Flexible Work Arrangements

TOOLKIT FOR EMPLOYEES and SUPERVISORS

Are you ready for a Flexible Work Arrangement (FWA)?

This FWA Toolkit will support you in your reflections on the questions below, as well as on your readiness and your continued development toward an effective and healthy hybrid workplace.

- What responsibilities of your position can and cannot be accomplished as efficiently from home? Can you accomplish your responsibilities on the designated day without being physically present at the office?

- Are you aware of all the health and safety, IT security and privacy considerations for a flexible work arrangement?

- What skills and competencies will you develop in order to be more effective in the hybrid workplace?

- How will you maintain a learning stance for yourself and your team?

Understand the Context

- The Flexible Work Arrangement is an interim framework which involves learning for all.

- You can increase your chances for success by realistically examining this program's suitability for you, and by referring to available tools.

- As you prepare for discussion, put yourself in your employee's/manager's shoes and reflect on how their concerns could best be addressed (tasks, team, clients, etc.).

- Remember, supervisors are responsible for making the final decision, based on a number of variables, including local approaches, and encouraging equity within & beyond team members.

- Check out the Healthy Hybrid Accountabilities to ensure that you are fully aware of your responsibilities based on your role(s).

LinkedIn Learning
for Admin and Support Staff

What skills do I need to continue to develop to be effective in hybrid work?

- Are there technical skills, collaboration tools, communications skills, or client-service that would benefit for greater development for myself and my team?

- LinkedIn Learning is an online educational platform that helps you discover and develop business, technology-related, and creative skills through expert-led course videos.

- Use McGill Single Sign-On (SSO) to access LinkedIn Learning with your McGill Credentials

Healthy Hybrid Attestation

What skills do I need to continue to develop to be effective in hybrid work?

- The Healthy Hybrid Attestations is a self-directed attestation that equips Administrative and Support Staff with the skills needed to transition to a healthy and productive hybrid workplace.

- Find out more about the Healthy Hybrid Attestation on the HHA website, its workshops, and how to start your attestation.

IT Skills for Hybrid Work

What skills do I need to continue to develop to be effective in hybrid work?

- Communication & Technology

  - How will daily communication with other colleagues and team members take place while on-site or remotely? Does the employee have access to all the communications technology they need for remote work?

  - What other types of IT skills and knowledge is important in the hybrid work environment? Some examples could include meeting tools, office automation, collaboration tools, surveying, filing and security considerations.

  - Check out the McGill IT resources available that will enable you to work, communicate and collaborate effectively and securely in a hybrid environment.

The 13 Psychosocial Factors in the Workplace

The 13 Psychosocial Factors (Mental Health Commission of Canada) illustrate what a psychologically safe and healthy workplace is. Building a supportive hybrid work environment that promotes mental well-being is a shared responsibility. All these factors lead to increased job satisfaction and productivity, lower absenteeism and staff turnover, and fewer workplace injuries (physical and psychological). The 13 Psychosocial Factors in the Workplace are listed below and hyperlinked to brief instructional videos.

Organizational Culture
Psychological and Social Support
Clear Leadership & Expectations
Civility & Respect
Psychological Demands
Growth & Development
Recognition & Reward

Involvement & Influence
Workload Management
Engagement
Balance
Psychological Protection
Protection of Physical Safety

Track and Trust

Ensuring alignment with overall goals, objectives, and targets can be a source of stability. Clear expectations and transparent targets can support a team's overall effectiveness and organizational performance in a hybrid work environment, as well as individual well-being. How does your team know they are on track? How would you demonstrate it?

Consider different sources of data, both quantitative and qualitative. This might include surveys, informational interviews, focus groups, and general feedback. Response times, errors or rework, number of people served or attended, number of applications completed.	Choose a few key metrics, ensure that they are meaningful to you and your operations/unit. Tracking over time is important in a hybrid workplace as it will demonstrate ongoing effectiveness trends, as well as impacts of change and improvement initiatives. Using quick pulse checks are recommended, both to measure stakeholder and client experience, as well as team members performance and well-being.

Possible Examples of Tracking Metrics:
- Client Satisfaction as measured by pulse checks following an interaction, indicates that every month the average is 4.5 out of 5 when asked "Did you feel supported during your Student Advisor session?"
- Number of tickets resolved as measured by JIRA tracking on a weekly/monthly basis. 300 tickets resolved per week.
- Registrations/Attendees/Clicks
- Survey Results; Survey completions (if surveying is part of your work)

Checking In With Your Team

- Regular check-ins can help to track progress and create a supportive environment where team members can thrive.

