Applying GBA Plus to Hybrid Work Arrangements

A Tool for Public Service Organizations

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Introduction

As we move beyond some of the immediate public health constraints of the COVID-19 pandemic, organizations across the Government of Canada are working to develop, implement, and iterate upon approaches to hybrid work. As evolve our hybrid approaches, we must ensure that the differential impacts on different employees are being measured and considered. Gender-Based Analysis Plus (GBA Plus) is an important part of this process.

This tool is intended to help guide Future of Work teams as they undertake GBA Plus examinations of their organizations' current or future hybrid work approaches. Insights in this tool are based both on research and a preliminary, enterprise-level GBA Plus conducted by TBS and central service providers.

A range of tools and resources already exist to support GBA Plus work across government. This tool is intended to work in conjunction with these existing resources, providing information and considerations that are specific to the hybrid work context.

Examining hybrid models through a GBA Plus lens

As you look to conduct a GBA Plus to assess the impacts of your department's hybrid approach, here are some recommendations to get off on the right foot.

- **Understand and apply your organization's operational context.**
  While this tool provides a range of recommendations around the application of GBA Plus to hybrid work arrangements, not all of these will apply in every situation. Organizational context and operational requirements vary across the public service, and an organization's own

leadership team is best situated to determine what that organization needs. Consider your organization's specific needs at every step as you use this tool.

- **Familiarize team with GBA Plus.**
  If you've never conducted a GBA Plus before, have a look at the GBA Plus resources helpfully provided on the Women and Gender Equality Canada (WAGE) website. These guides, courses and microlearning videos will get you up to speed on the GBA Plus process.
- **Be aware of your own biases and positionality.**
  Remember that our own position, power, experiences, and biases all inform the way we understand the world and how we approach decisions in our work. Conducting a GBA Plus is meant to help to mitigate personal biases that might unintentionally impact a department's approach, so think about where you are coming from, and encourage colleagues and decision-makers to do the same.
- **Identify areas of assumption and data gaps that need to be addressed**.
  Which aspects of the organization's hybrid approach are based on data, and which need to be validated through experimentation and analysis? Conducting a GBA Plus is an opportunity to strengthen your data inputs and test your assumptions through discussion and engagement with impacted groups.
- **Identify groups to engage with within your organization.**
  Identity groups within your organization that may experience differential impacts from different hybrid work approaches – you can use the TBS Hybrid Work GBA Plus report as a starting point. Of these groups, or any others that you can think of, which can you reach out to through existing tables and communities within your department? What other opportunities do you have to access perspectives from these groups?
- **Consider new data streams to incorporate**
  Based on the perspectives and experiences that you encounter, are there data indicators that could support the measurement and tracking over time? Do these data points exist already, or are there opportunities to begin capturing them now? Use data to integrate GBA Plus perspectives into your existing hybrid experimentation frameworks. Data is addressed at greater length later in this tool.

Leveraging TBS's Hybrid Work GBA Plus report

In summer 2022, the Office of the Chief Human Resources Officer (OCHRO) within TBS conducted a broad enterprise-level GBA Plus exercise, looking at the risks and differential impacts associated with a range of arrangements across the spectrum of flexibility.

The resulting report documents the research and engagement that went into this exercise, details the impacts that different dynamics of hybrid work may have on specific identity groups, and recommends some initial mitigation approaches. It also includes an annex with key public service-wide data points on remote and hybrid work.

As you conduct your own GBA Plus work, this report may be useful as starting point or a series of guideposts. Since it is an enterprise-level report, all observations should be tested and validated within your organizational context.

Advancing GBA Plus understanding with data

Hybrid work is an ongoing learning process for all of us. As we gain experience and data from working in hybrid models, we aim to know more each month than we did the last. To this end, it is important that departments have the right processes in place to measure, iterate and adapt successfully.

These include:

- An understanding of the relevant data points
- A plan to collect data
- An approach to building data into decision models

Understanding the relevant data points

As organizations plan to mitigate the GBA Plus risks of their hybrid approach, underlying assumptions should be supported by data wherever possible.

Understanding the objectives and risks of a hybrid model should help lead to the right metrics to track – think about the groups who have identified risks, and the issues that they may stand to face.

Relevant numbers might include:

- Harassment rates
- Diversity levels (in ranks and nationally)
- Self-rated mental health – Improving? Status quo? Regressing?
- Risk levels of psychosocial hazards
- Number and topic of grievances
- Sick leave rates
- Turnover rates

Using mixed approaches to data collection can increase the breadth and depth of information available to decision-makers. Quantitative data provides credible information on current circumstances providing the means to establish a baseline, while qualitative data can fill in the gaps on why a situation exists and help to identify underlying issues. Ensure that you are leveraging both.

For each data point that you identify, establish a baseline, and look at trends from there to understand the impact that your organization's chosen model is having on these key metrics amongst diverse groups.

Collecting your data

Departments and agencies have a range of options when it comes to the data available to them. These include:

- Public Service Employee Survey (PSES)
- Federal Public Service Workplace Mental Health Dashboard
- Departmental surveys
- HR and administrative data

PSES results will contain several important metrics that departments can use to assess the impacts of hybrid work in the years ahead, including changes to discrimination and harassment rates, the extent to which employees feel they have the tools they need to do their work, and the sense of belonging employees feel at work.

Where data is missing, seek to develop strategies to gather additional information (e.g., via pulse surveys, workshops, outreach to specific communities). Consider how data you are currently collecting may be an indicator for what you are trying to measure and explore adding relevant questions to existing data collection methods in your department.

Always ensure proper information management approaches are considered and implemented, especially where personal information is involved.

Using data to inform decisions

Having identified your data points and sources, it may be valuable to build out a regular process to monitor and evaluate the performance of your hybrid model, both from the standpoint of business metrics and GBA Plus considerations. Make your department's executive team a part of developing this process to get their buy-in and to set the expectation that ongoing iteration and adjustments will be the norm.

Doing these reviews as a matter of course, rather than on an as-needed basis, will help your organization remain vigilant to the needs of its people, and will keep you agile when changes in direction are needed.

Communicating about hybrid work and GBA Plus

What you learn through your GBA Plus work – and how that gets integrated into your hybrid approach – are both valuable resources when it comes to communicating about your hybrid approach.

Employees are paying close attention to this file and are acutely aware of the ways in which different options will impact them. As such, honesty and transparency about decision-making will be the key to credibility here. If employees are not buying into your hybrid approach, it will be harder to promote the behavioural changes that will make the approach successful.

Rather than glossing them over, be up front about the risks and GBA Plus considerations related to your hybrid work and highlight strategies that you are using to mitigate risks and monitor the success of your transition. Remember that the lived experience of your employees as they transition to a hybrid model of work will constitute important evidence upon which you can gauge the success of your organization's approach. Use a range of tactics to hear their views and perspectives throughout the transition and beyond.

Annex: Additional resources

- Additional tools and resources on GBA Plus are available on WAGE's website and CSPS website.
- Step-by-step guidance is available on GCconnex and GCpedia. Please note that these tools are for internal use within the federal public service. Given the ever-evolving nature of GBA Plus, these tools are evergreen and will evolve over time.
- On data collection and public reporting on impacts on gender and diversity of programs, consult The Results Portal (English only) and Part III Portals
- Take the GBA Plus Course
- Consider looking at additional sources like the Gender and Diversity Impacts of Programs

From: Fleury, Jean-Francois
Sent: March 2, 2022 1:05 PM
To: Sarazin-Normand, Caroline
Cc: Moore, Sarah; Robert, Kristina; Hardy, Elizabeth; Laroche, Mireille; Girard, Marie-Chantal; Bidal, Carole
Subject: Interim Frame for Hybrid.
Attachments: Hybrid framework EN 2022-03-02.docx
Hybrid Framework-FR 2022-03-02.docx

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Find attached the most recent version of the framework in E and F. It includes PCO comments. We are still anticipating potential additional comments. The nature of this document is in constant evolution. This is the up to date version.

Things are moving rapidly and fluidly. Without the debrief from DMW this document may not hit the mark. PSMAC is in two days. We have not consulted BAs. Not sure we need to. It is largely based on a previous guidance issued in November. P&C (Tolga) had consulted BAs on the larger more comprehensive guidance. Looking at MCG and Carole for feedback on if we need to or not.

Please let me know how SO wants to proceed for PSMAC distribution (or not). Note that it will be shared at the newly established ADM Flex committee co-chaired by Tim and I later today.

I don't have news of the IC message either.

I will leave it in your hands to get the signal checks.

Merci

Toward a Post-Pandemic Hybrid Workforce:

A Framework for Experimentation, Learning and Iteration

During the COVID-19 pandemic, the federal Public Service maintained critical services and operations, supported by many employees who continued to work onsite. At the same time, the Public Service adapted to wide-scale remote work, by investing in enabling technology and learning how to be productive while working in different ways. For the portion that worked remotely, the Public Service will gradually pivot from being “remote-by-default” to “flexible-by-decision”, as organizations build flexibility into their post-pandemic work models, where it is possible and where it makes sense.

The Public Service finds itself at an exciting moment where the future can be reimagined and pursued to embed and multiply the agility and flexibility that served Canadians during the pandemic. As a result, many organizations are developing their plans for a hybrid workforce, where on any given day, some employees will be working on-site, and some employees will be working off-site. This includes a mix of employees who will work on-site full-time, employees who will work off-site part-time, and employees who will work off-site full-time. There is no one-size-fits-all approach for all employees, as the feasibility of telework will depend on operational contexts and the nature of the work.

As a starting point, this document outlines a core, common enterprise framework, guidance and considerations for Deputy Heads as they lead their organization in planning, communicating, implementing, and iterating an approach tailored to their context.

Distributed Accountability

The current distributed accountability model for people management relies on a proper balance between a common, coherent enterprise experience and the flexibilities required to meet departmental operational realities (see Annex A for roles and responsibilities in the distributed accountability model). While these can be perceived to be different, they should not be seen as contradictory. This distributed accountability continuum sets the context for the guidance and considerations for Deputy Heads, outlined below.

1. Build flexibility into work models, where it is possible and where it makes sense, as the first step toward a modern, future-ready public service

Canadians expect an effective Public Service that provides excellent services. The experience and investments of the past two years present an unprecedented opportunity to make the Public Service more agile, inclusive and equipped for the future so that it can continue to respond to Canadians’ expectations. Building flexibility into work models, where it is possible and where it makes sense, will:

- advance the Beyond 2020 principles of being agile, equipped, and inclusive, including through:
    - improved work-life balance and wellness
    - richer diversity and regional representation

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    - broader, national access to needed talent, skills and capabilities
- contribute to meeting federal commitments under the Accessibility Strategy
- continue efforts to implement the Call to Action on Anti-Racism, Equity and Inclusion
- support the Greening Government Strategy, particularly with regards to:
    - reducing our environmental footprint regarding greenhouse gas emissions, water use and waste
    - having climate-resilient operations

2. Align planning and decision making with common, enterprise principles

As organizations plan for flexible approaches, where it is possible and where it makes sense, it is important to maintain enterprise coherence while adapting to organizational mandates and contexts. The Office of the Chief Human Resources Officer (OCHRO) has provided *Guidance on Optimizing a Hybrid Workforce* to all Heads of HR (see Annex B for highlights of this guidance).

