

McGill's Healthy Hybrid Framework:

McGill's Healthy Hybrid Framework helps employees achieve greater balance and efficacy in their personal and working lives and supports diversity, inclusion, and employee engagement. When effectively implemented and adapted to the nature of the work and the requirements of the Unit or Faculty, the hybrid work model can optimize task efficacy and overall productivity. By striking the right balance, managers and their teams can create a thriving and dynamic work environment that promotes an effective and healthy workplace. It is recommended that hybrid work arrangements be reviewed annually, or more frequently, if required, to ensure continued suitability to the evolving needs and workplace context.

As reflected in this framework, the University retains a predominantly onsite Flexible Work Arrangement program, given that we remain a place-based, in-person organization that values a culture of service and collaboration, and a sense of community and belonging for all. The present framework can support 50% or 60% work from home (WFH), *when appropriate to the nature of the work*, to facilitate formal space-saving initiatives in alignment with the University's strategic objective of implementing cost-efficient solutions to growing space needs.

The Healthy Hybrid Framework is the next phase in McGill's hybrid journey. As the world of work continues to evolve, continuous learning at the individual, team, unit, and institutional level remains essential. McGill's Flexible Work Arrangements program will continue to be monitored and adjusted as needed, considering the evolving needs and priorities of the University.

FULLY ONSITE

Role requires full-time on-site presence to access physical equipment, material, space (labs, grounds) and/or to provide on-site service to clients to fulfill the duties of the position. Though these employees are required full-time onsite, they may be eligible to Flextime schedules.

Examples of typical roles:

- *Fulltime in-person service provider*
- *Dental assistant*
- *Receptionist*
- *Library staff member handling rare collections*
- *Lab technician*

Other circumstances requiring full on-site presence may include:

- *new to the role or organization; onboarding*
- *peak period requiring onsite presence*
- *need for supervised training/skills development and/or in support of a performance improvement plan.*

HYBRID MODELS

At McGill, the Healthy Hybrid Framework provides for both fixed and flexible models and may be coupled with Flextime.

Hybrid Fixed: The nature of the work and/other services offered necessitate a structured schedule with specified times onsite, to work together with teammates and/or to provide in-person service to clients and other stakeholders.

Hybrid Flex: Schedules may vary week-to-week according to the nature of the work and/or varying onsite requirements of colleagues, clients, and other stakeholders.

McGill's Healthy Hybrid Framework includes a range of work-from-home ratios to meet the different workplace needs of Faculties, Departments, and Administrative Units. The following tables provide some typical examples of the type of work and unit characteristics that may be associated with a particular ratio, in either a fixed or flex model. They are designed to aid managers in identifying the model(s) best suited to specific positions and the overall needs of their unit(s). More than one model may be used within the same unit, depending on the nature of the work and the requirements of the Faculty or Unit.

20% WFH (Work-from-home)

Within the parameters of McGill's Healthy Hybrid Framework, individual Faculties and Units may add their own key criteria and limits. Please ensure that your FWA request fully aligns with the stated requirements of your Faculty or Unit before submitting on Workday.

1. **Tasks, priorities, operations and culture of the Faculty, Department or Unit dictate a primarily onsite presence.**
2. **Incumbent is well-established, autonomous, and effective in their role.**
3. **A portion of incumbent's duties and tasks can be carried out effectively from home.**
4. **Incumbent may engage largely in synchronous tasks with others, within or beyond the team.**
5. **Incumbent may be in a front-line role.**
6. **Incumbent may have little onsite back-up.**
7. **Incumbent may require the use of equipment, materials, etc. available onsite.**
8. **Incumbent may be on a learning curve (their own or others') and be onsite more frequently for efficient knowledge transfer.**
9. **Norms have been established regarding work-from-home, including work and lunch schedules, reachability via MS Teams, etc.**

HYBRID FIXED 20% WFH

Lower ratios of work-from-home fixed tend to be best suited to:

- *Units with limited cross-training and/or back-up Support.*
- *Units with staff who support faculty and students predominantly in-person, in accordance with local culture, defined stakeholder needs and preferences.*
- *Tasks that are generally synchronous with those of colleagues – requiring that they be accomplished at the same time, in the same place.*

HYBRID FLEX 20% WFH

Lower ratios of work-from-home flex tend to be best suited to:

- *Professionals whose work requires in-person collaboration, consultation, and outreach.*
- *Front-facing staff whose work involves frequent interaction with clients and stakeholders.*
- *Tasks may also be synchronous with those of other colleagues. However, schedules may vary.*

40% WFH (Work-from-home)

Within the parameters of McGill's Healthy Hybrid Framework, individual Faculties and Units may add their own key criteria and limits. Please ensure that your FWA request fully aligns with the stated requirements of your Faculty or Unit before submitting on Workday.

1. Tasks, priorities, operations and culture of the Faculty, Department or Unit support medium levels of work-from-home, provided the nature of the work is suited.
2. Incumbent is well-established, autonomous, and effective in their role.
3. A significant portion of incumbent's duties and tasks can be carried out effectively from home.
4. Incumbent possesses the knowledge and skills (technical and teaming) to function effectively online. Incumbent has received formal hybrid training or equivalent.
5. Feedback mechanisms are in place to ensure that stakeholder needs continue to be met within the context of the hybrid work arrangement, with consideration for individual and team effectiveness.
6. Norms have been established regarding working-from-home, including work and lunch schedules, reachability via MS Teams, etc.
7. Impacts on individual and team engagement are considered in the determination of ratios, which can be subject to change according to evolving needs and priorities.

HYBRID FIXED 40% WFH

Higher ratios of work-from-home in a fixed model tend to be best suited to:

- *Units with an in-person service function and sufficient cross-training and back-up support to ensure continuous on-site support via a fixed work schedule.*
- *Staff who support faculty and students both online and in-person, in accordance with local culture, define a stakeholder needs and preferences.*
- *Units where in-person meetings and other on-site activities generally occur on fixed days.*

HYBRID FLEX 40% WFH

Higher ratios of work-from-home in a flexible model tend to be best suited to:

- *Units without a significant service function, or which offer service both in-person and remotely.*
- *Professionals whose work requires focus and concentration.*
- *Professionals working independently with colleagues, clients, external stakeholders, etc. for whom on-site presence is generally determined based on the nature of the tasks and/or stakeholder needs.*

50% or 60% WFH (Work-from-home)

Within the parameters of McGill's Healthy Hybrid Framework, individual Faculties and Units may add their own key criteria and limits. Please ensure that your FWA request fully aligns with the stated requirements of your Faculty or Unit before submitting on Workday.

In addition to criteria cited above for employees at 40% WFH (Hybrid Fixed or Hybrid Flex), staff working at 50% or 60% WFH need the expressed approval of their Unit or Faculty, supported by a formal space-saving initiative, as these employees will no longer maintain exclusive use of a workspace.

Key considerations may include:

- **Suitability of space-sharing model to nature of work, roles, responsibilities**
- **Feedback mechanisms to monitor impacts and support effectiveness (key stakeholders including clients and team)**
- **Training, skills development to adequately support team and individual effectiveness in this hybrid work arrangement (EG Technical and Teaming Skills, Healthy Hybrid Attestation, Hybrid Team Reset Exercise)**
- **Ensure supplementary onsite workspaces for employees to accommodate both planned and unplanned schedule overlaps**
- **Shared team day(s) onsite – efforts to keep team intact**
- **Proximity onsite to team members and necessary equipment**
- **Conditions that enable onsite effectiveness (privacy, silence, interactive spaces, as required)**
- **Adequate, secure storage space**