

# **McGill's Healthy Hybrid: Accountabilities, Roles & Responsibilities**

A key factor in the success of the Healthy Hybrid Workplace and its ability to effectively address diverse needs across McGill University is the clarity of the roles and responsibilities of all parties involved. It requires appropriate levels of accountability with a commitment to being attentive and adapting to the evolving landscape, including University priorities and the changing face of the workplace.

## **SENIOR LEADERSHIP**

Establishes the Vision of the Healthy Hybrid Workplace, based on the University's mission and strategic priorities, and in the context of our evolving landscape, both locally and internationally.

## **HUMAN RESOURCES**

- Ensures the development, evolution and dissemination of McGill's Healthy Hybrid Guiding Principles, Accountabilities, Framework and Guidelines.
- Supports the Faculties and Units in applying the above.
- Provides training and tools to support skills and competencies development to equip managers and employees for the evolving realities of hybrid work.
- In collaboration with key stakeholders, monitors the overall success of the Program against the backdrop of market trends and University priorities and recommends adjustments and enhancements.
- Keeps staff abreast of sound practices regarding the respect of data confidentiality in hybrid work.

## **SENIOR LEADERS (Deans, Provost and Associate Provosts, Vice-Presidents, Associate Vice-Presidents, Executive Directors)**

- Within the parameters of McGill's Healthy Hybrid Guiding Principles, Framework, and Accountabilities establish hybrid working practices in their respective Units or Faculties in accordance with their strategic and operational priorities.
- Encourage fair and transparent decision-making and practices related to hybrid work across the Unit or Faculty, while recognizing differences related primarily to the nature of work, functionality of the service, space constraints and/or recognized space-saving initiatives.
- Support managers, including academic managers, by encouraging the ongoing development of their competencies and skills to manage effectively in this hybrid work environment.
- Implement feedback mechanisms to ensure stakeholder needs and expectations are known and effectively met (EG Quality, timeliness and nature of services provided).

## **DIRECTORS, MANAGERS (with their Teams)**

Working within the parameters of McGill's Healthy Hybrid Guiding Principles, Framework, and Accountabilities and in light of Unit/Faculty priorities, Supervisors will:

- Strive to make fair and transparent decisions regarding hybrid work in their respective teams, prioritizing operational needs with considerations related to the nature of work, client service, space constraints, recognized space-saving initiatives, and individual and team readiness/performance.
- Enhance their knowledge of managing in a hybrid environment, including developing the necessary skills to effectively use the communications and teaming tools at their disposal.
- Promote continuous learning related to a healthy hybrid workplace for themselves and their staff, including skills development through formal training, cross - training, peer exchanges and self - directed learning.
- Ensure the effective onboarding and integration of new team members, with increased presence of supervisor and colleagues to accompany new team members in learning about the job, their immediate team and related teams and the University culture, to help them build their network and gain a sense of belonging.
- Implement mechanisms to monitor effectiveness, adapt to the evolving needs and expectations of key stakeholders and review flexible work arrangements annually, or more frequently, as required.
- Maximize the value of onsite and offsite work time through appropriate task distribution, efficient work processes, capacity building, client service plans, and norms and practices to support effective remote work, communication, and teaming.

## **EMPLOYEES (ADMINISTRATIVE & SUPPORT STAFF)**

- Understand and respect the McGill Healthy Hybrid Framework and the agreed upon terms of the flexible work arrangement within the context of the team, unit, and University at large.
- Participate in training and development provided by the University (EG Healthy Hybrid Workshops, LinkedIn Learning self - directed modules, etc.) to develop the knowledge and skills to work effectively in a hybrid work environment.
- Actively contribute to maximizing the effectiveness of task distribution between onsite and remote work with consideration for the nature of the tasks, operational priorities, special equipment requirements, peak periods, client service requirements, back - up impacts, etc.
- Contribute to team communications, morale, learning (EG cross - training), to promote team efficacy and productivity, and contribute to an overall sense of belonging, both on and off site.
- Monitor impacts of hybrid work and propose and discuss adaptations with supervisor.
- Review flexible work arrangements with supervisor on an annual basis or more frequently, as required.