This guidance outlines enterprise principles, a recommended approach and process to implement these principles, and related considerations. Organizations are expected to align and integrate their approaches with the enterprise principles, identified below, in designing and defining their post-pandemic work models. While each principle is illustrated below with key examples of things to "do" and "avoid", the principles are broader than these specific examples and organizations should continue to elaborate and apply these principles as they iterate their approaches.

Key mindsets for coherence in a distributed model

- Principles, not rules
- Gradual, phased and scaled
- Asymmetrical context and implementation
- State of readiness rather than end-state
- Integrated People, Digital and Physical
- Experimentation to learn, iterate and adapt, and transparency around approaches and results
- Hybrid as a gateway to the Future of Work

Excellence:

- DO ensure decisions about work arrangements are consistent with the optimal design and delivery of public sector policy, programs and services.
- AVOID decisions about working arrangements that compromise the quality of Canadians' experience with the Public Service, including the secure and reliable delivery of programs and services.

Consistency:

- DO develop an organizational approach, informed by OCHRO Guidance (see Annex B), that outlines how decisions are made across the organization related to what work can be performed where.
- AVOID different decision-making approaches within the organization that may lead to bias and uneven opportunities to telework between employees who do similar work.

Flexibility:

- DO explore and experiment with different approaches to work design, work locations, work arrangements and use of space (i.e., unassigned seating, flex-floors, co-working)

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- AVOID one-size-fits-all prescriptive approaches (e.g., requiring all employees in the office a set amount of time, or number of days, regardless of the nature of their work), or limiting employees' access to worksites in the long-term as some employees may feel onsite work optimizes their wellness or productivity.

Transparency:

- DO be transparent in how decisions about flexibility are made and communicated to employees.
- AVOID unnecessary uncertainty for employees about how much flexibility they will have once organizations pivot from "remote-by-default" to "flexible-by-decision".

Equity:

- DO treat employees equitably and fairly in decisions and in a hybrid workplace and put in place mechanisms to identify and correct bias.
- AVOID excluding employees working off-site from full participation and opportunities in a hybrid work environment.

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3. Integrate People, Digital and Physical to drive successful and sustainable hybrid experience

As organizations manage the transition toward a hybrid workforce, the importance of the following should not be underestimated:

- Clearly and pro-actively communicate the key information to all staff including:
    - *Guidance for Optimizing a Hybrid Workforce*
    - Principles and values that will guide the organization's decisions
    - Organizational-specific plans
    - Relevant resources for managers and employees
- Integrate planning efforts between Heads of HR, IT, real property, and security
    - Depersonalize office space and implement unassigned seating where possible
    - Determine the best uses for workspaces (e.g., onboarding, peer learning, ideation, engagement) and optimal workspace design while continuing to learn new ways of working that are inclusive of an increasingly nationally distributed workforce
    - Determine longer-term real property needs, considering rates of telework and availability of GCcoworking
    - Determine technology needs (including network capacity and physical infrastructure) and support tools and consider the capacity of the organization to address these technology needs
    - Determine security requirements and intersecting needs with respect to security screening and aftercare, information security and management and IT security

- Align decisions to support desired long-term outcomes:
    - Service reliability and innovation, and digital government
    - Diversity and inclusion, including geographic representation
    - Recruitment, retention, employee engagement
    - Greening government and footprint optimization
- Apply change management principles and an employee experience lens, and engage staff in discussions
- Dedicate people and resources to support planning and transition
- Work with stakeholders at every step (e.g., Bargaining Agents, employee networks, local governments, etc.)

4. Experiment, learn and iterate by using evidence, monitoring progress and adjusting through implementation phases:

Plan for the following at all phases of planning, transition, and implementation:

- Establish a data strategy and build evidence
- Lead by example on:
    - Inclusion of employees, regardless of where they work
    - Avoiding bias in favour of on-site employees
    - Promoting wellness behaviours (e.g., "unplugging")
- Monitor key people management indicators, incorporating GBA+
- Iterate based on data and lessons learned:
    - Share lessons with other organizations to support collective learning and evidence-based decision-making
    - Continue to work with stakeholders
    - Communicate changes to all staff

By following enterprise principles, considering success factors during and after transition, and taking an iterative approach, the federal Public Service will become more inclusive, agile and equipped to achieve the significant benefits of building flexibility into work models, where it is possible and where it makes sense.

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Annex A: Roles and Responsibilities in the Distributed Accountability Model for People Management

Central Agencies and Central Service Providers (PSPC, SSC, PSC) support Deputy Heads by:

- Providing/updating enterprise frameworks, policies, guidance and support
- Assessing the people management regime including legislative frameworks and the need for new/updated policies, directives, standards, guidance and interpretations (e.g., *Other Leave With Pay*)
- Consulting and negotiating with bargaining agents at the national level
- Engaging and convening partners and stakeholders, including bargaining agents, on enterprise priorities, planning, experimentation and innovation
- Collecting and consolidating data, information, research (including experimentation, behavioural insights and human-centred design) and analysis to understand and frame enterprise-wide trends, opportunities, and risks
- With respect to central service providers specifically, carrying out operational roles specific to their mandates

Deputy Heads are responsible for:

- Delivering on their mandate and maintaining quality service delivery and standards
- Developing and implementing a departmental plan aligned with enterprise principles, but tailored to the mandate and operational context and local considerations
- Respecting applicable legislation, collective agreement provisions and terms and conditions, and enterprise policies and standards
- Implementing the *Policy on COVID-19 Vaccination for the Core Public Administration Including the Royal Canadian Mounted Police*
- Working with bargaining agents and departmental Occupational Health and Safety policy and workplace committees
- Ensuring plans are reviewed in light of accessibility, GBA+ principles, the diversity and inclusion lens proposed by the Joint Union Management Task Force on Diversity and Inclusion, and the *Accessible Canada Act*
- Determining how, when and where work must be performed
- Protecting the physical and psychological health and safety of employees, including all legislative requirements under Part II of the Canada Labour Code
- Ensuring the implementation of required security controls, including controls related to the security of Government of Canada assets, information and technology
- Providing proper training and direction on health and safety, duty to accommodate, accessibility, wellness, inclusion and diversity, and security
- Communicating with and engaging employees
- Optimizing office space to retain only the minimum necessary to support the functional requirements of the organization

Annex B: Highlights from OCHRO's Guidance on Optimizing a Hybrid Workforce

The Guidance outlines the following steps for organizations to take (see Guidance for complete details):

1. Review principles, key points, and common criteria outlined in the guidance document
2. Establish, refine, and confirm the organization's approach and process for implementation
3. Develop communications strategy and materials for employees and stakeholders
4. Review and decide on common criteria for the organization to determine the degree to which positions require on-site presence
5. Assign one of the following profiles to each position:
    a. potential for full-time telework
    b. potential for combination on-site and telework
    c. on-site work only
6. Identify risks and mitigation strategies
    a. Ensure employees are aware of regular dispute resolution procedures
    b. Ensure that tools and advice/training are available to support managers
7. Communicate position profiles to employees

The Guidance also outlines subsequent steps that should be taken by managers and employees, including discussing individual requests for telework and developing and approving telework agreements where applicable.

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From: Fleury, Jean-Francois
Sent: March 3, 2022 6:41 PM
To: Smylie, Lisa (FEGC/WAGE)
Cc: Robert, Kristina; Moore, Sarah
Subject: RE: Return to Office/GBA+

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Sarah will connect with your office to book. Looking forward to our chat.

From: Smylie, Lisa (FEGC/WAGE) <Lisa.Smylie@cfc-swc.gc.ca>
Sent: Thursday, March 3, 2022 5:43 PM
To: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Subject: FW: Return to Office/GBA+

Hi Jean-Francois,
I'm sharing with you the exchange between our DMs below and the suggestion that I reach out to you to discuss a GBA Plus of the return to the office. Do you have a few minutes early next week to discuss before I have my team reach out to yours to offer support? Let me know what day/time work for you and I will work around your schedule.

L

From: Wilson, Gina (FEGC/WAGE) <Gina.Wilson@cfc-swc.gc.ca>
Sent: March 3, 2022 7:32 AM
To: Smylie, Lisa (FEGC/WAGE) <Lisa.Smylie@cfc-swc.gc.ca>
Cc: Mitchell, Gail (FEGC/WAGE) <Gail.Mitchell@cfc-swc.gc.ca>; Cooper, Suzanne (FEGC/WAGE) <Suzanne.Cooper@cfc-swc.gc.ca>
Subject: Fwd: Return to Office/GBA+

Lisa, please reach out to J-F as per below and keep us posted. Thx

Sent from my iPhone

Begin forwarded message:

> **From:** "Flack, Graham" <Graham.Flack@tbs-sct.gc.ca>
> **Date:** March 2, 2022 at 4:50:52 PM EST
> **To:** "Wilson, Gina (FEGC/WAGE)" <Gina.Wilson@cfc-swc.gc.ca>
> **Cc:** Janice Charette <Janice.Charette@pco-bcp.gc.ca>
> **Subject: Re: Return to Office/GBA+**
>
> Much appreciated Gina. The team at OCHRO would appreciate this. You may want to link your folks with Jean-Francois Fleury.

On Mar 2, 2022, at 2:21 PM, Wilson, Gina (FEGC/WAGE) <Gina.Wilson@cfc-swc.gc.ca> wrote:

Great initial discussion. My team has been exchanging articles on this and we have some great ideas for a “quality office experience” as some employees return.

If you wish, we can contribute to the work ahead with a GBA+ analysis of efforts as there are definitely gender & diverse perspectives to incorporate more broadly. An offer. Thanks

Sent from my iPhone

From: Hardy, Elizabeth
Sent: December 22, 2022 3:50 PM
To: Kakisingi, Raissa
Subject: FW: Hybrid Workplace Policy Assessment: GBA+
Attachments: People Management Policy Assessment - Hybrid Scenarios 2022-03-22.docx
People Management Policy Assessment - Hybrid Scenarios - FR.docx
Analytical Frame - Dissecting Hybrid ENG.docx
Analytical Frame - Disecting Hybrid-FR.docx

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Elizabeth Hardy (she/her/elle)
613.862.3673

This week:

M/L	T/M	W/M	T/J	F/V
219 Laurier	🏠	🏠	219 Laurier	🏠

From: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Sent: Wednesday, March 30, 2022 10:57 AM
To: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Subject: Hybrid Workplace Policy Assessment: GBA+

Liz - UNCLASSIFIED / NON CLASSIFIÉ

Liz - Draft email for WAGE + docs to share:

Good morning

I'm writing to request your expertise and assistance with work we are undertaking in OCHRO to assess and plan for opportunities and challenges regarding hybrid workforce.

