

# New Frontiers for Smarter Working Persona Development Tool

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

*Date: March 2021*

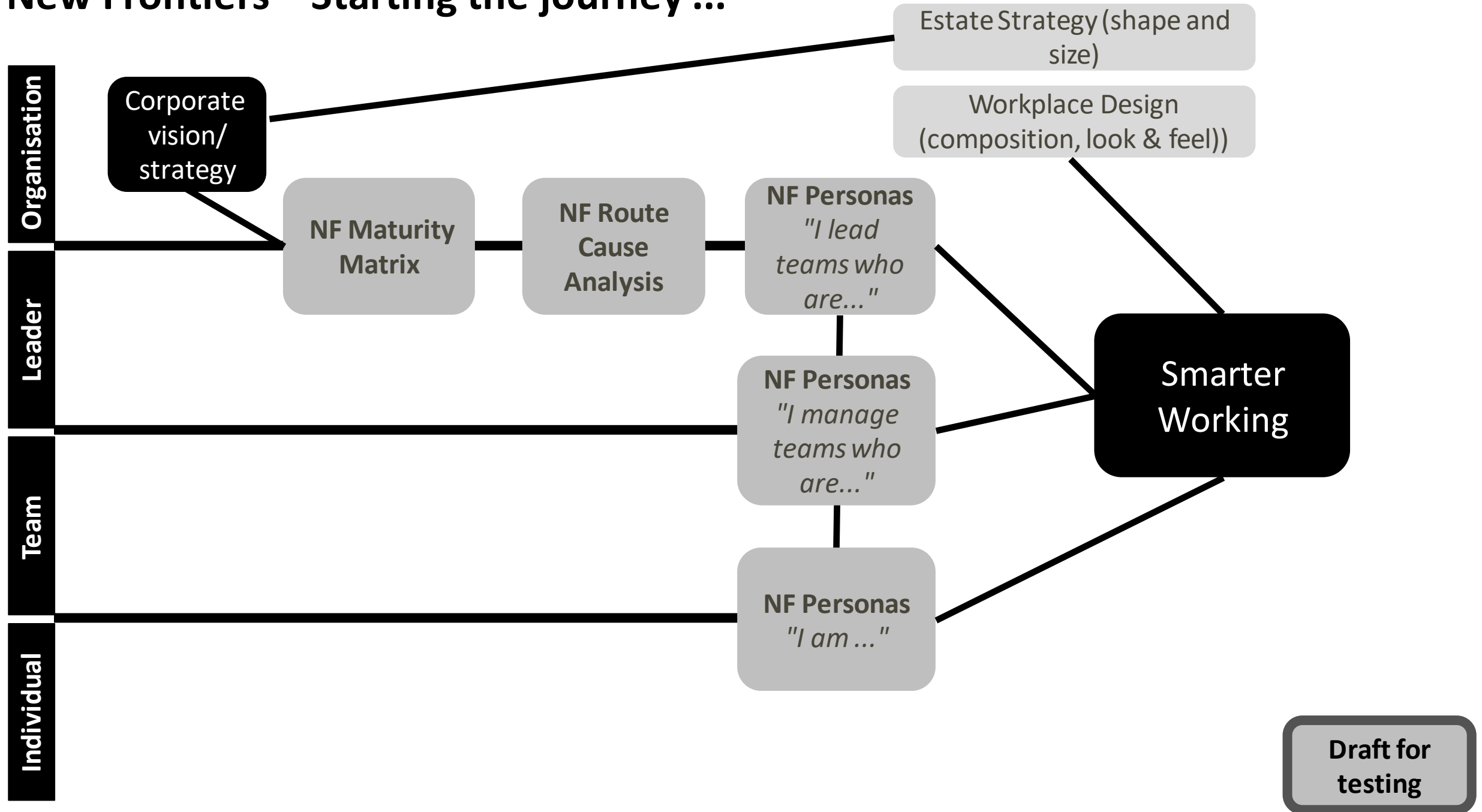
# Persona Development Tool

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**Draft for testing**

# New Frontiers – Starting the journey ...



<p>1 <i>'I work across multiple organisations, teams, projects remotely (I am never in an office building)'</i></p>		<p>2 <i>'I work in one organisation with different teams, working between home and office'</i></p>
	<p><b>PERSONA</b></p>	
<p>3 <i>'I work for myself, contracted to a no, of organisations and flex between home and various locations'</i></p>		<p>4 <i>'I work in an office/building based non-WFH role'</i></p>

The persona which pulls over from People, Place, Technology - in effect it customises for the individual or manager or leader

Organisational think could be the list of values that the organisation populates in the lists for People, Place, Technology from where people draw down their elements to make their persona (likely to fall into 4 - 6 categories max each of the four persona's are based on the individual (that is the only constant ) as the manager and or leader (and job role and organisation) can all change.

