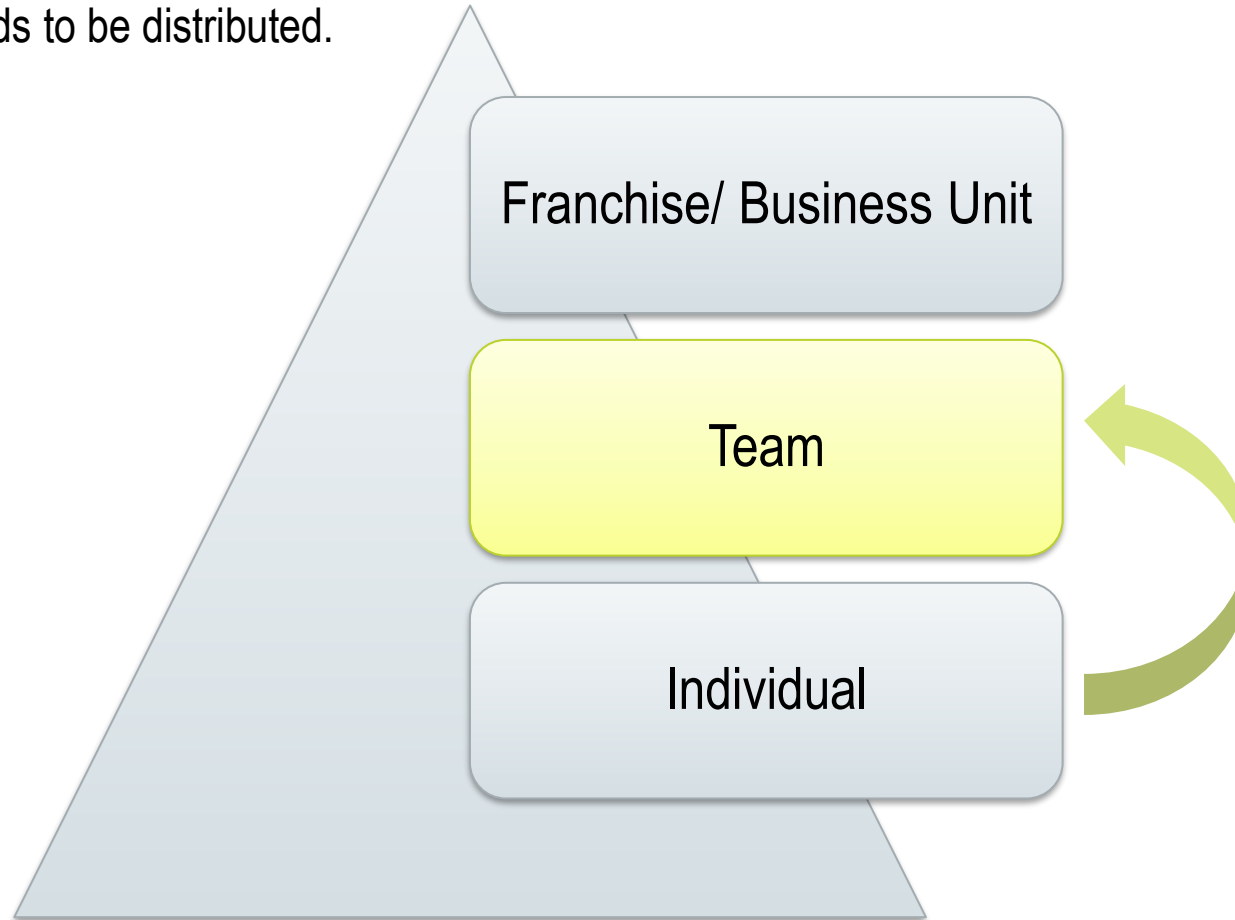


WHAT ARE WE DESIGNING FOR?

Empowerment and decision-making at an **individual and team level**. Adopting new ways of working requires individual accountability, team collaboration and having mature conversations. Top-down guidance is required, but day to day planning needs to be distributed.



To drive new habits and ways of working the context of **the team and the individual, as well as the associated interaction** increases in importance.