To date, we have identified three hybrid scenarios, and their respective policy considerations and risks from a people management perspective. I have attached this analysis (attachments 1/2). I have also attached the template that we used to gather the input that informed this analysis (attachments 3/4). Our partners are currently working on providing additional input from the physical workplace, digital, accessibility, security and greening perspectives. Once we have incorporated this input, we will then integrate and consolidate a more complete analysis, expected early next week.

We would appreciate your assistance on two things to ensure that we are implementing a meaningful GBA+ lens on these scenarios and the analysis. First, we would appreciate your general views about the three scenarios we have developed and the template reflecting the many angles and issues we are considering. We would also appreciate your advice and contributions when we review the consolidated input to identify any missing areas or approaches to improve the GBA+ analysis.

Timelines are tight so we appreciate any initial comments you could provide by xxxx. I am also available to meet with you to discuss the documents, the approach and the best way to collaborate.

I look forward to meeting you and collaborating.

Liz

Elizabeth Hardy (she/her/elle)
Senior Director, Research and Experimentation
Treasury Board Secretariat, Government of Canada
613.862.3673 (cell)

Directrice principale, recherche et expérimentation
Secrétariat du Conseil du Trésor du Canada, Gouvernement du Canada
613.862.3673 (cell)

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Dissecting Hybrid: Analytical Frame Template

Scenarios:

Scenario 1: Pre-pandemic state	Scenario 2: Prescribed On-Site Presence	Scenario 3: Fully Flexible Hybrid
Description: Majority onsite with use of telework via existing tools. **Assumptions:** • Designated place of work as per current letter of offer for on-site presence • Telework by request - case by case decisions, subject to operational requirements • Teleworking at GCcoworking an option if available, and agreed to in advance	**Description:** Employer-prescribed hybrid model with minimum on-site presence directed for all employees. **Assumptions:** • Designated place of work as per current letter of offer for on site presence • Presence at designated place of work at least 2 days/week for teleworking employees (employees can choose to come in more than 2 days/week) • Telework by request, up to 3 days/week (employees can choose to telework less or not at all) - case by case decisions, subject to operational requirements • Teleworking at GCcoworking an option if available, and agreed to in advance	**Description:** Hybrid workforce model where flexibility is based on the suitability of a position for telework without prescribed parameters and limitations. **Assumptions:** • Employer assesses each position in terms of requirement for on-site presence based on business needs criteria • Employee can choose to exercise flexibility within the frame set by the above position-based decision • Subject to operational requirements • Full-time telework possible for certain positions • Positions continue to have a designated worksite • More definition and potential policy or guidance on employer-driven remote work and virtual workers to be further explored

Dissecting Hybrid: Analytical Frame Template

Analysis Template:

Scenario	Issue/ Lens (See Hybrid Ecosystem Map)	Current Parameters	Current Limitations/ Barriers	Dependencies	Non-Policy Considerations (Culture, Change Mgmt, implementation, feasibility, etc)	Data/ Evidence	Potential Solution/ Parking lot issues
	Location of Position • NJC Directives • Travel • Relocation • Isolated Posts and Government Housing • Workforce adjustment (NJC Directive and appendices to collective agreements)						
	Official Languages						
	Occupational Health and Safety • Insurance and liability • Physical and psychological safety (work and alternate location) o Violence and Harassment o First aid and emergency response o Hazard prevention program o Ergonomics o Work/Life Balance						

Dissecting Hybrid: Analytical Frame Template

Scenario	Issue/ Lens (See Hybrid Ecosystem Map)	Current Parameters	Current Limitations/ Barriers	Dependencies	Non-Policy Considerations (Culture, Change Mgmt, implementation, feasibility, etc)	Data/ Evidence	Potential Solution/ Parking lot issues
	Mental Health/ Psychological Health & Safety Psychosocial risk factors: • Work/Life Balance • Workload Management • Protection of Physical Safety • Psychological and Social Support • Engagement • Organizational Culture • Involvement and Influence						
	Security • Cyber-security • Information security • Security screenings/procedures/ maintenance						
	People Management Policy Suite • Optimizing Hybrid Guidance • Directive on Telework; Standard						

Dissecting Hybrid: Analytical Frame Template

Scenario	Issue/ Lens (See Hybrid Ecosystem Map)	Current Parameters	Current Limitations/ Barriers	Dependencies	Non-Policy Considerations (Culture, Change Mgmt, implementation, feasibility, etc)	Data/ Evidence	Potential Solution/ Parking lot issues
	○ Local/Commutable ○ Regional ○ Provincial ○ International telework (guidance in progress) • Other people management instruments - DTA covered here, but Accessibility and accommodation handled in D&I row; most other Directives under PoPM are considered in other rows outlined here						
	Productivity and Service • Terms and Conditions of Employment ○ Hours of Work ○ Schedule ○ Core Hours ○ Compressed, etc. • Official language requirements (language of work and service to the public) • Service standards, productivity						

Dissecting Hybrid: Analytical Frame Template

Scenario	Issue/ Lens (See Hybrid Ecosystem Map)	Current Parameters	Current Limitations/ Barriers	Dependencies	Non-Policy Considerations (Culture, Change Mgmt, implementation, feasibility, etc)	Data/ Evidence	Potential Solution/ Parking lot issues
	measurement and performance results						
	Total Compensation • Rate of pay (national/regional) • Benefits coverage/residence requirements o Health coverage o Disability (short, long) o Workplace injury/Provincial Boards • Taxation o Tax rates o Taxable benefits • Leave (continuation, top up, etc.) o Maternity/Parental o Personal o Education o Special leave • Separation o Retirement/Pension						

Dissecting Hybrid: Analytical Frame Template

Scenario	Issue/ Lens (See Hybrid Ecosystem Map)	Current Parameters	Current Limitations/ Barriers	Dependencies	Non-Policy Considerations (Culture, Change Mgmt, implementation, feasibility, etc)	Data/ Evidence	Potential Solution/ Parking lot issues
	Talent • Determination of workforce availability • Geographic distribution, representation • Recruitment and talent management (access, entitlements and recourse) o Tenure o Priority entitlements o Area of Selection o Appointments o Deployments o Assignment/secondment o Interchange o Micro mission, projects, etc.						
	Skills and Capability • Onboarding • Mandatory Training (gap, update, expand) • Functional Training (gap, update, expand) • Skills and competencies o Key leadership competencies						

Dissecting Hybrid: Analytical Frame Template

Scenario	Issue/ Lens (See Hybrid Ecosystem Map)	Current Parameters	Current Limitations/ Barriers	Dependencies	Non-Policy Considerations (Culture, Change Mgmt, implementation, feasibility, etc)	Data/ Evidence	Potential Solution/ Parking lot issues
	○ Core competencies • CSPS curricula ○ Core curricula ○ Curricula specific to working and managing in hybrid environments						
	Equity, Diversity, and Inclusion • Equity-seeking groups • Unconscious bias, discrimination, harassment • Sexual orientation • Gender identity • GBA+ (Consult WAGE) • Bias (location, proximity, etc.) • Accessibility • Duty to Accommodate						

Dissecting Hybrid: Analytical Frame Template

Scenario	Issue/ Lens (See Hybrid Ecosystem Map)	Current Parameters	Current Limitations/ Barriers	Dependencies	Non-Policy Considerations (Culture, Change Mgmt, implementation, feasibility, etc)	Data/ Evidence	Potential Solution/ Parking lot issues
	Physical Space and Assets & Greening Government • Workplace design o Digital Standards (office, mobile worker, etc.) o Boardrooms equipped for hybrid meetings o Unassigned seating o Co-working • Asset tracking and disposition • Real property footprint • Building emergency evacuations plans o Directive on Building Emergency and Evacuation Teams						
	Digital • Bandwidth/Wi-Fi Requirements • Directive on Service and Digital (User and Workpoint Standards)						

Dissecting Hybrid: Analytical Frame Template

Scenario	Issue/ Lens (See Hybrid Ecosystem Map)	Current Parameters	Current Limitations/ Barriers	Dependencies	Non-Policy Considerations (Culture, Change Mgmt, implementation, feasibility, etc)	Data/ Evidence	Potential Solution/ Parking lot issues
	• Equipping employees @ work, home, mobile						
	Other TBC						

Pages 41 to / à 73

are not relevant

sont non pertinentes

From: Hardy, Elizabeth
Sent: December 22, 2022 3:49 PM
To: Kakisingi, Raissa
Subject: FW: Hybrid Workplace Policy Assessment: GBA+
Attachments: Gender_Based _Analysis_Plus_Quick_Reference_EN.DOCX
People Management Policy Assessment - Hybrid Scenarios 2022-03-22 LS.docx

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1476

Elizabeth Hardy (she/her/elle)
613.862.3673

This week:

M/L	T/M	W/M	T/J	F/V
219 Laurier	🏠	🏠	219 Laurier	🏠

From: Smylie, Lisa (FEGC/WAGE) <Lisa.Smylie@fegc-wage.gc.ca>
Sent: Wednesday, April 6, 2022 9:28 AM
To: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Cc: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>; Walton, Christine <Christine.Walton@tbs-sct.gc.ca>
Subject: RE: Hybrid Workplace Policy Assessment: GBA+

Hi Liz and team,
I apologize for not getting back to you yesterday. I took a look at your documents and I think you have the foundations of a really solid analysis. I've attached some initial reactions and guidance on doing and documenting the GBA Plus. I think it would be really helpful to have a meeting with you to walk you through these comments and where I think you should go from here.

I've also attached a document that I think will be helpful to you in doing the analysis from here. It's a document we released in June 2021 that walks through the steps of GBA Plus and key questions to ask in each step. I think in what you've done so far, you have completed step 1, where you have, in a very holistic way, articulated your scenarios and all of the risks and considerations associated with those scenarios. You will see in my comments that now you need to conduct steps 2, 3 and 4 on each scenario you've identified. I gather that, from the analysis template you sent me, you were thinking the same thing, which is fantastic! In our meeting, I can give some feedback on that template, based on this quick reference.

Please let me know when you are free to meet and discuss the comments and next steps!

Lisa

From: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Sent: March 30, 2022 6:18 PM
To: Smylie, Lisa (FEGC/WAGE) <Lisa.Smylie@fegc-wage.gc.ca>
Cc: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>; Walton, Christine <Christine.Walton@tbs-sct.gc.ca>
Subject: Hybrid Workplace Policy Assessment: GBA+

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Hi Lisa,

I'm writing to request your expertise and assistance with work we are undertaking in OCHRO to assess and plan for opportunities and challenges regarding hybrid workforce. I believe you previously connected with my ADM, Jean-Francois Fleury.