We discussed having the model outcome based and user centred - think this approach would be in keeping with that?

Depending on the organisation there will be a baseline proportion of which persona the workforce falls into however over time this may change and would be interesting to see the shift. This might be where it links to the Maturity Model e.g, traditional office based 80 % personas 2 and 4 but say in 5 years time same organisation may have shifted to a more even split across all 4 personas.



# People



- **Drivers and Supporting Policies**
  - Adaptability, flexibility within a suite of contracts
  - Policies and procedures e.g. flexibility, lone workers, H&S – core HR policies
  - Security
- **Roles v Places**
  - Fieldworkers
  - Remote workers
  - Hybrid workers – home and office
  - Office based workers
- **Wellbeing and Work Life Balance**
  - Personal life and circumstances
  - Resilience
  - Desire to succeed and make the best of your career
  - Emotional intelligence and insight into own responses, self awareness
  - Adding value and feeling valued that you are doing something that matters
  - Security

- **Collaboration**
  - Working individually
  - Working collaboratively within teams
  - Working collaboratively across teams
  - Working collaboratively across organisations
- **Leadership:**
  - Outcome focussed
  - Influencing and negotiation
  - Shared leadership models
- **Innovation:**
  - Innovation, curiosity and creativity
  - Research and challenge
  - Ensuring people have freedom to grow
- **Communication & Engagement:**
  - Preferences and how you like to communicate e.g. face to face, email, phone, chat,, virtual tools, etc.
  - Preferences on how you like to learn e.g. video, online, face to face
  - Preferences on how you like others to engage with you
- **Skills & Capabilities**
  - Learning and development and required skills and capabilities
  - Self managing teams and autonomy
  - Supporting mindset e.g. self motivated, driven, XX, XX, XX
  - Ability to deal with change
- **Culture & Behaviours**
  - Self managing teams and autonomy
  - Culture which is self motivated and driven
  - Outcome focussed
  - TRUST

Near Home Working	Organisation Workplace(s)	Low Carbon
Informal Workspace	<b>Place</b>	Virtual Workspace
Home	Other Public sector Organisations	Cross Sector Workspaces

# Place



## • Drivers

- Local agenda
- Place agenda
- Active travel
- 20 minute neighbourhood
- Net zero carbon and sustainability
- Inclusive growth

## • Roles v Places

- Fieldworkers
- Remote workers
- Hybrid workers – home and office
- Office based workers

## • Virtual Workplace

- Infrastructure
- Wi-Fi/4G/5G
- Hardware and software requirements
- Collaboration tools e.g. MS Teams, Webex, etc.

## • Organisation Workplaces

- Estate – size of estate
- Potential locations e.g. main office, local office
- Memorandum of understanding e.g. places in scope for your role
- Task based work settings e.g. roles, individual work, collaboration, etc.

## • Other Public Sector Organisations

- Memorandum of Understanding e.g. places in scope for your role

## • Home Working

- Required agreements e.g. space, frequency, etc.
- Wellbeing impacts e.g. work life balance, etc.

## • Low Carbon

- Travel impacts e.g. proximity of workplaces to home
- Carbon implications of home working e.g. utility bills

## • Near Home Working

- Local hub
- Local public sector offices
- Other sectors buildings

## • Cross Sector Workplaces

- Organisations in scope
- Places in scope
- Understanding data and personal security implications
- Commute and transport access e.g. public transport network

## • Informal Workplaces

- Task locations e.g. coffee shops, libraries, etc.
- In-person meeting locations e.g. coffee shops, outdoor, other
- Virtual meeting locations e.g. hubs, secure spaces, etc.
- Personal and data security implications



Skills and Capability	Internet of Things	Digital / Accessibility/ WIFI
Security	<b>Technology</b>	Virtual Workspace (Hardware /Software)
Data	Automation/AI	Infrastructure

# Technology



## • Drivers and Supporting Policies

- Digital agenda for Scotland
- Suggestion of default for virtual tools e.g. MS Teams across public sector
- Suggestion for universal hardware approach for public sector
- Agreed cyber security standards across public sector first e.g. local and social and maybe public/private

## • Scope

- Understanding tasks, roles and workplace options
- Understanding technology needs
- Understanding BYOD v organizational devices

## • Infrastructure

- Hardware and mobile technology requirements
- Internet of Things
- Wi-Fi/4G/5G
- Software needs
- Collaboration tools e.g. MS Teams, Webex, etc.
- Engagement channels

## • Compliance

- GDPR compliance

## • Digital Accessibility

- Equity of approach
- Impact assessments

## • Virtual Workspace

- Software to support the task at hand
- Hardware to support your role e.g. mobile tech, fixed tech
- Accessibility

## • Data

- Different organisations with differing needs e.g. electronic data, paper, etc.
- Big data – sharing across organisations to improve outcomes
- Open data
- Data standards
- Data quality

## • Security

- Personal security implications
- Data security implications
- Cyber security implications

## • Automation/Artificial Intelligence/Internet of Things

- Understanding process digitisation opportunities and issues
- Automation and AI v job roles e.g. jobs will change
- Booking resources e.g. workspace, food and drinks, etc.

