

*Interim  
Flexible*

Work Arrangements



# Hybrid Work Toolkit for Supervisors

# What is Hybrid Work?

- Not being fully on-site AND not being fully remote:
  - 60% in office / 40% remote (WFH)
  - The big pivot - new mindset of having one foot at home and one foot in the office
- Structured and ongoing work arrangement.
- A learning journey for all.

# Why Hybrid?

- Attract and retain talent – avoid “The Great Resignation”.
- Engage employees – increased morale and effectiveness.
- Provide quality service with hybrid options.
- Support wellness and mental health (reducing risk of burnouts, sick leaves; optimizing work/ life integration).
- Building the foundation for the workplace of tomorrow in Higher Education.

# How to Manage a Team within a Hybrid Model?

- Reconnect face-to-face and stabilize team - *Better Together Meetings*.
- Manage excessive or unrealistic expectations upfront with empathy.
- Re-establish priorities and become acquainted with the “new normal”.
- Clarify expectations: schedule, deliverables, availability when working remotely, means of communication, monitoring progress.
- Encourage equity within & beyond team members.
- Provide sufficient development, tools, and meaningful metrics to make hybrid work sustainable.
- Reinforce team cohesion & sense of community via MS Teams Groups.
- Ensure that we maintain the total “McGill Experience” for all - think remote first for inclusivity!

# How to Be an Effective Team within a Hybrid Model?

- To be effective, hybrid teams are:
  - Guided by transparent and clear guidelines of communication
  - Led by a shared culture, team dynamics and empathy
  - Formed by regular team meetings
  - Strengthened through collaboration

# How to Manage Tasks within a Hybrid Model?

- Compare the goal complexity with what you wish to accomplish
- Consider client needs
- Reflect upon inter-team dependencies

## Do You Need to Meet in Person?

Use this tool to gauge a goal's relative complexity.



# Tips to Consider

- Set work schedules that address new/emerging operational needs to ensure office/department coverage (e.g. determine optimal balance between in-person and on-line service delivery in evolving context).
- Establish clear goals, deliverables and deadlines for which the employee is accountable.
- Consider how you will sustain communications, teamwork and collaboration.
- Ensure team members and other key stakeholders (if applicable) know each others' schedules and how best to communicate (e.g., MS Teams platform, phone, in person, etc.).
- Optimize the time spent on-site by prioritizing activities that are best done in person (e.g., requiring higher levels of collaboration and complexity) vs. more solitary tasks better-suited for remote work.
- Agree on means and methods by which you will supervise and monitor workload and results.

# Key Considerations to Explore with Team Members

- Nature of Tasks
  - Describe aspects of the employee's 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
  - How will a hybrid work arrangement impact the employee's interactions with their key stakeholders (i.e., participation in staff meeting, interdependencies with other colleagues for department needs, meeting client needs, staff supervision, etc.)? How will the employee manage these?



# Key Considerations to Explore with Team Members

- Effectiveness
  - How will the employee and their supervisor measure effectiveness of the work during the Interim Flexible Work Arrangement?
- Communication & Technology
  - How will daily communication with all 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? Please identify any specific examples that may find useful.
  - What other types of technology could be useful in the proposed hybrid work arrangement? Some examples could include messaging technology (email, mobile messaging), office automation (Office 365), collaborative technology (Teams, Zoom, Webex), crowd sources technologies (i.e. LimeSurvey) and others

# Key Considerations to Explore with Team Members

- Employee Wellness
  - Explore ways to ensure the health and safety of the employee while on-site and remote - both physical and psychological (ergonomics, personal boundaries, team rituals, workload and schedule effects on families, etc.)
- Employee Experience
  - How can we enhance engagement, innovation, creativity and collaboration?
  - How can we ensure we don't lose touch with the human side of work (trust, relationships, belonging, support)?