To date, we have identified three hybrid scenarios, and their respective policy considerations and risks from a people management perspective. I have attached this analysis (attachments 1/2). I have also attached the template that we used to gather the input that informed this analysis (attachments 3/4). Our partners are currently working on providing additional input from the physical workplace, digital, accessibility, security and greening perspectives. Once we have incorporated this input, we will then integrate and consolidate a more complete analysis, expected early next week.

We would appreciate your assistance on two things to ensure that we are implementing a meaningful GBA+ lens on these scenarios and the analysis. First, we would appreciate your general views about the three scenarios we have developed and the template reflecting the many angles and issues we are considering. We would also appreciate your advice and contributions when we review the consolidated input to identify any missing areas or approaches to improve the GBA+ analysis.

Timelines are tight so we appreciate any initial comments you could provide by Tuesday, April 5. My team and I am also available to meet with you to discuss the documents, the approach and the best way to collaborate.

I look forward to meeting you and collaborating, and thanks so much for your assistance,

Liz

Elizabeth Hardy (she/her/elle)
Senior Director, Research and Experimentation
Treasury Board Secretariat, Government of Canada
613.862.3673 (cell)

Directrice principale, recherche et expérimentation
Secrétariat du Conseil du Trésor du Canada, Gouvernement du Canada
613.862.3673 (cell)

Applying GBA Plus

5 phase approach

DATA

IDENTIFY THE ISSUE

- What is the problem I am trying to solve with the initiative being developed?
- Who has identified this as a problem?
- How will I ensure that diverse perspectives are represented as I define the issue? Whom might I consult or engage to further define the issue?
- Are the approaches and processes I'm putting in place to obtain those perspectives accessible to all of those I may need to hear from?
- Are there other ways the issue might be understood or experienced?
- Are there any gaps in data in identifying the issue?
- Is it possible that my assumptions about this issue prevent me from asking questions and identifying diverse experiences and perspectives?

IDENTIFY PEOPLE AND THEIR NEEDS

- Who is impacted by the issue I am trying to address through this initiative and how are they impacted?
- How does age, culture, disability, education, ethnicity, geography, gender, economic status, language, race, religion, sex, and sexual orientation shape who is impacted by this issue? How do these factors change the nature and extent of the impacts?
- How have the needs of individuals been shaped by their histories, their experience with institutions and/or by discourses?
- How does the initiative need to be tailored to address the different experiences of certain groups?
- How might I engage those who are affected by this issue in my analysis and in the development, implementation and monitoring of the initiative including those who are not traditionally represented?
- What networks and relationships can be respectfully approached to gather the knowledge and perspectives of those with lived-experience?
- Am I engaging them in ways that are appropriate for their cultural context, language, disability, age?
- Are there any gaps in data in identifying people's experiences?
- How might my assumptions prevent me from asking questions and hearing answers?

IDENTIFY DIFFERENCES AND INEQUALITIES

- What inequalities exist with respect to the issue and who experiences it?
- How have these inequalities been created and how are they sustained?
- Whose voices have been heard to validate my assumptions on different experiences related to this issue?
- Is there any evidence of explicit or implicit discrimination against particular groups of people in any legislation, program, service, or policy related to this issue?
- Are there any gaps in data in identifying differences and inequalities?

DEVELOP OPTIONS

- What are the expressed needs and priorities of those impacted by the issue I am trying to address?
- What initiatives would address the needs of specific groups impacted by this issue, particularly those most marginalized or negatively impacted?
- What aspects of the initiative(s) can I tailor to reflect the needs of different groups of people?
- Do the options identified perpetuate existing inequalities? Do they create new ones?
- Do the options address inequalities related to this issue?
- Have the options been developed based on certain assumptions? Have these assumptions been explicitly stated? Are assumptions the product of overgeneralizations or influenced by harmful norms and/or stereotypes, including systemic discrimination?
- Have options been proposed and/or endorsed by or among stakeholder groups?
- Could specific groups of people be negatively impacted by the options identified? If so, how do the options need to be revised to mitigate these impacts?
- Might certain groups of people experience barriers to accessing this initiative? If so, how do the options need to be revised to mitigate these barriers?
- Are there any gaps in data to help in developing options?

IMPLEMENTATION, MONITORING AND EVALUATION

- Is the initiative being accessed as expected by the various target population groups and sub-groups?
- How might different factors impact people's access to, experience of, and outcomes of this initiative?
- Did the implementation of the policy, initiative, program or service have unintended outcomes for particular populations or sub-populations?
- Does the policy, initiative, program or service create or perpetuate barriers for certain target population groups?
- Should other target population groups be considered for this initiative?
- Does the initiative need to be adapted to reduce barriers and/or to better serve those impacted by the issue it is addressing?
- Are there any gaps in data about the impacts of the policy, program or service? How can the administration of the initiative and the monitoring and evaluation strategy fill those gaps?

Pages 78 to / à 92

are not relevant

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From:	Robert, Kristina on behalf of Fleury, Jean-Francois
Sent:	April 11, 2022 5:45 PM
To:	'tim.pettipas@pco-bcp.gc.ca'; Laroche, Mireille; Wagner, Paul; 'Gaveen Cadotte'; 'Stéphan Déry'; 'Kiran Hanspal'; 'paule.labbe@ssc-spc.gc.ca'; 'darlene.degravina@hrsdc-rhdcc.gc.ca'; 'Flowers Code.Holly'; 'Youdale, Louise'; 'marie-claude.guerard2@agr.gc.ca'; 'ryan.pilgrim@tc.gc.ca'; 'Couture, Dan: CRA.ARC'; 'philippe.thompson@sac-isc.gc.ca'; 'stephane.lagace@acoa-apeca.gc.ca'; 'gail.johnson@rcmp-grc.gc.ca'; 'stephen.johnson@hrsdc-rhdcc.gc.ca'; 'maryann.triggs@servicecanada.gc.ca'; Hardy, Elizabeth; Shelswell, Cynthia; Paule Labbé; Pettipas, Tim; Pilgrim, Ryan; St George, Shelley; Fleury, Jean-Francois
Subject:	ADM Committee on Flex Work / Comité des SMA sur les modèles de travail flexibles
Attachments:	People Management Policy Assessment - Hybrid Scenarios 2022-04-11 (3).docx Hybrid - Synopsis table March 11_22.docx

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Good evening,

Please find attached part 2 of the hybrid scenarios assessment, which incorporates input from the physical workplace, greening and digital perspectives and the agenda for Wednesdays meeting.

Our apologies, the French unfortunately is not ready at this time and will be shared as soon as possible. Please note that we will also be referring to the hybrid synopsis table that was shared with you a few weeks ago prior to our PSMAC meeting.

Thank you
Jean-François Fleury

Bonsoir,

Veuillez trouver ci-joint l'ébauche révisée de l'évaluation des scénarios hybrides, qui intègre les contributions du lieu de travail physique, les perspectives d'écologisation et numériques ainsi que l'ordre du jour de la réunion de mercredi.

Toutes nos excuses, le français n'est malheureusement pas prêt pour le moment et sera partagé dès que possible. Veuillez noter que nous ferons également référence au tableau synopsis hybride qui vous a été partagé il y a quelques semaines avant notre réunion du CCGSP.

Merci,
Jean-François Fleury

What we have	Current Friction Points to be Addressed	Proposed Interim Direction Calendar Year 2022	Next Steps
▪ Guide/learning on Going Remote ▪ Mental Health Toolkit for Employees ▪ Guidance for Employees on Working Remotely ▪ Onboarding Toolkit for onboarding students during COVID-19 ▪ Security Policy Guidance ▪ Guidance on asset management ▪ Guidebook for departments on easing of COVID-19 restrictions ▪ A transition planning tool and checklist ▪ COVID-19 Vaccination Policy and related tools ▪ Guidance on Optimizing a Hybrid Workplace ▪ Occupational Health guidance	**IT Infrastructure, Real Property and Security:** ▪ Security (cyber, digital and information management) ▪ Digital capacity and infrastructure ▪ Footprint and Greening **People Management Legislative and Policy Frame:** ▪ Flexibilities for EXs (avoiding two-tiered approach) ▪ Location of position vs location of work ▪ Occupational health and safety requirements **Data** ▪ Monitoring how work experiences differ ▪ Impacts of 100% remote work across Canada ▪ Developing clear value propositions **Equity:** ▪ Avoiding biases in policy design and implementation ▪ Wellbeing of employees ▪ Accommodation ▪ Review and adjust as needed ▪ Transparency in decision making ▪ Talent attraction and retention **Skills:** ▪ Employee movement towards favouring flexible environments	**To complement existing guidance and provide clear framing:** ✓ Ensure decisions are made to optimize efficiencies and effectiveness of programs and services to Canadians ✓ Establish clear expectations and value propositions for on-site vs remote work (provide clear examples) ✓ Provide adequate advanced notice for employees when there is a change in work location status ✓ Avoid making long-term commitments/agreements with employees. Also avoid making firm commitments when it comes to adopting a 100% remote posture - Exceptions for fully remote positions with specific skills and/or diversity and inclusion objectives ✓ Ensure positions are associated with a designated worksite ✓ Ensure security and information technology/information management is not compromised ✓ Ensure all employees have a work agreement in place defining status (i.e., onsite, hybrid, and predominately remote by exception) ✓ Track the location of work of employees ✓ Establish a regular review cycle, and communicate clearly with staff, to review work agreements ✓ Provide management options to adjust work agreements/status, based on evolving circumstances ✓ Transition to unallocated seating, when possible, in support of real property renewal Note: previously shared guidance, will also be reiterated as it remains relevant, including: 1) *Transition Planning Tool Establishing a new Workplace,* and 2) *Guidance on Optimizing a Hybrid Workforce*.	1. OCHRO will communicate the 2022 interim direction (section i – 2022 short term direction) and re-iterate existing guidance on flexible/hybrid models (March 2022). 2. Departments will transition to flexible/hybrid models at their own pace, in respect of their operational requirements (March-September 2022). 3. OCHRO will complete its detailed examination of hybrid scenarios (March-April 2022). ○ ADM Flex Committee to be consulted on hybrid scenarios (March 2022). ○ OCHRO to complete scenario planning and policy gap analysis (April 2022). 4. OCHRO to develop and implement a workplan to address friction points and potential longer-term policy gaps identified (April 2022) *. 5. Experimentation and oversight in place (May-September 2022). ***Direction on scenarios is imperative to help clarify detailed workplan. Scenarios and gap analysis should be presented at senior level DM committees for validation***

Hybrid Scenarios: Policy and Risk Assessment

Executive Summary

This document considers three possible hybrid scenarios (Section I), their policy implications (Section II), and the key risks of the different scenarios in relation to people management (Section III) and the physical workplace, greening and digital (Section IV).