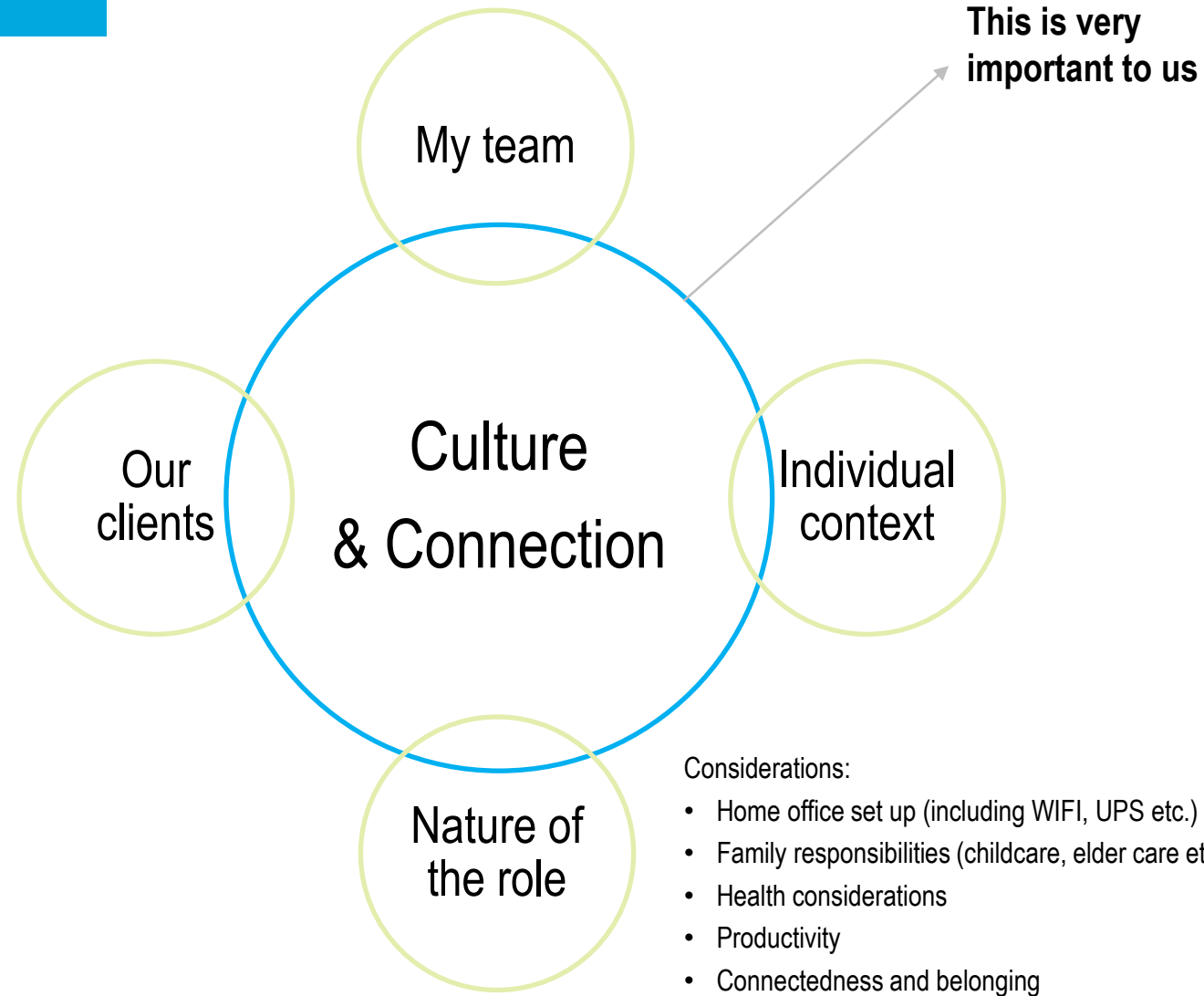
We envisage **team contracting** to be an essential component of managing a blended working model.

In addition to the PDP process between individual and line manager, we suggest an **additional agreement** between all members of a team - on how you plan to operate - takes place. This would cover team goals, team responsibilities, means of communication, meeting norms (where and when) and decision making.

