

**Flexible Work Arrangements**  
**HEALTHY HYBRID**



**March 2024**

# McGill Healthy Hybrid Framework

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- FWA initially launched in 2019 for Administrative and Support Staff to establish work hours and work location.
- 2024 revisions based on extensive consultation and benchmarking.

## What's New?

- An overarching unified approach, but adaptable to local preferences and realities.
- Encourages continuous learning, evidence-based decision making and skills development.
- Emphasis on determining the right ratio of WFH, based on the nature of work and local realities. Over 40% WFH is possible under certain circumstances.
- Workday approvals and data reporting.

# University-Level Program Design

## Guiding Principles

- Keep McGill's mission at the heart of decision making
- Take a continuous learning approach
- Promote a vibrant community – supporting attraction and engagement.
- Focus on roles and tasks – local decision making
- Encourage fairness and equity with institutional support

## Framework

Norms and exceptions for WFH options:

- Fully onsite
- Fixed WFH schedule up to 40%
- Flexible WFH schedule up to 40%

Exception:

- fixed or flex WFH 50% or 60% if in alignment space-saving

## Accountabilities

Roles of Leaders

- Establish hybrid working practices for the Faculty
- Encourage fair and transparent decision-making
- Encourage ongoing training to foster a HH environment.
- Implement feedback mechanisms to understand impacts.
- Monitor data in Workday

# An Opportunity to Reset

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## Teams to consider:

- What is working now & what can be improved?
- Operational needs for in-person attendance.
- How to make the best use of time together?
- **Core working hours** and a weekly **team day**, to facilitate working together and building relationships.
- Space saving initiatives in the unit or space issues that may be addressed with a rebalanced WFH schedule.
- Minimizing disruption for the team.



# Schedule Options

## 1 Flextime

Employees can request non-standard daily work hours with or without WFH.

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## 2 WFH options:

- 20% and 40% are standard for eligible employees.
- 50% and 60% are part of a more complex approval process, generally in the context of recognized space savings initiative.

### - Flex or Fixed Schedule:

- Fixed means the same days in office and at home every week.
- Flex means the days in office and at home will vary from week to week.

# WFH Ratio Considerations

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The schedule should be designed to:

- Support service delivery and team building, ie, accommodate a team day, core hours, etc.
- Support the type of work to be completed and client needs. WFH is not necessarily suitable for all front facing in-person service positions.
- Be suitable for the level of autonomy of the employee.
  - We recommend new employees work mostly on site with a peer or supervisor for their first 4 weeks, to support their onboarding, training and integration on the team.
  - Employees who require more training, or who are working on their performance may be required in office more often.
- Align with the space plans.

# Notable Exceptions

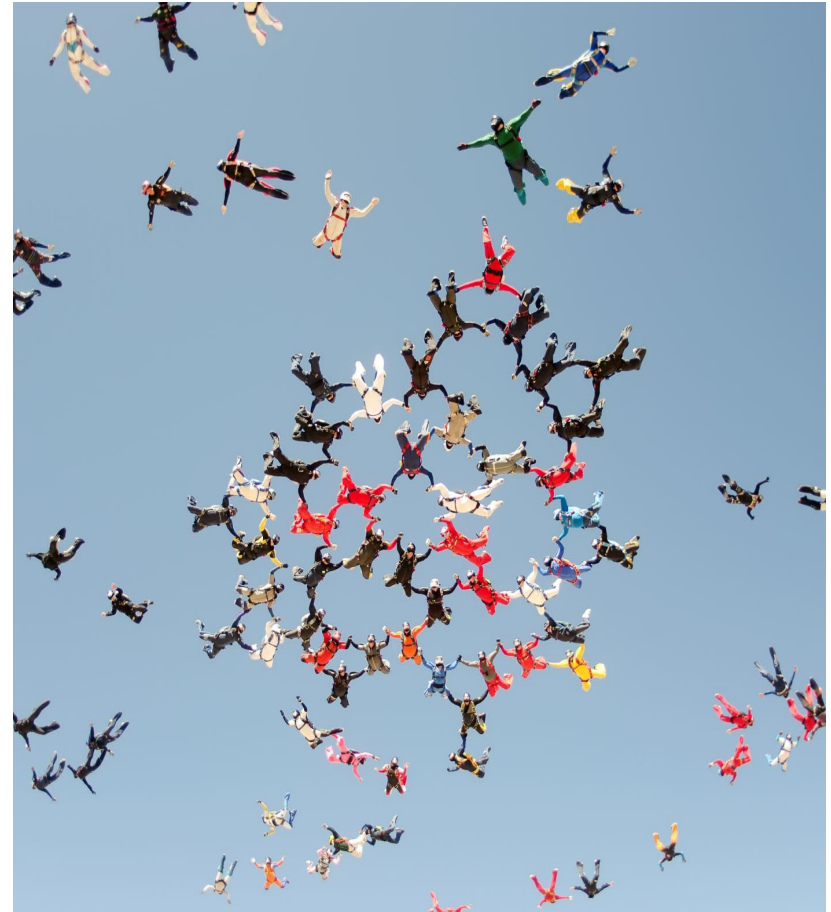
In some instances, employees may be asked to work on site on days that were approved for WFH.

Examples include:

- Black-out periods or peak periods when the WFH schedule may be disrupted due to events or other operational needs. To be shared with the team for planning purposes.
- In-person meetings may be called on WFH days. Again, scheduled with notice where possible to facilitate planning.
- Staff may be asked to come into the office on WFH days to assist in the onboarding of new employees.

