SMARTER WORKING
The Way We Work

The Way We Work (TW3 for short) is the Cabinet Office led cross-departmental programme designed to help realise the Civil Service Reform Plan’s aim of ‘Creating a decent working environment for all staff, with modern workplaces enabling flexible working, substantially improving IT tools and streamlining security requirements to be less burdensome for staff’.

All Government departments have now started Smarter Working strategies coordinated through the TW3 programme: a game changer for Civil Service Reform.

A culture change that is fundamentally transforming the Civil Service.
What is Smart Working?

‘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.’

Chartered Institute of Personnel and Development
The Way We Manage

Managers have a key role to play in ensuring that Smart Working is implemented effectively and in setting an example of how it works in practice.

This means moving away from managing by presence to managing by outcome and using different ways of keeping in contact with the team, assessing workloads and monitoring performance.

For the team this means greater sharing of schedules with colleagues and managers, filing information so it can be accessed by others and updating each other about work in progress.
Top Tips for Smart Working

- Let others know where and when you are working
- Make sure the reporting structure is clear
- Share calendars and schedules
- Use electronic document management rigorously to make sure work is easily accessible to everyone
- Be flexible about flexible working so no-one is disadvantaged by the choices of others
- Develop an etiquette for online communication and virtual meetings
- Signpost availability for phone contact or online discussion
- Be fair and considerate about using space in the office
- Support each other to succeed together
The Way We Deliver

As work becomes capable of being carried out in new places and with fewer physical resources organisations will become aware of how working smart enables them to do more with less.

It’s not about doing things in the old way with some new technologies and redesigned offices. It’s about new ways of working using new tools, new processes and new approaches to teamwork and management.

Challenge assumptions of necessity around current ways of working by asking questions such as:

- Why are we doing this?
- Why are we doing this here?
- Why are we doing it in this way?
- Why are we doing it at this time?
TW3 Key Principles

**Smart Working** is about taking a comprehensive and strategic approach to modernising working practices across Government based on the following principles:

- 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
- 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
- A Flexibility First approach is the norm rather than the exception
- Everyone is assumed to be capable of Smart Working without assumptions being made about people or roles
- A shared and agreed approach to Smart Working balances the freedom to choose with the responsibility to meet business needs
- The processes people are asked to work with are continuously challenged to make sure they are fit for purpose
- Managing performance focuses on results and outcomes rather than presence
Put simply, **Smart Working** really just means being thoughtful about the tasks we have to achieve each day and choosing the most appropriate location from which to accomplish them.

Log on to the Civil Service Learning portal and type “TW3” into the search box to see a list of available learning that supports Smart Working.

If you’d like to know more please contact the TW3 team at: TW3information@cabinet-office.gsi.gov.uk