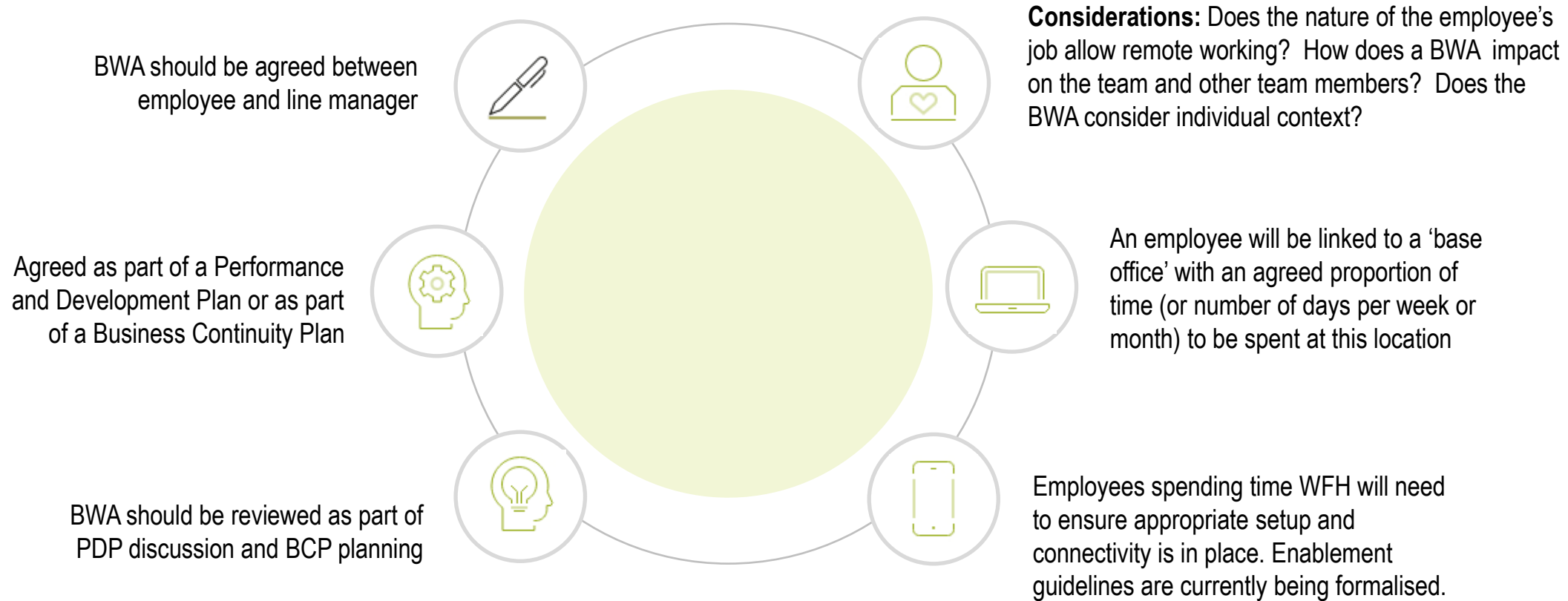


FIRSTRAND CONTEXT

Looking forward, employees will be encouraged to adopt a blended approach to working arrangements – making sure to always be close to a central hub.



HOW WOULD A BLENDED WORKING ARRANGEMENT (BWA) WORK IN PRACTICE?



TEAM CONTRACTING

- **We contract to ensure all party's expectations are managed and aligned upfront/ so that we all understand the ground rules**
- **We also contract for what to do when things go wrong**
- **We do this upfront but also need to review and remind one another often, not a once off event**

Team contract: A team contract is an agreement between you and your teammates about how your team will operate — a set of conventions that you plan to abide by. Additive to the PDP process.

What should be covered?

Team goals	Means of communication and decision making	Work norms/ roles and responsibilities	Meeting norms, e.g.
Drafting a short team charter where you agree team values and how to adopt the FirstRand Promises.	<ul style="list-style-type: none">• How and when will team communication happen? How will people make sure they are informed?• How will decision making be done?	<ul style="list-style-type: none">• Agree core hours.• Reaffirm roles and dependencies in the team. Choose representatives to reduce bloated meetings.• Ensure 1-on-1 meetings are scheduled monthly.	<ul style="list-style-type: none">• Time and place, use of the reservation system, no meetings before 08:00, agreed meeting-free time.• Schedule time for FUN activities.• Provide agenda and appoint a chairperson.



RESPONSIBILITIES

Employees and team members

- Ensure that stakeholders are not adversely impacted
- Ensure that their ability to perform their roles and responsibilities are not compromised
- Attend all scheduled meetings at the dedicated office or elsewhere when required, including training and staff sessions
- Keep abreast of business decisions and events and have ongoing interaction with colleagues
- Ensure that they continue to have performance and career development discussions, as well as complete other employee responsibilities duties such as capturing leave

Line managers

- Assess the impact on information security and ensure that the confidential information of the bank will be protected
- Ensure that they continue to have performance and career development discussions, as well as complete other managerial duties such as approving leave
- Ensure that the employee remains part of the team by informing them of business decisions and events that have an impact on the employee
- Ensure team working arrangements ensure appropriate capacity management
- Consider your role in maintaining a healthy work home balance e.g., sending emails late at night, early meetings
- Reinforce the FirstRand Promises

Human Capital business partners

- Provide guidance and support on remote working arrangements
- Coordinate offsite working arrangements within the business unit to ensure consistency and fairness



HAVING THE CONVERSATION

A useful way to anchor team conversations is to start with the FirstRand Promises and use these to agree your ways of working as a team.

Managers and leaders can also make use of the *following online resources*

[HC KnowledgeBase](#)

[The Grow Lounge](#)

[Employee Wellbeing](#)

[COVID-19 site](#)

[Blended Working](#)

[Productive Me](#)

[Care](#)

FirstRand PROMISES



make a
promise.



be deeply
invested.



value our
differences.



build **trust**,
not territory.



have
COURAGE.



always
do the
right
thing.



stay
curious.