New Frontiers for Smarter Working Maturity Matrix

Test version only that accompanies SFT New Frontiers for Smarter Working Report

Date: March 2021

New Frontiers Maturity Matrix

A matrix of choice to support organisational ambitions

- **Baseline**
Organisation that operates via owned workspace model where work only takes place on site

- **Evolving**
Organisation that delivers some level of smarter working across people, place and technology but that is largely office based with some off site working"?

- **Aspiring**
Organisation that supports outcomes being delivered from virtual and physical workspace e.g. home, work and other formal settings for 2 to 3 days per week

- **Innovating**
Organisation that supports outcomes being delivered across a network of public and private sector workspace choices

- **Ambitious**
Organisation that imagines the network of choice in its widest sense

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Leadership Style

Baseline	Evolving	Aspiring	Innovating	Ambitious
Dictating	**Directing**	**Consulting**	**Self-directing**	**Strategic**
• Very low level of trust • Blame culture • Strong control (task basis) • Presenteeism • Parent/child	• Low level of trust • Controlled (grouped tasks, highly supervised) • Presenteeism • Parent/child • Replication of office based management online	• Modelling • Medium trust • Workload managed within set of strict parameters /boundaries	• Inspiring leadership • Trust based culture • Goals based output • Coaching over management • Learning environment • Empowering the individual • Team ownership / agile teams – end to end process	• Strategic vision • Direction setting only • Individual has ownership • Everyday leadership (at all levels) • Focus on higher purpose and common good

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Behaviours and Skills

Baseline	Evolving	Aspiring	Innovating	Ambitious
Compliant • Digitally competent for role • Individual mindset • Disengaged • Mutual distrust • Resistant to change	**Controlled** • Digitally confident • Take direction - motivated • Partially engaged • Accepting of change	**Collaborative** • Digitally confident /collaborative • Take direction – self motivated • Self management • Engaged • Embraces change • Seeks training	**Self-directed** • Digitally confident /collaborative • Self-directed – self-motivated • Self management • Highly engaged • Champions change • Seeks development	**Self-sufficient** • High digital confidence • Highly collaborative • Self-starter • Self-management • Highly engaged • Leads/innovates change • Seeks knowledge

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Virtual Workspace

Baseline	Evolving	Aspiring	Innovating	Ambitious
Fixed	**Fixed/Mobile**	**Mobile**	**Mobile Integrated**	**Universal**
• Fixed ICT (desktop) • Limited need for collaboration tools (voice conference) • Fixed desk phones • Independent IT systems, integration only within functions • Legacy enterprise systems • Office based access only to IT or paper based systems • Paper heavy operations • Support – Traditional on-site IT service	• Mix of fixed ICT (Desktop and laptop) • Log-in phones/mobile phones • Non-standard connections limiting flexibility • Low level collaboration tools (limited to cross site) • VPN for ad-hoc home workers • Not all IT systems accessible remotely • Reliance on paper systems for some operations • Support – Traditional on-site IT service	• Full mobile technology (laptop) • VOIP phone technology • Standard connections within office location(s) • Standard collaboration tools across organisation (limited training/exploiting technology) • VPN for all • All systems accessible remotely • Support - Traditional on-site and remote IT Service desk • Security – increase in cyber security protocols.	• Full mobile technology (mobile device) • VOIP phone technology • Standard connections within office location(s) across all public sector locations • Standard collaboration tools across all public sector organisations • Starting to exploit available tools • Cloud based hosting • Real time document collaboration • Automation • Starting to pilot BYOD • Support - Remote IT service desk, self serve for issue reporting. • Security – integrated cyber security protocols across public sector.	• Full mobile technology (range of devices) • BYOD enabled • IT Security enabled to support work across organsiations • Seemless technology connections (or wireless) • Seemless collaboration integration across all platforms • Full range of software/tools – paperless. • Increased automation / AI / robots • Support - Remote IT service desk, self serve for issue reporting. Outsourced service. • Security – global cyber security standards.

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Physical Workplace

Baseline	Evolving	Aspiring	Innovating	Ambitious
• Fixed (office) • 1:1 Desk ownership • Limited breakout space • Limited meeting/collaboration space	• Flexible (office) • 8:10 ratio (non allocated) • Team boundaries / home zones • Introduction of ABW • Some breakout / collaboration space • Ad-hoc home working	• Flexible between office/home • 6-7:10 ratio (non allocated) • Team boundaries / home zones / drop-in desk areas • Good mix of ABW • Breakout / collaboration / quiet / transition spaces • Regular home working	• Cross public network/home • Reduced HQ desk ratio • Increased collaboration / informal meeting space • Use of all spaces across public network (drop-in) • Benefiting from less commuting (20 minute office/sustainable travel) • Continual review of space usage / booking.	• Everywhere/Anywhere • Reduced HQ desk ratio • Use of all spaces across public/private and third spaces • Ability to work worldwide / no barriers • Further community regeneration through use of third spaces.
• Traditional estates management	• Traditional estates management	• Traditional estates management (introduction of booking systems)	• Community regeneration through use of wider public sector estate. • Move towards Facility Management rather than Estate, hosted space.	• Diverse range of users across multiple owned facilities. • Step change in management of wide network of facilities.

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HR Policies

Baseline	Evolving	Aspiring	Innovating	Ambitious
• **Fixed**	• **Fixed/Flexible**	• **Balanced**	• **Negotiated**	• **Freelance**
• Fixed contract	• Fixed contract	• Flexible contract	• Output based contract	• Output based services contract
• Fixed location	• Flexible working hours within set working day (core hours)	• Flexible working within extended working day (non-core hours)	• Negotiated terms based on standard range of benefits	• Negotiated terms
• Standard terms				• Not based on hours/not location specific
• Hours of work – fixed	• Working patterns are set/agreed		• Working hours – align to worklife balance	
	• Limited talent pool (commuter distance)	• Wider talent pool		• Global talent pool
• High level of policy/procedure			• Regional/national talent pool	
• Policies enforced by management	• High level of policy/procedure	• Remote working policy		• Limited HR policy (freelance)
	• Policies enforced by management	• Starting to streamline policy	• Policies reviewed and applicable across all available workspaces	• Robust data / IP policy
• Onboarding – procedural, physical introductions		• More onus on individual responsibility for adherence to policy	• Policies streamlined and move towards light touch policy supported by guidance	• Personal responsibility for adherence to policy (contractual)
• L&D – Structured, in-person training.	• Onboarding – procedural, physical introductions			• Personal responsibility for own H&S
	• L&D – Structured, in-person training.	• Onboarding – procedural, physical introductions, on-line modules	• More onus on individual responsibility for adherence to policy	• Personal responsibility for embedding in teams / understanding available physical space.
		• L&D – Range of mediums.	• Onboarding – virtual team onboarding / on-line guides for physical space	• L&D – Continuous personal development (onus on individual).
			• L&D – Range of mediums, continuous feedback.	

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