Policy Assessment

People management

- The current people management framework has few if any policy limitations and all three scenarios could be implemented without formal changes.
- Two specific policy gaps are noteworthy as they affect how the scenarios could be implemented, at least in the short-term:
    - For all scenarios: the employer cannot reimburse travel from telework locations to designated federal worksites for employees teleworking outside their designated worksites.
    - For Scenario 3: the ability to create and manage fully virtual workers without a designated federal worksite, and the ability to mandate employer-directed virtual work, do not exist.
- In addition, for Scenarios 2 & 3, there is a need to review security considerations in the Directive on Telework to ensure alignment to hybrid work models.
- In all scenarios, there is guidance that could be considered to support existing policy instruments to clarify expectations and/or support departments. Opportunities include:
    - For all scenarios: enhancing clarity and guidance for diverse teleworking arrangements, duty to accommodate, and Official Languages.
    - For Scenario 3: Additional guidance on optimizing national area of selection.

Physical workplace, greening and digital

- No changes to real property, security or digital policies were identified as needed to implement any of the scenarios.
- Opportunities to support existing policy instruments to clarify expectations and/or support departments include, for all scenarios but particularly Scenarios 2 & 3:
    - Enhancements to guidance, awareness and training to ensure employees understand their security responsibilities for protecting GC assets and information and implementing other security controls in offsite environments.
    - Options to support departments (e.g., best practices) within the policy area of materiel management (e.g., the tracking of assets used for telework).
    - Opportunities to reinforce best practices for creating accessible and inclusive workplaces and reinforcement of engagement with employees with lived experience.

Key Risks and Mitigation

- There is no perfect scenario: all scenarios have risks that require mitigation and change management planning and execution.

People management

- Overall, Scenario 1 (Ad Hoc Hybrid) and Scenario 2 (Scheduled Hybrid) share many risks and implementation considerations. Scenario 3 (Fully Flexible) is more complex and may require additional enterprise planning and coordination.
- Most, if not all, barriers and limitations are related to established practices and procedures, employee considerations, risk tolerance, and planning capability.
    - The most significant risks relate to recruitment, employee job satisfaction and retention, diversity and inclusion, accessibility, and mental health, particularly where flexibility is limited.
    - Scenarios 1 and 2 have more risks where effective mitigation is unavailable as both scenarios have a top-down approach.
    - Scenarios 1 and 2 have more risks related to talent, which may have a long-lasting negative impact on the public service.
    - Scenario 3 risks relate more to implementation and uncertainty about new ways of working.

Physical workplace, greening and digital

- Scenarios 2 & 3 share many risks in this area as they relate to the implementation implications of long-term hybrid models.
- As departments are still developing and experimenting with hybrid models, there are risks related to the difficulty in predicting and managing demand for and provision of necessary accommodation (i.e., real property), bandwidth and IT support. There are also risks of retrofitting costs in cases where space is not built accessible from the start.
- There are significant risks related to not realizing the potential cost savings and greenhouse gas emissions reductions from reducing the real property footprint. These are greatest for Scenario 1, where potential reductions would be limited, but also exist in Scenarios 2 & 3, if potential reductions are not realized.
- Risks to the security of GC assets and information increase as the degree of off-site work increases.

Other Considerations:

- TBS/OCHRO messages to date: An approach to hybrid was consulted on over summer 2021; this led to the *Guidance on Optimizing a Hybrid Workforce*, provided in November, sending the public service down the path of Scenario 3; many departments have already communicated to employees an approach along the lines of the guidance.
- Budget 2022 announced the launch of a Strategic Policy Review. One of the two streams of this review "will identify opportunities to save and reallocate resources to adapt government programs and operations to a new post-pandemic reality. Further areas of focus could include real property, travel, and increased digital service delivery, based in part on key lessons taken from how the government adapted during the pandemic, such as through increased virtual or remote work

arrangements." This suggests cost considerations will be particularly important in decisions around hybrid, which may facilitate the reduction of the real property footprint, but may also affect considerations around reimbursement of travel for teleworking employees.

- In all scenarios, more data collection and experimentation are needed to track working arrangements and test assumptions and develop effective mitigation strategies around certain risks. This includes disaggregated data and GBA+ (including accessibility considerations) on different hybrid models.
- There is an opportunity to declare an "Experimentation Period" to focus on data and experimentation, deepen understanding of the risks and determine whether there is a need to course correct (many provinces have indicated that their current approaches will be reviewed after one year).

Next steps

- ADM committee to review overall policy and risk assessment.
- WG to develop workplan, with the objective of being as prepared as possible for the emergence of any of the scenarios.

Section I: Scenario Descriptions

Scenario 1: Ad Hoc Hybrid	Scenario 2: Scheduled Hybrid	Scenario 3: Fully Flexible Hybrid
Description: Majority onsite with use of telework via existing tools. **Assumptions:** • Designated place of work as per current letter of offer for on-site presence • Telework by request - case by case decisions, subject to operational requirements • Teleworking at GCcoworking an option if available, and agreed to in advance	**Description:** Employer-prescribed hybrid model with minimum on-site presence directed for all employees. **Assumptions:** • Designated place of work as per current letter of offer for on site presence • Presence at designated place of work at least 2 days/week for teleworking employees (employees can choose to come in more than 2 days/week) • Telework by request, up to 3 days/week (employees can choose to telework less or not at all) - case by case decisions, subject to operational requirements • Teleworking at GCcoworking an option if available, and agreed to in advance	**Description:** Hybrid workforce model where flexibility is based on the suitability of a position / function for telework without prescribed parameters and limitations. **Assumptions:** • Employer assesses each position / function in terms of requirement for on-site presence based on business needs criteria • Employee can choose to exercise flexibility within the frame set by the above position-based or function-based decision • Subject to operational requirements • Across the enterprise, some positions will be full-time on-site; some will have potential to telework part-time and some will have potential to telework full-time • Positions continue to have a designated worksite • More definition and potential policy or guidance on employer-driven remote work and virtual workers to be further explored

Section II: Policy Assessment

Scenario 1: Ad Hoc Hybrid	**Scenario 2: Scheduled Hybrid**	**Scenario 3: Fully Flexible Hybrid**
People Management		
Directive on Telework: **(Policy Gap)** • Under the current people management policy framework, the employer **cannot reimburse travel from telework locations to designated worksites** for employees teleworking outside their designated worksites. This situation is concentrated in departments with limited footprint or singular regional presence (NCR) and when a department cannot identify a closer designated workplace. This could include considering amendments to the Directive on Telework to provide authority to reimburse occasional travel for teleworking employees in these situations. **These situations would likely be "by exception" but we would expect a higher frequency of these situations in Scenario 2.** • For Scenario 2, there is also a need to review security considerations in the Directive on Telework to ensure alignment to hybrid work models. Additional **guidance could be considered to enhance or clarify** the following directives: **(Potential Enhancement)** • Directive on Telework: Guidance on international telework and telework data collection. **For Scenario 2,** additional guidance on equipping employees in dual work environments at a large scale. • Directive on Duty to Accommodate: Guidance on anticipated Duty to Accommodate scenarios, aligned with the requirements of the Accessible Canada Act. • Directive on Official Languages for People Management: Guidance on language of work rights at GCcoworking sites. **For Scenario 2**, additional guidance on language of work rights in virtual environments.		Directive on Telework: **(Policy Gap)** • Under the current people management policy framework, the employer **cannot reimburse travel from telework locations to designated worksites** for employees teleworking outside their designated worksites. This situation is concentrated in departments with limited footprint or singular regional presence (NCR) and when a department cannot identify a closer designated workplace. This could include considering amendments to the Directive on Telework to provide authority to reimburse occasional travel for teleworking employees in these situations. **We would expect a higher frequency of these scenarios in Scenario 3.** • There is also a need to review **security considerations** in the Directive on Telework to ensure alignment to hybrid work models. • Additional **changes** could be considered to the Directive on Telework in the medium- to long-term, **to clarify more complex and varied teleworking scenarios,** but are not currently barriers to implement this scenario: **(Potential Enhancement)** ○ Language could be updated to better reflect the possible arrangements under this scenario (e.g., the Directive assumes an employee is teleworking from a home setting and not a GCcoworking site).

Scenario 1: Ad Hoc Hybrid	Scenario 2: Scheduled Hybrid	Scenario 3: Fully Flexible Hybrid
		General: Virtual Workers and Jobs: **(Policy Gap)** • While Scenario 3 assumes that all positions continue to have a designated place of work, the long-term implementation of this Scenario may require considering the fact that the people management policy framework **does not provide authority and tool to create and manage fully digital/virtual workers or employer-directed virtual work** without a designated place of work. • Concepts should be **explored to identify requirements and options to bring forward policy** enhancements (e.g., Remote/Virtual Worker Policy) Additional **guidance could be considered to enhance or clarify** the following directives and contexts: **(Potential Enhancement)** • Directive on Telework: Guidance on international telework, telework data collection, equipping employees in dual work environments at a large scale, and managing employees at a distance. • Directive on Duty to Accommodate: Guidance on anticipated Duty to Accommodate scenarios, aligned with the requirements of the Accessible Canada Act. • Public Service Employment Act: Additional guidance may be needed with respect to area of selection practices and volume management of applications from wider selection areas. • Directive on Official Languages for People Management: Guidance on language of work rights in a virtual environment and at GCcoworking sites.

<table>
<tr><th>Scenario 1: Ad Hoc Hybrid</th><th>Scenario 2: Scheduled Hybrid</th><th>Scenario 3: Fully Flexible Hybrid</th></tr>
<tr><td colspan="3">Physical Workplace, Greening and Digital</td></tr>
<tr><td></td><td colspan="2">There are opportunities to support departments and/or clarify expectations in relation to the following: (Potential Enhancement)
• Accommodation Management Framework and Space Envelope Regime: Opportunities to leverage the current Evaluation of the Space Envelope Regime to update the accommodation management framework to better reflect how space will be used in the future and options currently available that were not previously imagined (mobile workforce, coworking, and space as a service).
• Policy on Government Security and supporting instruments: Enhance guidance, security awareness and training to ensure employees understand their security responsibilities for protecting GC assets and information and implementing other security controls in offsite environments. This applies to all scenarios but is particularly important in Scenarios 2 & 3 where many employees would be working off-site on a regular basis.
• Directive on the Management of Materiel: Support to departments (e.g., best practices) on the tracking of assets used for telework and the divesting of surplus non-valuable office furniture used for telework. Need to consider the applicability of the Government of Canada Furniture Technical Standards to telework settings (e.g., non-commercial furniture), and their impacts on occupational health and safety / ergonomics.
• Opportunities to reinforce best practices for creating accessible and inclusive workplaces (as workplaces are re-designed) and reinforcement of engagement with employees with lived experience.</td></tr>
</table>

Section III: Key Risks and Mitigation - People Management

Scenario 1: Ad Hoc Hybrid	Scenario 2: Scheduled Hybrid	Scenario 3: Fully Flexible Hybrid
Telework rules and fairness		
Risk of lack of coherence of decision-making around telework requests, within and across departments, leading to perceptions of unfairness, possible inequity, employee dissatisfaction and turnover. *Mitigation:* - *Guidance on Optimizing a Hybrid Workforce* recommends common criteria on which to base decisions. - Gather and share results of departmental hybrid pilots and experiments to facilitate evidence-based decision-making.		
Data tracking		
All Scenarios face risks related to a lack of departmental and aggregate data to track and monitor telework agreements and location of employees in relation to designated worksite (i.e., we know the geographic distribution of designated worksites but not employees' actual work locations). *Mitigation:* - Explore a digital system to collect data and/or new guidance.		
Recruitment		
Both scenarios may negatively affect the GoC position as a modern and competitive employer with key audiences, including employees, potential candidates, and other jurisdictions. This may include a risk of negative media attention centred on dissatisfied employees, including those currently living in regions other than their designated worksite, if expected to relocate (if exceptions are made for these employees and they are allowed to continue teleworking full-time, dissatisfied employees may include those to whom the exception does not apply and who perceive unfairness).		

