

Future ways of working – Employee Guide

Our 40/60 approach is focused on finding successful ways of working for everyone

We know that some people have enjoyed the greater flexibility that comes with remote working but have also missed having time in the office.

Over the past year, we have all been experimenting with a more hybrid way of working, as Carnival House reopened its doors and the world began to open up, allowing overseas travel to happen once again. We've seen a large proportion of our fleet return to operations and a real sense of positivity around the financial health of the company over the last 12 months.

We're now looking to evolve our approach to hybrid working and recognise that our continued success requires a blend of both home and 'office' working, with some clearer guardrails.

As such, with effect from 1 July 2022, we're asking everyone, in a given month, to spend a minimum of 40% of their working time in 'the office', this can mean Carnival House, one of our site offices or suppliers as well as time spent travelling with the remaining 60% of their time at home.

Our new approach will help us to retain a great deal of the discretionary flexibility that has built up over the past two years and allow for a good mixture of face to face and remote working. Whilst we have always said that work is something you do and not somewhere you go, we do recognise our business success depends on us all spending time with colleagues in person to collaborate, learn, create and socially connect.

We'll achieve this balance by...

- Living our [Culture Essentials](#)
- Retaining our Principles of hybrid working – healthy, realistic, fair
- Compromising - balancing our personal preferences with the needs of the business
- Using meetings and technology in a smarter way
- By being inclusive - building relationships, valuing contribution equally and respecting everyone
- Continuing to be open to experimentation as we evolve our ways of working
- Looking for opportunities that in-person working can bring



Speak Up



Improve



Respect & Protect



Communicate



Listen & Learn



Empower

What you can expect...

1. An opportunity to discuss your personal reflections on the opportunities and challenges of hybrid working, including considerations on the needs of the job in terms of what can be done remotely and in the office.
2. A collaborative team session to discuss any new ways of working that you're going to try. It'll take some trial and error to find the right solution for all within the 40/60 approach, so we encourage you to be open minded as you collectively experiment with different options.

A bit of preparation will help for rich conversations throughout this period.

- Challenge your mindset. What are your thoughts on returning to the office and remote working? Maybe you have a preference or prefer working in a different way, either personally or from a team perspective?
- It is often easier to understand and manage a situation if you look at it from different perspectives. Remind yourself of our [Culture Essentials](#) and think about how you will use them to have a great conversation and outcome.
- Consider our three hybrid working principles:
 - Is it healthy? What would allow each individual to stay safe and well?
 - Is it realistic? What is required of each role to fulfil the demands and deliver for the business?
 - Is it fair? What impacts do working patterns have on the rest of the team or the business in terms of developing good working relationships, collaborating and being effective?

There is no one size fits all solution, and we'll need to experiment, listen and learn from each other.

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How to prepare....

1 Take time to reflect

We have all been working remotely for a significant period, and it's helpful to use this opportunity to reflect on how things are going.

Consider

- What benefits and challenges have you found with remote working?
- What have you missed about working at Carnival House?
- How do you feel about a balance of office and remote working?

2 Consider the business needs of your role

The success of our future ways of working is dependent on our ability to effectively balance the needs of the business, with the greater flexibility that working remotely can offer.

Consider

- What have been the challenges of working remotely?
- What parts of your job may require you or your colleagues to be on-site?
- What needs are there for in-person team work or creative collaboration?
- What needs are there for cover in the office to maintain service levels and to avoid over burdening your fellow colleagues?
- What are the impacts on you or the team if you work remotely/in the office? What might we need to put in place to mitigate that? How will we know if it's working?

3 Be open in sharing your ideal solution

- What's the best solution for you in meeting the 40/60 requirement?
- What personal circumstances need to be considered?
- How different is this from the demands of the job?
- What challenges might this present?
- What's influencing these views? (E.g. Family, commute distance, living arrangements, workload etc).
- What health risks are there for you when working remotely or in the office?

4 Look ahead

It's a good opportunity to spend some time re-visiting how effective current working practices are as this may lead to some immediate changes, or generate new talking points.

Consider

- How clear are you about the overall work plans, as well as your goals?
- What do you think about the frequency of check-ins with your manager?
- How well do we connect as a team – work and social?
- How effective are email etiquette and meetings?
- How clear are you on the home working support that's available? Including DSE, EAP, learning content on Cove?

5 Hybrid working as a team

Working in a hybrid way will be different for every team, and therefore requires a collective consideration of effective ways of working as a team when there may be a variety of working patterns in place.

Consider

- As a team, how will you meet, collaborate and interact so you remain effective?
- When some people are in the office and some are at home, what 'ground rules' might we want to put in place for when we are meeting or interacting?
- What trial periods/check-ins do we need as a team, as we experiment together?

Need further support?

Get in touch with a member of the CCS Services Team for advice.



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