- Check-ins, both scheduled and ad-hoc, are a healthy practice that play an important role in supporting team-mates to remain aligned with their tasks, feel a sense of community, and safeguard their mental health and overall well-being.

- Connect with your team in person on a regular basis - Consider Establishing a Team Days where everyone is present on site together.

Checking In With Your Team (for Supervisors)

Supervisors may consider this pulse survey derived from Excellence Canada, that may be administered through a poll or be a source of discussion for a team.

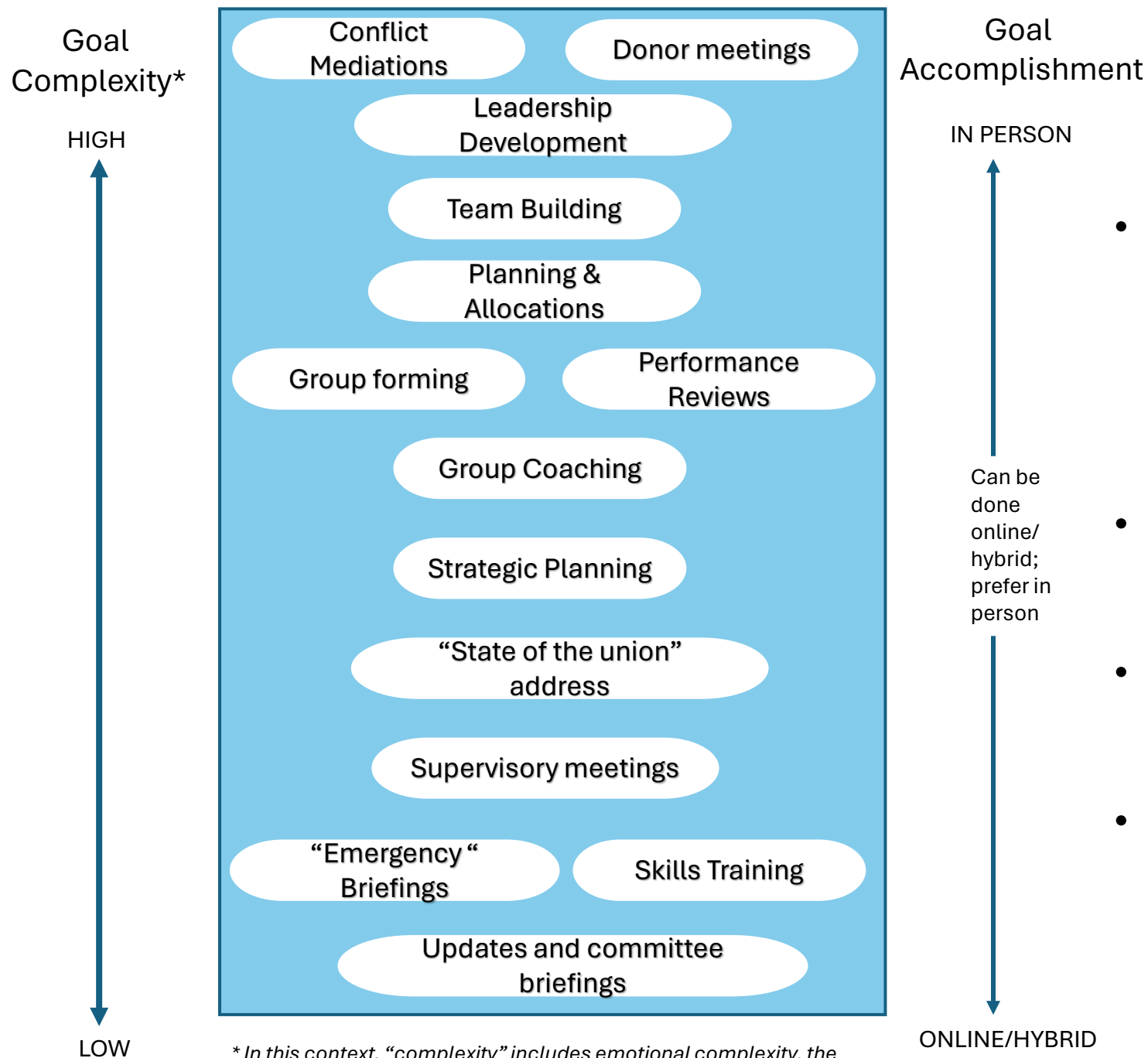| Consider your level of agreement with the following statements (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree) |
| --- |
| We have a healthy workplace culture, where a healthy lifestyle is reinforced. |
| People trust each other. |
| I receive adequate training in order to do my job well. |
| My supervisor provides feedback on my performance. |
| I am rewarded and recognized for doing a good job at work. |
| I have the opportunity to be involved in decisions that impact my work. |
| I am able to handle my workload without too much stress. |

Supervisors can leverage CoachingOurselves to discuss important topics with their teams. These 90-minute self-guided discussions help teams navigate important workplace conversations. Choose from many topics, including: *Nurturing a Team to High Performance*, *Building Resilience*, and *Developing our Organization as a Community*.