<table>
<tr><th>Scenario 1: Ad Hoc Hybrid</th><th>Scenario 2: Scheduled Hybrid</th><th>Scenario 3: Fully Flexible Hybrid</th></tr>
<tr><td colspan="2">May negatively affect recruitment, as talent (including executive level) is more likely to be interested in employers with more flexible and accessible approaches[1],[2] and new talent (e.g., students and new graduates) is more likely to apply to positions with telework options.[3]
Both scenarios may also undermine efforts to access and leverage a national workforce, with employees from regions outside the NCR, which may amplify recruitment challenges in some sectors.[4]
Diversity in recruitment may also be negatively affected (diversity is discussed further below).
<i>Mitigation:</i>
- Stronger promotion of the total employee value proposition (e.g., total compensation, meaningful work, etc.) might mitigate some of the risk but significant residual risk is likely to remain.
- Data collection on the effect of flexible work arrangements on recruitment, retention, and access to a national talent pool.</td><td></td></tr>
<tr><td colspan="3">Skills</td></tr>
<tr><td>The increase in digital tools over the pandemic period may have created skills gaps, in addition to pre-pandemic skills gaps.
<i>Mitigation:</i>
- Integrate as considerations in Public Service Skills Strategy (mandate commitment) and Senior Leaders' Strategy, both under development (guidance, tools, and system/program changes likely to follow).
- Departments to review and customize their onboarding and learning development frameworks.</td><td colspan="2">Significant upskilling and reskilling required for new hybrid environment at an aggregate level (e.g., with respect to digital tools, change management, distributed team management, hybrid ways of working, mental health, skills for the changing nature of learning and development, setting work objectives and managing/enabling talent/performance, etc.). In Scenario 3, these needs may be greater due to a more complex hybrid environment.
<i>Mitigation:</i>
- Integrate as considerations in Public Service Skills Strategy (mandate commitment) and Senior Leaders' Strategy, both under development (guidance, tools, and system/program changes likely to follow).
- Departments to review and customize their onboarding and learning development frameworks.
Virtual onboarding may be less effective. More of a risk in Scenario 3.
<i>Mitigation:</i></td></tr>
</table>

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[1] Data from GCTalentCloud shows that in cases where managers allowed remote work, they received 63% more applicants than those that did not allow remote work.

[2] The Behavioural Insights Team in the UK found that mentioning flexibility in job adverts boosted applications by up to 30%.

[3] In the 2021 Student Exit Survey, 32% of students said the ability to telework full-time (anywhere within Canada) was "very important" when seeking or choosing future employment both internal and external to the federal public service.

[4] 43.4% of public service positions are in the NCR (March 2021); 3.4% of the Canadian population lives in the NCR.

<table>
<tr><th>Scenario 1: Ad Hoc Hybrid</th><th>Scenario 2: Scheduled Hybrid</th><th>Scenario 3: Fully Flexible Hybrid</th></tr>
<tr><td></td><td colspan="2">- Collect data to test assumptions.
- Share best practices of virtual onboarding.</td></tr>
<tr><td colspan="3">Employee job satisfaction and retention:</td></tr>
<tr><td colspan="2">Both scenarios could lead to strong dissatisfaction among a large portion of employees, with negative implications for employee engagement and mental health (discussed below).[5]
Talent (including executive level) may leave the public service for employers with more options for flexibility.[6] This may be particularly true for top talent and employees with in-demand skills, experience or knowledge, who have more options.
Current students may be less likely to remain in the public service under a model that limits telework options.[7]
<i>Mitigation:</i>
- Guidance will be needed to assist Heads of HR in preparing managers to communicate the decision-making rationale and return to occupancy expectations to all staff.
- There are likely strong residual risks that would need to be accepted.
Departments with operational contexts more conducive to telework (e.g., lower security) may be at an advantage with respect to talent. Departments with operational contexts less conducive to telework would be less at risk in Scenario 1 than Scenarios 2 and 3. This risk may be over-estimated, as employees who wished to work remotely may have already left departments where remote work is not feasible during the pandemic. In addition, departments with operational considerations may still have positions where telework is feasible.
<i>Mitigation:</i>
- Track data to test assumptions about mobility and retention.</td><td>Some employees who worked remotely during 2020-2022 may be denied telework as a result of departments determining that the position requires onsite presence, potentially leading to dissatisfaction.
<i>Mitigation:</i>
- Guidance will be needed to assist Heads of HR in preparing managers to communicate the return to occupancy decision-making rationale, process and expectations to all staff.
- Continue to promote other flexible work arrangements (e.g., flexible work hours) where feasible.
- Continue to promote use of transparent criteria for making decisions about eligibility for telework (common criteria found in the <i>Guidance on Optimizing a Hybrid Workforce)</i>.
Departments with operational contexts more conducive to telework (e.g., lower security) may be at an advantage with respect to attracting and retaining talent. This risk may be over-estimated, as employees who wished to work remotely may have already left departments where remote work is not</td></tr>
</table>

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[5] Based on a small sample of departmental pulse surveys that were shared with TBS, the total percentage of employees who would like to telework at least some of the time post-pandemic tends to be about 90%. The portion of employees who would like to telework full-time tends to be about 50%. PSPC client data suggests that 34% of employees would prefer full-time telework, and 61% would prefer to telework part-time. It must be noted that preferences shift over time.

[6] Gallup research shows 54% of workers say they would change jobs for the choice to work remotely or not.

[7] In the 2021 Student Exit Survey, 32% of students said the ability to telework full-time (anywhere within Canada) was "very important" when seeking or choosing future employment both internal and external to the federal public service.

Scenario 1: Ad Hoc Hybrid	**Scenario 2: Scheduled Hybrid**	**Scenario 3: Fully Flexible Hybrid**
Potential perceptions of unfairness from employees whose positions make them ineligible for telework. Less of a risk in Scenario 1 compared to Scenario 2. *Mitigation:* - Continue to promote other flexible work arrangements (e.g., flexible work hours) where feasible. - Continue to promote use of transparent criteria for making decisions about eligibility for telework (common criteria found in the *Guidance on Optimizing a Hybrid Workforce)*.		feasible during the pandemic. In addition, departments with operational considerations may still have positions where telework is feasible. *Mitigation:* - Track data to test assumptions about mobility and retention.
Employees currently teleworking far from the designated worksites		
Employees hired from other regions or who moved to another region during the pandemic would either need to relocate to their designated worksite region, or exceptions for these employees to continue teleworking from their current location would need to be granted. If granted, this would likely create perceptions of unfairness for employees not in similar situations. There may be confusion and a lack of consistency in how departments communicated "virtual" positions hired/staffed during the pandemic and an expectation that they will remain 100% virtual. If relocation of these employees was expected, high likelihood of challenges or grievances from staff who do not wish to relocate, and/or of these employees seeking new positions that offer flexibility in location and telework. *Mitigation:* - Guidance will be needed to assist Heads of HR in preparing managers to communicate the return to occupancy expectations to all staff. - Collect data to understand how many employees are working in a different region than their designated worksite. - Reasonable notice for expecting employees to relocate may need to be determined on a case-by-case basis.		We would expect that most arrangements made during the pandemic could continue and be addressed through departmental assessment of requirement to be on site for operations requirements.
Travel		
In all Scenarios, the employer cannot currently reimburse travel from telework locations to designated worksites for employees teleworking far from their designated worksites (e.g., for team retreats, etc.). This situation is concentrated in departments with limited footprint or singular regional presence (NCR) and when a department cannot identify a closer designated workplace. **In Scenario 1 and Scenario 2**. this might be a risk if employees who live in regions other than their designated worksite, who were hired during the pandemic, are granted exceptions in this scenario and are allowed to continue teleworking, as it might negatively affect team cohesion if teams never meet in person.		

<table>
<tr><th>Scenario 1: Ad Hoc Hybrid</th><th>Scenario 2: Scheduled Hybrid</th><th>Scenario 3: Fully Flexible Hybrid</th></tr>
<tr><td colspan="3">In Scenario 3, this may also negatively affect opportunities and plans to leverage a nationally distributed workforce (e.g., affects area of selection) and/or team cohesion if teams never meet.
<i>Mitigation:</i>
- Collect data to test assumptions about the potential negative impacts of the inability to reimburse travel for teleworking employees.
- Explore whether co-working sites could be designated worksites for full-time teleworkers (many implications – would need further analysis).
- Consider amending the Directive on Telework to provide authority to reimburse occasional travel for teleworking employees.
- Explore virtual means of maintaining or improving team cohesion.
- For Scenario 3, explore fully-digital/virtual workers or employer-directed virtual work concepts.</td></tr>
<tr><td colspan="3">Relocation</td></tr>
<tr><td colspan="2">Aggregate potential relocation liability (to cover moving expenses of employees who move to designated worksite region) is unknown. There would also be a return to decisions around area of selection being influenced by available funding to support relocation.
<i>Mitigation:</i>
- Explore planning tools and estimating models to support decision-making and planning.
- Explore the creation of a central funding source to manage relocations.</td><td>Employees may work from their current place of residence in Canada in lieu of relocation with an approved telework agreement. The employer must plan, however, for relocation entitlements and obligations costs in the event the telework agreement is ended by either party (Relocation Directive would then apply). This risk may result in managers limiting the area of selection for talent pipelines to avoid the financial risks.
<i>Mitigation:</i>
- Explore planning tools and estimating models to support decision-making and planning.
- Explore the creation a central funding source to manage relocations, removing the need to carry a liability that may never be realized.
- Exploring whether co-working sites could be designated worksites for full-time teleworkers (many implications – would need further analysis).</td></tr>
</table>

