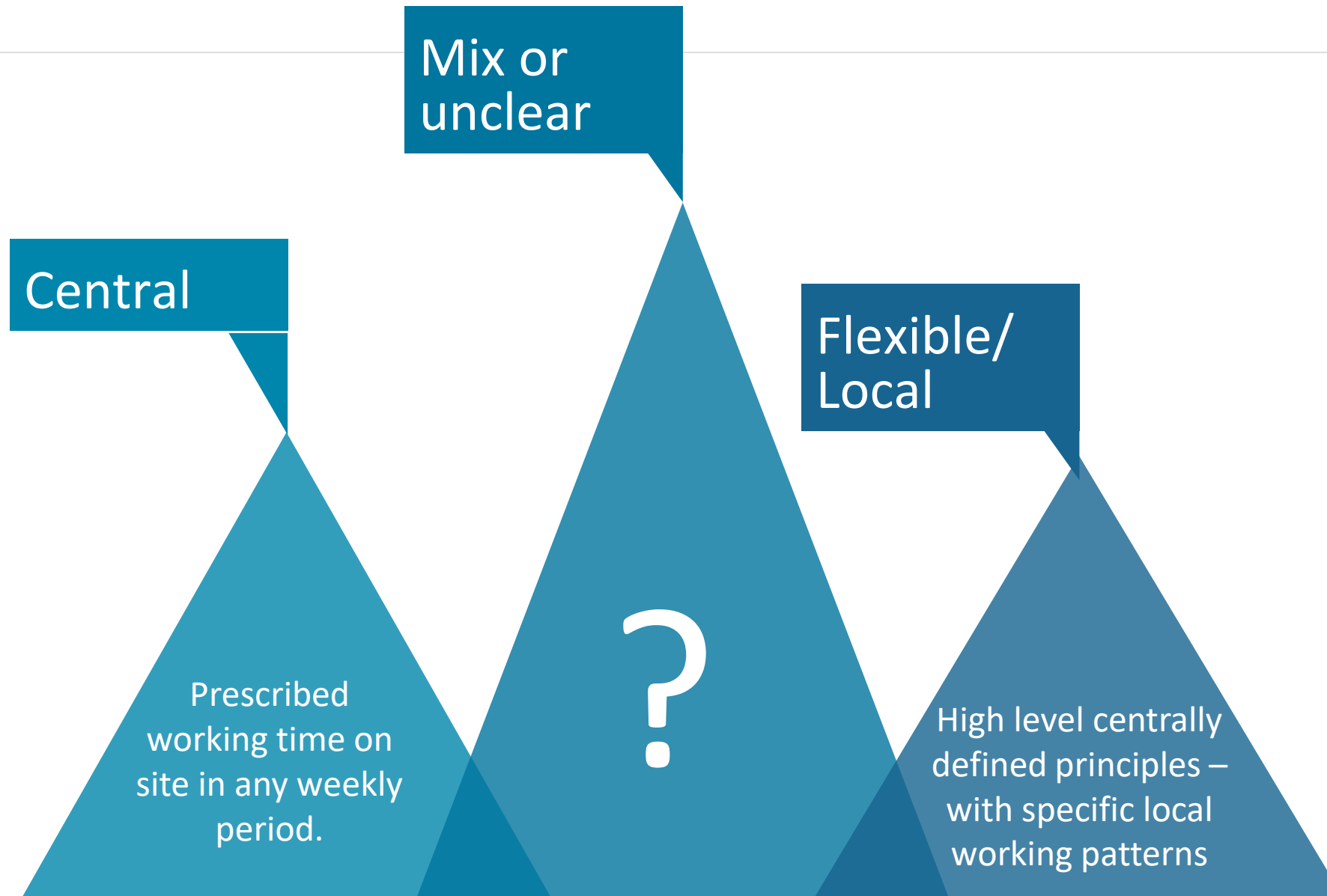
Relationships with Stakeholders

- Close working relationships; relied on face-to-face contact.
- Relationships used primarily to discuss and assess levels of compliance.

Vendor Relationships

- Transactional - All vendor relationships handled with the same strategy.

Where We Are...