# Hybrid Fixed Considerations

- Best if the nature of the work requires specific times onsite.
- Allows teams to work together onsite and/or to provide in-person service on fixed days.
- May allow for more effective for space sharing, as in person days are predictable.
- To be balanced with stakeholder or client needs for in person meetings on variable days.





# Hybrid Flex Considerations

Accommodates variable onsite needs of clients and stake-holders, or variation in the employee's work.

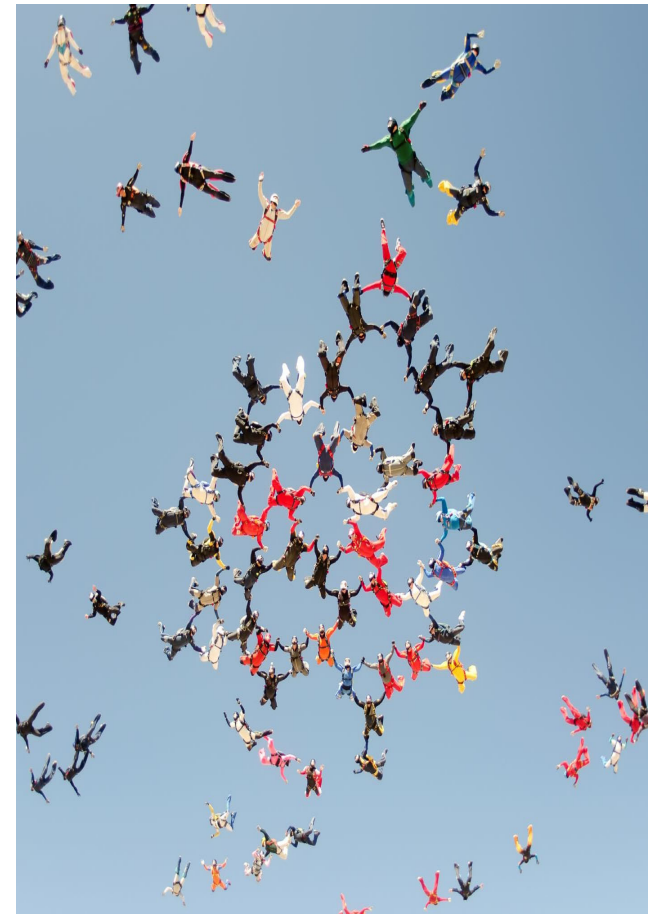
Supervisors may determine if flex schedules are reconciled on a weekly or monthly basis:

**Weekly** - for example, an employee who works 40% Hybrid Flex will come into the office at least 3 days every week, but the days can vary from week to week.

- Easier to manage but provides less flexibility.

**Monthly** - for example, the 3 day/week in office ratio is converted to 13 days per month – to be worked at any time in the month.

- Offers more flexibility but requires disciplined tracking of the in-office commitment to ensure it is met.



# FMHS Request & Approval Process

- Supervisors to establish team parameters.
- Employees consider their preferences, the demands of their position and team structure, and the parameters provided by their supervisor and propose a schedule.
- Supervisors consider the request and meet with the employee to explore concerns and solutions. [HR Advisors](#) are available to help supervisors explore alternatives.
- Supervisors can approve requests for up to 40% WFH.
- Once a request is verbally approved, the employee enters it in Workday.
- It will be in effect for up to one year.

# Greater than 40% WFH

Requests for over 40% WFH must be approved by the unit head (AD or Director) and shared with Demetra and Veronique.

Include the following details in your request:

- The proposed schedule.
- Why greater WFH is preferable in this case.
  - Does it meet operational needs?
  - Is it the preference of the employee? Are there any extenuating circumstances.
  - Is a space issue driving this request?
- How you will maintain collaboration and teaming with less in-person time.
- How you will ensure optimal use of space.
- How you will assess if this change is working for your clients, your employee and others impacted.



# Evaluate

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In addition to setting team parameters and approving FWA plans, supervisors are responsible for evaluating if the plans adopted are working from the perspective of employees, clients, teams...

Consider how you will do this and how often.

- View FWA plans using WD reporting tools.
- Survey clients, collaborators and employees.
- Gather input from other sources: stay interviews or career conversations or PD mid and annual review.

# Training and Support

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Take advantage of continuous learning opportunities.

## **McGill Organizational Development Training**

- Healthy Hybrid Attestation
- Hybrid Team 'Reset' Module – a 2-hour guided dialogue (March 2024)
- Mental Health Certification: The Working Mind, Leadership Certification, First Aid

## **FMHS HR Training**

- Managing in a hybrid environment (Spring 2024)

## **Other**

- Teaming and remote work technology solutions
- Cross-training opportunities
- HR Advisor support

# Workday Interface

- **All FWA plans must be entered in Workday**, even if there is no change to the current schedule.
- Week of March 18: Workday platform opens. A training video can be viewed [here](#).
- March 25 - April 30: target period in FMHS to process FWA requests in Workday.
- The Health & Safety acknowledgement is now in Workday.
- Workday can generate FWA reports for leaders, supervisors and HR professionals.

- More information and an FAQ on Flexible Work Arrangements is available on the [Central HR website](#).
- An FWA Workday training video is also available in this tab.
- Central IT training and resources: <https://www.mcgill.ca/it/working-remotely> and <https://www.mcgill.ca/it/events>



Q&A