<table>
<tr><th>Scenario 1: Ad Hoc Hybrid</th><th>Scenario 2: Scheduled Hybrid</th><th>Scenario 3: Fully Flexible Hybrid</th></tr>
<tr><td colspan="3">Diversity</td></tr>
<tr><td colspan="2">The pre-pandemic workforce distribution and structure, with a significant concentration of the federal workforce in the NCR and the expectation of relocation for candidates from other regions, would continue and potentially reinforce access limitations and barriers to federal employment opportunities for equity-seeking communities (e.g., those living in Northern and rural communities including Indigenous peoples, and ethnically diverse people who are concentrated in large metropolitan areas). Hiring managers would continue to be limited by relocation implications and lack of flexible arrangements in accessing diverse pools of talent from equity-seeking groups in various regions across Canada. These scenarios also do not allow for increased geographic diversity in terms of the diversity of perspectives that people from different regions bring.
<i>Mitigation:</i>
- This risk would likely need to be accepted in these scenarios.
- Explore options to gather insights on the impacts of flexible work arrangements on equity-seeking groups.</td><td>This scenario would likely increase opportunities to access national talent pools and pipelines. At the same time, it may require more advanced workforce planning and coordination at the departmental and enterprise level.
A reduced real property footprint would allow for more focused investments, upgrading all federal workplaces to meet diverse needs (including accessibility) sooner per the fit-up standards.
<i>Mitigation:</i>
- Explore options to gather insights on the impacts of flexible work arrangements on equity-seeking groups.
- Review workforce planning tools.</td></tr>
<tr><td colspan="3">Bias and inclusion</td></tr>
<tr><td colspan="3">In Scenario1, Scenario 2 and Scenario 3, stereotypes and/or unconscious bias may influence decisions regarding which team members are permitted to work from home.
<i>Mitigation:</i>
- The <i>Guidance on Optimizing a Hybrid Workplace</i> recommends common criteria on which to base decisions about approving the suitability of a position for telework.
- Ensure diverse needs (based on identity, accommodations, job requirements, etc.) are heard and considered when making decisions on who is permitted to work from home.
- Explore opportunities to address the potential for unconscious bias to affect decision-making around telework in training and guidance.</td></tr>
<tr><td colspan="2">In Scenarios 1 and 2, which have less employer flexibility, and where employees are not given as much choice, could correlate with decreased feelings of inclusion.[8]</td><td>See below for Scenario 3</td></tr>
</table>

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[8] Gartner found "Hybrid and fully remote employees are more likely to feel high levels of inclusion than fully in-office employees. (Twenty-seven percent of hybrid and fully remote workers report feeling high levels of inclusion vs. 20% of fully in-office employees). In the 2020 PSES: 78% agreed that in their work unit, every individual is accepted as an equal member of the team, compared to 75% in 2019. Results were 82% for those working only remotely and 62% for

Scenario 1: Ad Hoc Hybrid	Scenario 2: Scheduled Hybrid	Scenario 3: Fully Flexible Hybrid
Mitigation: - Integrate into guides, tools and training on inclusion. - At the same time, if some employees feel most successful teleworking full-time, this risk would likely need to be accepted. **If Scenario 1 and Scenario 2** are perceived as a top-down decision, may not meet expectations for co-development and consultation with equity-seeking groups and various employees. *Mitigation:* - Departments to establish formal and informal mechanisms to solicit employee input, including from employee networks (including diversity networks) regarding organizational approaches to flexibility and how it is implemented. - Ensure diverse needs (based on identity, accommodations, job requirements, etc.) are heard and considered, and listen to employees' concerns, when making decisions on who is permitted to telework (after the decision has been made on whether the position is suited to telework). Large-scale return to office may raise inclusion and safety issues that departments may find challenging to address in a timely way (e.g., immune-compromised people may not want to be exposed to germs from other people in the office or during their commute; lack of all-gender facilities may discourage LGBTQ2+ people from working at the department; security badges showing deadnames could put trans and non-binary people at risk when interacting with colleagues, security guards, and strangers). Non-accessible spaces could discourage employees with disabilities from returning to an environment with barriers. *Mitigation:* - Continue messaging that managers should discuss needs with employees before returning to office, including deliberate inclusion of all equity-seeking groups, to ensure issues are addressed in a timely way.		
See above for Scenario 1	**Scenario 2 and Scenario 3** may create more risk for proximity bias (i.e., those in the office may receive more information, opportunities, etc.), which would create unfairness, as well as potential diversity implications if some groups are more likely to telework than others. This risk may be greater in Scenario 3 as we would expect a higher frequency of telework.	

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those working only onsite. 77% agreed that their department respects individual differences (e.g., culture, work styles, ideas, abilities) compared to 75% in 2019. Results were 81% for those working only remotely and 62% for those working only onsite.

Scenario 1: Ad Hoc Hybrid	**Scenario 2: Scheduled Hybrid**	**Scenario 3: Fully Flexible Hybrid**
	Mitigation: - Explore options to determine whether proximity bias is materializing and whether it is having a negative impact on certain groups. - Explore mechanisms to prevent/address bias. - Integrate into mandatory training on unconscious bias. - Integrate into guides and tools on how to manage in a hybrid environment.	
Harassment and discrimination		
Harassment and discrimination may increase to pre-pandemic levels,[9] when employees are forced to interact with other people again, at the workplace or on their commute. *Mitigation:* - Continue existing work on harassment and discrimination including monitoring data. - Seek employee input in decision-making, as mentioned above.		There is potential for increases in virtual harassment. *Mitigation:* - Continue existing work on harassment and discrimination including monitoring data.
GBA+ (this section builds off of the rows above)		
Return to the office may have a differentially negative impact on employees with disabilities, who tend to have more challenges with commuting, and face physical barriers that remain in the public service. It may also have a negative impact on parents, particularly women who continue to exercise more caregiving responsibilities, who may need to establish new arrangements (e.g., before and after school care) and may experience more stress from balancing the workday, commuting, and caregiving. It may also have negative impacts on equity-seeking groups, given what was observed during the pandemic in terms of lower levels of reported harassment and discrimination.		

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[9] 2020 PSES results indicate that harassment and discrimination has decreased for equity-seeking employees during the pandemic, when most public servants were working from home, compared to the 2019, when the public service was mostly in the office.

<table>
<tr><th>Scenario 1: Ad Hoc Hybrid</th><th>Scenario 2: Scheduled Hybrid</th><th>Scenario 3: Fully Flexible Hybrid</th></tr>
<tr><td colspan="2">As alluded to in the “diversity” section above, certain groups are more likely to live outside of the NCR, and they may face more barriers to employment in the federal public service if they also face barriers to relocating (e.g., due to caregiving responsibilities for elderly family members).
<i>Mitigation:</i>
- In addition to mitigations discussed in the rows above, collect data, including disaggregated data, to enable understanding of how hybrid scenarios affect people differently and respond to these insights.
- Deliberately and systematically address barriers in the workplace identified by employees with disabilities.</td><td></td></tr>
<tr><td></td><td colspan="2">As mentioned above in the “inclusion and bias” section, if some groups are more likely to choose telework than others (e.g., women[10], employees with disabilities[11]), they may be more likely to be negatively affected by proximity bias.
<i>Mitigation:</i>
- As described above in the “diversity and inclusion” section.</td></tr>
<tr><td colspan="3">Mental health</td></tr>
<tr><td colspan="2">Morale and positive mental health may suffer if this scenario if employer-imposed without flexibility. When employees believe they do not have a voice in the affairs of the organization, they tend to feel a sense of indifference or helplessness. Job alienation or non-involvement is associated with cynicism and distress, greater turnover, and burnout.[12]
In Scenario 1, work/life balance could be negatively impacted as it would be more difficult to integrate home and work.[13] Also, adding a commute to the workday would increase the length of what employees consider to be the “workday,” reducing time for leisure, family, etc., in addition to a return to commuting costs. These would also be factors in Scenario 2, but slightly lower impact.
In Scenario 2, the more frequent change of work environment with home, hoteling, etc. may impact people’s anxiety, comfort, etc. making this scenario unsettling for those who thrive on routine. In addition, frequently changing workspaces (e.g., desk), as opposed to one assigned to an employee, will increase the exposure to germs. Employees may feel unsafe</td><td>In Scenario 3, work/life balance and workload management could be negatively impacted as it can be more difficult to disconnect from work when teleworking full-time.
Psychological and social support may be lacking, leaving employees feeling isolated and disengaged from their manager and colleagues.
Involvement and influence risk if some employees are left out of decision-making, due to lack of proximity of manager.</td></tr>
</table>

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[10] Before the pandemic, women respondents to the 2019 PSES were more likely to say they had a telework arrangement (18.8% vs 14.5% for men and 13.5% for gender diverse respondents). In addition, during the pandemic, more women respondents to the 2020 PSES were working only remotely (75.5% vs 65.5% for men and 73.7% for gender diverse respondents).[10]

[11] Before the pandemic, 21.3% of PSES 2019 respondents with disabilities said they had a telework arrangement (compared to 16.7% of respondents without a disability).

[12] 2020 PSES: 68% would describe their workplace as being psychologically healthy, compared to 61% in 2019. Results were 73% for those working only remotely and 49% for those working only on site.

[13] 2020 PSES: 77% reported having support to balance work and life, the same rate as in 2019. The figure was 80% for those working remotely full time, and 62% for those working on site fulltime.

<table>
<tr><th>Scenario 1: Ad Hoc Hybrid</th><th>Scenario 2: Scheduled Hybrid</th><th>Scenario 3: Fully Flexible Hybrid</th></tr>
<tr><td colspan="2">about commuting by public transit while COVID-19 continues, which could cause serious anxiety or trauma for those who are immuno-compromised and/or who have limited their interactions.
Returning employees and their families may experience a culture-shift and practical concerns (e.g., requiring before and after school childcare), possible relocation, and re-adjustment to worksites (which may be new for employees who changed jobs), commuting, etc. In addition, employees may experience further shifts should there be another wave of COVID-19 requiring limited occupancy.
Positive mental health and productivity at work are closely linked. Negative mental health impacts may have a negative impact on productivity.
<i>Mitigation:</i>
- New mental health resources for managers and employees related to return to work and hybrid work.
- The risk around work/life balance and commuting would likely need to be accepted.
- Communications to employees regarding public health recommendations for transit.</td><td>Positive mental health and productivity at work are closely linked. Negative mental health impacts may have a negative impact on productivity.
<i>Mitigation:</i>
- New mental health resources for managers and employees related to return to work and hybrid working.</td></tr>
<tr><td colspan="3">Duty to accommodate</td></tr>
<tr><td colspan="2">Risk that large-scale return to office will raise the need for accommodations for employees – many at once – that departments may find challenging to address in a timely way and/or may address inconsistently (i.e., some employees being fully accommodated at both home and at work, and others not), which would lead to perceptions of unfairness and employee dissatisfaction and could lead to grievances and loss of talent. It may also affect inclusion for employees with disabilities if they are not accommodated at home and work.
<i>Mitigation:</i>
- Continued messaging that managers should discuss accommodations needs with employees before returning to office, to ensure timely accommodations.
- Consider new guidance that outlines various Duty to Accommodate scenarios.
- Continue to embed the GC Workplace Accessibility Passport as a best practice.
- Departments to improve and streamline workplace accommodations.
Deliberate planning and action in removing barriers in the workplace and ensuring future builds implement inclusive design approaches. Demand for ergonomic assessments may exceed service provision.</td><td>Accommodation may be addressed inconsistently (i.e., some employees being fully accommodated at both home and at work, and others not), which would lead to perceptions of unfairness and employee dissatisfaction and could lead to grievances. It may also affect inclusion for employees with disabilities if they are not accommodated at home and work.
<i>Mitigation:</i>
- Continued messaging that managers should discuss accommodations needs with employees before returning to office, to ensure timely accommodations.
- Consider new guidance that outlines various Duty to Accommodate scenarios.
- Continue to embed the GC Workplace Accessibility Passport as a best practice.</td></tr>
</table>