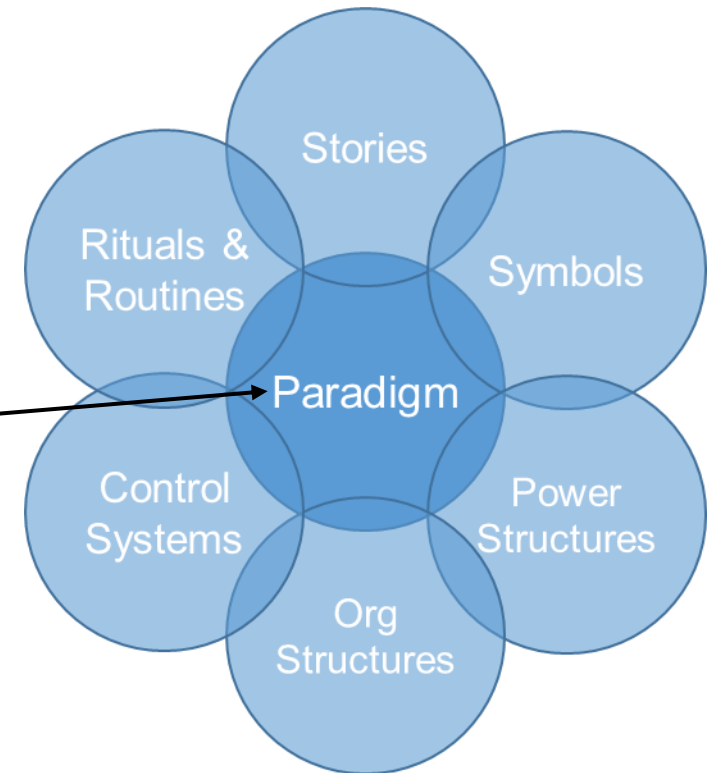


Where We Want To Be (Culturally)...

Central Paradigm

A Work culture that is -

- Safe
- Inclusive
- Open and Transparent
- Collaborative
- Innovative
- Learning environment
- High performance
- Offers great service