## • Skills & Capability:

- Change skills
- Digital skills
- Confidence in using tools and working virtually

## How I work

*My role involves engaging with public sector partners and sharing knowledge with them*

*I was previously considered a flexible worker prior to COVID19 but now I'm a hybrid worker and only visit the office when I need to*

*I minimise travel by using virtual tools and to only go into my main office when I need to collaborate with others. I generally plan in collaborative activity to support my outcomes.*

*I generally work from home as I have a young family and need flexibility to suit their scheduled. I also use the local library for quiet work and book space in my local hub when I need to.*

*I chose my work hours and days dependant on outcomes and use my diary to communicate this to the team*

# Hybrid – Knowledge Worker

## Work style

*'I work in one organisation with different teams, working between home, office, hubs and informal spaces e.g. café, park'*

My organisation has multiple offices and I have access to them all

My organisation has pre-arranged access for me in multiple hubs – I just have to phone and book

## Place

I work in Hubs when I need wi-Fi or a more secure location

I work from home when I'm dealing with individual tasks

I work from my main office when I need to work collaboratively with colleagues

When I'm in the office, I need access to private space occasionally

I use the places I work in to support my

## People

Supporting Polices – I work 30 hours per week and I can deliver these at any time. Some days I take a 3 hour break during the day and work into the evening. Some days I need more family time so flex my hours to suit

Well being - Emotional intelligence and insight into own responses, self awareness

Skills and capabilities – self managing and autonomous. mindset, self motivated, driven

Communication preferences – generally planned communications via informal routes with urgent matters preceded by text. Use Whatsapp and Basecamp to communicate on projects

## Technology

I access my data via Office 365 and secure WiFi

I use a Surface Pro, Surface Hub and I-Phone on a daily basis

I use my Hotspot when secure Wi-Fi is unavailable

I have an app to log my hours to support my own wellbeing and one to book physical workspace in multiple locations when I need it.

Virtual Collaborative Tools including Whatsapp, Basecamp and Yammer

Virtual Meeting Tools include Webex for Forums and MS Teams

I am...

A green oval button with a slight shadow, containing the word 'Remote' in black text.

Remote

*'I work across multiple organisations, teams and projects remotely I work mainly from my home but we do have collaboration sessions I occasionally need to attend'*

A green oval button with a slight shadow, containing the word 'Hybrid' in black text.

Hybrid

*'I work in one organisation with different teams, working between home, office, hubs and informal spaces e.g. café, park'*

A green oval button with a slight shadow, containing the word 'Onsite' in black text.

Onsite

*'I work in an office or building based role. I cannot work from home'*

# I manage teams who...



Remote

*'who work across multiple organisations, teams and projects remotely  
They work mainly from home but we do have collaboration sessions they occasionally need to attend'*



Hybrid

*'work in one organisation with different teams, working between home, office, hubs and informal spaces e.g. café, park'*



Onsite

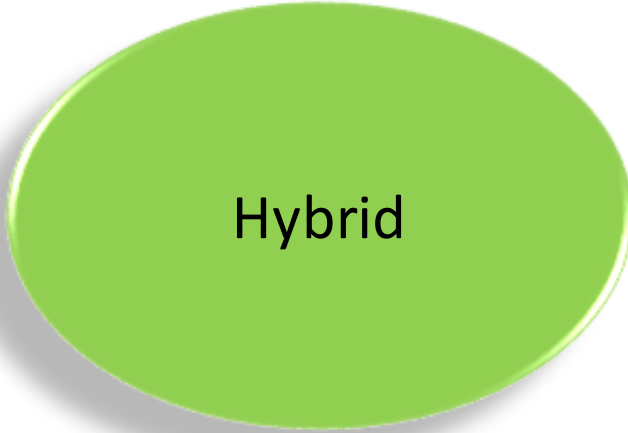
*'work in an office or building based role. They cannot work from home'*

# I lead teams who...



Remote

*'work across multiple organisations, teams and projects remotely  
They work mainly from my home but we do have collaboration sessions they occasionally need to attend'*



Hybrid

*'work in one organisation with different teams, working between home, office, hubs and informal spaces e.g. café, park'*



Onsite

*'work in an office or building based role. They cannot work from home'*