Key Considerations for You to Explore Individually and with Team Members

- Nature of Tasks

  o Describe aspects of your work that are conducive to hybrid work arrangements. What elements of the work would be more easily accomplished on-site and remotely? Identify any specific task related needs.

- Job Interactions

  o How will a hybrid work arrangement impact your interactions with your key stakeholders (i.e., participation in staff meeting, interdependencies with other colleagues for department needs, meeting client needs, staff supervision, etc.)? How will you manage these?

Goal Complexity*

HIGH

LOW

Conflict Mediations

Donor meetings

Leadership Development

Team Building

Planning & Allocations

Group forming

Performance Reviews

Group Coaching

Strategic Planning

"State of the union" address

Supervisory meetings

"Emergency" Briefings

Skills Training

Updates and committee briefings

* In this context, "complexity" includes emotional complexity, the range of interdependence, or need for intervention

Goal Accomplishment

IN PERSON

Can be done online/ hybrid; prefer in person

ONLINE/HYBRID

- This diagram can help you to determine which tasks are most suitable to in-person or online work, and help you to plan your hybrid work week accordingly

- Compare the goal complexity with what you wish to accomplish

- Consider client needs and inter-team dependencies

- Think about those activities that build community

MY HEALTHY WORKPLACE

W20210707_RINGEL_GOALS_360-700x1478.png (700×1478) (hbr.org)

TIP: Discuss with your team communication preferences and parameters

Parker

Cellular: 514.555.0000

Best times for meetings: Between 2pm & 4pm

Prefers Teams calls

Works best in the morning

Urgent? Use text

Avery

Cellular: 514.555.1111

Best times for meetings: Between 3pm & 5pm

Prefers emails

Works best in the morning

Urgent? Use text

Ahmad

Cellular: 514.555.2222

Best times for meetings: Between 9am & 11am

Prefers texts

Works best in the afternoon

Urgent? Use Teams chat

TIP: Keep a hybrid work journal to guide your onsite/offsite task optimization.

DAY 1					
Task	**Interaction**	**Type**	**Energy Level**	**Focus Level**	**Location**
Communication Notes	Collaboration	Synchronous	Medium - Morning	High	WFH
Emails	Individual	Asynchronous	Low - Afternoon	Low	Anywhere
Development of Training Modules	Individual	Asynchronous	High - Morning	High	WFH
Meetings	Collaboration (Share Updates)	Synchronous	High - Morning	Medium	WFO
Research and Benchmarking	Individual	Asynchronous	Medium - Afternoon	High	WFH
Client Service and Support	Collaboration	Synchronous	High - Morning	Medium	WFO

Key Considerations to Explore with Team Members

- How will daily communication with team members and clients take place while on-site or remotely? How will we ensure team members and other key stakeholders know each others' schedules and how best to communicate?

- How will we ensure the health and safety of our team members while on-site and remote – both physical and psychological (ergonomics, personal boundaries, team rituals, workload, and effects of schedules on families, etc.)

- How can we enhance engagement, innovation, creativity and collaboration?

- How can we ensure we do not lose touch with the human side of work (trust, relationships, belonging, support)?

Tips/ Best Practices

- Establish clear goals, deliverables and deadlines for which the employee is accountable.

- Set work schedules that address new or emerging operational needs to ensure office/department coverage.

- Agree on means and methods by which you will supervise and monitor workload and results, and determine how you will sustain communications, teamwork and collaboration.

- Reinforce team cohesion & sense of community both in-person and via collaboration tools (e.g. MS Teams Groups).

- Provide sufficient development opportunities, tools, and meaningful metrics to make hybrid work sustainable.

For More Information and Support

- Reach out to your local Human Resources Advisor

- Consult the Flexible Work Arrangements webpage

- Consult the IT Services webpage on Hybrid Work

- Contact flexwork@mcgill.ca