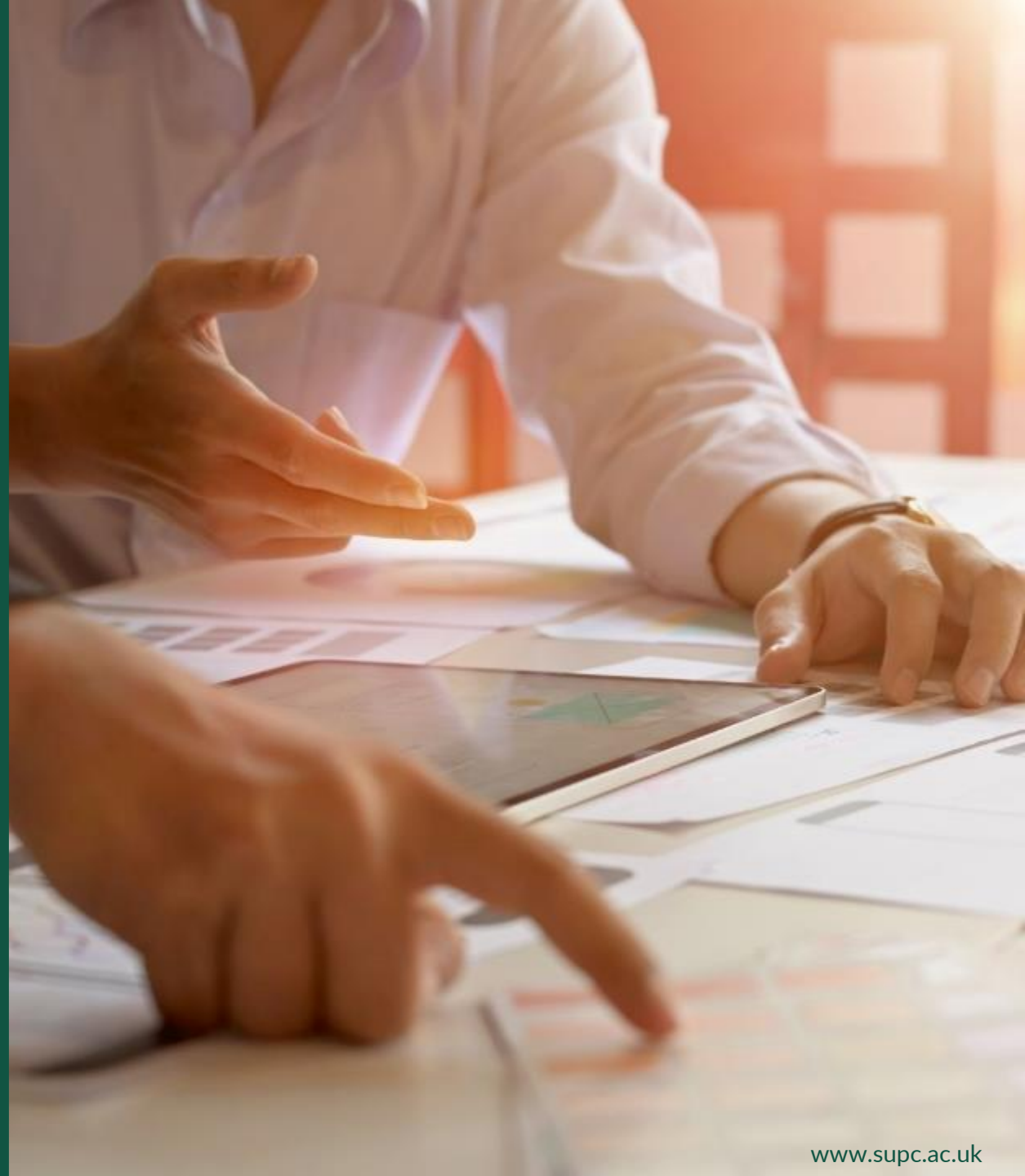
What We Need to Do to Make This Happen

- Any thoughts (positive, negative or neutral) linked to establishing a Healthy and Effective Hybrid Working Culture
- Any general examples of good practice to share with the group:
 - Leadership
 - Management
 - Personal/Peers
 - Team members who report to you
 - Behaviours and Competencies
 - Benefits



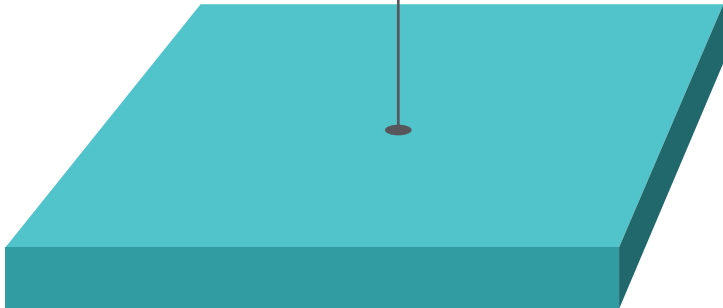
Additional Information

Infrastructure and Key Principles to support healthy and effective hybrid working

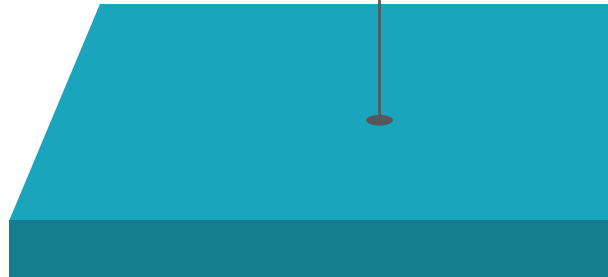


Space and Technology

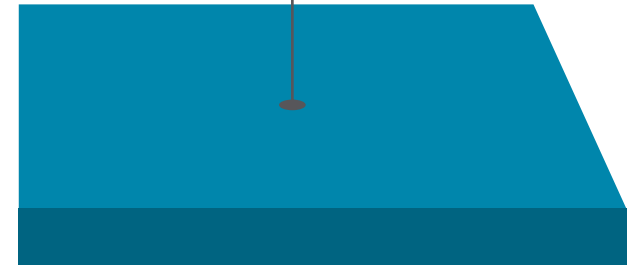
“a modern digital strategy isn’t just about doing existing things better. It is about doing new, better things.”



Infrastructure, Space and the Environment – investing in shared work spaces and infrastructure that creates a sticky workplace; re-purposing office space for multi-functional use



Digital Learning - taking advantage of greater flexibility and accessibility to better serve stakeholders both in person and remotely



Knowledge Management and Technology – adopting a digital first culture and reducing reliance on tacit knowledge

Healthy and Effective Hybrid Working – Key Principles

1. Work takes place at the most effective locations and at the most effective times, respecting the needs of the task, the customer, the individual and the team
2. Simplified collaboration and connectivity virtually everywhere means sharing information and working with others regardless of location
3. Space is allocated to activities, not individuals and not on the basis of seniority
4. A 'Flexibility First' approach where flexibility is the norm rather than the exception. Everyone is assumed to be capable of hybrid working without assumptions being made about people or roles
5. A shared and agreed approach to hybrid working - balancing the freedom to choose with the responsibility to meet business needs
6. The processes people are asked to work with are continuously challenged to make sure they are fit-for-purpose
7. Managing performance focuses on results and outcomes rather than presenteeism

Healthy and Effective Hybrid Working – Key Outcomes

1. Greater productivity and services delivered more effectively
2. The costs and environmental impacts of work reduced as space is shared and used more intensively, and travel is reduced
3. People having more choice about when, where and how they work, supported and connected by effective and appropriate use of technology
4. People have the opportunity to lead more balanced and healthier lives.

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