Scenario 1: Ad Hoc Hybrid	Scenario 2: Scheduled Hybrid	Scenario 3: Fully Flexible Hybrid
Mitigation: - Consider ways to address demand (e.g., via phased re-entry).		- Departments to improve and streamline workplace accommodations. - Deliberate planning and action in removing barriers in the workplace and ensuring future builds implement inclusive design approaches.
Productivity		
Some employees may feel less productive working in onsite environments (e.g., open plan offices).[14] *Mitigation:* - This risk would likely need to be accepted.	Parliamentarians and Canadians may question productivity of teleworkers. *Mitigation:* - Emphasize outcomes and result indicators that are publicly reported (e.g., from Departmental Results Reports, data on performance in meeting service standard targets, etc.) to demonstrate public service performance. If there are pre-pandemic indicators of performance, using these same indicators in a hybrid scenario will be useful to demonstrate effectiveness/impact. - Consider an analysis of existing service data from the perspective of whether performance is affected by employee work arrangements. - Improve culture related to managing non-performance. As in the pre-pandemic state, this remains with managers, yet many managers feel ill-equipped and not always supported in dealing with poor performance.	
Employee hours of work and scheduling		
	Scheduling may be challenging for departments and managers for office space and allocation. May be more logistically onerous for managers to oversee and implement than Scenario 3 (e.g., ensuring employees have met their minimum onsite presence requirements). *Mitigation:* - Leverage booking systems.	Significant challenges for managers of hybrid and distributed teams in other time zones to know all the collective agreements of their teams. *Mitigation:* - Collective agreements – some have specific core hours, some have greater flexibility. Has been identified as an item for discussion for this round of collective bargaining.

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[14] In 2021, StatsCan reported that of all new teleworkers, 32% reported accomplishing more work per hour than they did previously at their usual place of work. 58% reported accomplishing about the same amount of work per hour, while 10% mentioned that they accomplished less work per hour while working at home.

Scenario 1: Ad Hoc Hybrid	**Scenario 2: Scheduled Hybrid**	**Scenario 3: Fully Flexible Hybrid**
	- Experiment with approaches and develop lessons learned.	- Training or guidance for managers on collective agreements.
Official languages		
	OL Commissioner has voiced concerns over reduced workplace bilingualism in virtual environments. *Mitigation:* - Guidance to ensure that departments are aware of and fulfill their OL responsibilities.	
Occupational health and safety		
	With less predictability in the number of onsite employees, it may be more difficult for departments to ensure OHS responsibilities are met (e.g., ensuring first aiders and fire wardens are present). *Mitigation:* - Continue to remind departments of their OHS responsibilities.	
Regional Impact		
Scenario 1 and Scenario 2, require in-person presence within the current workforce distribution and structure (with a significant concentration of the federal workforce in the NCR). This may create a barrier to expanded job opportunities for employees and candidates in regions, who wish to remain in regions, without having to relocate. It also maintains the current distribution of federal employment opportunities, and associated economic benefits, across the country. This may not meet Canadians' expectations for distribution of opportunity where possible. *Mitigation:* - Risks would likely need to be accepted in this scenario.		Positions with national, corporate roles and broader job scope and impact warrant higher classification levels but tend to be concentrated in the NCR. Employees may expect organizations to review traditional structures to increase access to these jobs and opportunities through telework. This may allow organizations to attract a more diverse, distributed, and stable talent pools. This may also put pressure on local talent pools to maintain regional operations. This may also raise OL capacity gaps in filling roles that tend to have bilingual requirements. *Mitigation:* - Organizations to review organizational structures as part of HR planning exercises.

Scenario 1: Ad Hoc Hybrid	**Scenario 2: Scheduled Hybrid**	**Scenario 3: Fully Flexible Hybrid**
		Regional positions may be staffed by employees living outside the region, which may affect the quality of services and/or regional economic development objectives. *Mitigation:* - Collect data to test assumptions. The opportunity for employees to work anywhere may lead to employees leaving urban centres to live in more rural areas, with implications for both areas. *Mitigation:* - Collect data to test assumptions.

Section IV: Key Risks and Mitigation - Physical Workplace, Greening and Digital

<table>
<tr><th>Scenario 1: Ad Hoc Hybrid</th><th>Scenario 2: Scheduled Hybrid</th><th>Scenario 3: Fully Flexible Hybrid</th></tr>
<tr><td colspan="3">Materiel management (with links to occupational health and safety)</td></tr>
<tr><td></td><td colspan="2">Tracking of assets used for telework and applying all aspects of lifecycle management may continue to be challenging for departments.
<i>Mitigation:</i>
- Departments to ensure appropriate systems and processes are in place to track assets including at telework locations.
- Explore options to support departments (e.g., lessons learned, best practices).
- Explore annual stipends for purchase/maintenance of business support tools (supplies, headphones, furniture); could provide flexibility/boundaries for employees and eliminate the need to track as government assets.
It is more difficult to monitor potential problems with the physical condition of government materiel assets (e.g., furniture) at off-site locations, which may increase the likelihood of injury or fraudulent claims for repairs/disposal.
<i>Mitigation:</i>
- Departments to explore ways of identifying issues with the physical condition of items (i.e., via employee reporting of deficiencies) and address concerns.
There may be more divesting of surplus non-valuable office furniture used for telework to employees leaving the public service. Ministerial or if designated, Deputy Head, approval is required for divesting; this may be onerous if situations are considered individually.
<i>Mitigation:</i>
- Explore longer-term options to support departments (following the <i>Temporary Guidance For Divesting Surplus Non-valuable Office Furniture Used for Working Remotely</i> developed early in the pandemic).</td></tr>
<tr><td colspan="3">Real property</td></tr>
<tr><td>This scenario does not allow for rapid reduction of the real property footprint and consequential financial savings since</td><td colspan="2">These scenarios make it more difficult for departments to accurately project future real property requirements as total demand, peak demand and typical demand are unknown. Further, the distribution of the workforce will likely change compared to pre-pandemic, meaning that existing office locations are not ideal.</td></tr>
</table>

<table>
<tr><th>Scenario 1: Ad Hoc Hybrid</th><th>Scenario 2: Scheduled Hybrid</th><th>Scenario 3: Fully Flexible Hybrid</th></tr>
<tr><td>unused space is “locked” between used spaces.[15] If 100% of the workforce were expected to be on-premise each day, more space will be required overall than in the other scenarios.
The existing portfolio is largely unmodernized (95% - TBC). Unmodernized spaces do not support current ways of working (mobile, digital, desktop video conference) very well. Substantial investments in fit-up and IT infrastructure are needed.
<i>Mitigation:</i>
- This risk would need to be accepted and would be mitigated over time as workplaces are modernized.</td><td colspan="2"><i>Mitigation:</i>
- Manage demand through a booking tool (like parking, airlines, etc.).
- Return gradually, and return to modernized workplaces only, increasing supply as new spaces are fit-up, until supply meets average demand based on measurement of actuals.
- In the short term when modernized space is limited, fully leverage the “ecosystem” of available space for the GC including options for flexibility to adjust to changes in demand (e.g., PSPC has launched a RFP for “space as a service” for office space), GCcoworking locations, and departmental coworking.
Lack of incentives for tenant departments to reduce office footprint may drive behaviour to retain excess space as a risk mitigation against unknown future demand.
<i>Mitigation:</i>
- PSPC is working on developing options to address the challenges of the shared accountabilities model. This includes exploring changes to how space is accounted (space envelope regime), including a GCcoworking space envelope in additional to existing tenant department/agency space envelopes. PSPC is also exploring options to incentivize tenants for workplace renewal and office space rationalization.
If not properly managed, changes to the real property footprint are likely to lag behind changes in demand. Some leases are in place for long terms, and it may not be financially feasible to release the space; lease restoration obligations may impose additional costs.
<i>Mitigation:</i>
- Departments should not hold office space occupancy Instruments above their average demand (as measured by actual utilization). PSPC has implemented options to deal with peak demand (see above).
- Departments to explore opportunities to co-locate when objectives are complementary.
- Tenant department plans for consolidation will need to be aligned to PSPC investments in workplace modernization, including IT, to plan tenant space assignment in the regions to reflect real property holding durations.</td></tr>
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[15] PSPC estimates, for different office portfolio reduction scenarios, of cost avoidance from status quo (over 25 years): 40% reduction over 25 years: -$6.25B; 40% reduction over 10 years: -$19.00B; 50% reduction over 10 years: -$28.6B; 70% reduction over 10 years: -$39.10B.

<table>
<tr><th>Scenario 1: Ad Hoc Hybrid</th><th>Scenario 2: Scheduled Hybrid</th><th>Scenario 3: Fully Flexible Hybrid</th></tr>
<tr><td></td><td colspan="2">It may be challenging for Library and Archives Canada (LAC) to intake additional printed product archivables within their limited footprint as departments exit space and digitize.
Mitigation:
- LAC to explore options for addressing increased intake.
Reducing the GoC footprint may affect surrounding communities. This has had positive impacts on some communities[16], typically rural and suburban, likely due to movement of the workforce and increased spending in local communities. This has had a reciprocal negative impact in some urban centers.
Mitigation:
- Effective communications with communities.
- Monitor and consider the broader socio-economic impacts.</td></tr>
<tr><td colspan="3">Greening</td></tr>
<tr><td>Overall, this scenario does not optimize greenhouse gas emissions reductions.[17] The remainder of this section outlines specific risks.
This scenario may not achieve the benefit of increased adaptation to climate change, through better business continuity, by accustoming/enabling organizations and employees to working in different locations.
Mitigation:
- Departments to maintain agility to return to remote work when needed.
This scenario may not maximize opportunities to reduce greenhouse gas emissions from air travel.</td><td colspan="2"></td></tr>
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[16] As per discussion between Parliamentary Secretary for Rural Economic Development Stephane Lauzon and PSPC Parliamentary Secretary Anthony Housefather.

[17] PSPC estimates, for different office portfolio reduction scenarios, anticipated greenhouse gas emissions reductions from the baseline, including savings from commuting (over 25 years). 40% reduction over 25 years: 2,594 kt CO2 ; 40% reduction over 10 years: 4,724 kt CO2; 50% reduction over 10 years: 5,472 kt CO2; 70% reduction over 10 years: 8,577 kt CO2.

<table>
<tr><th>Scenario 1: Ad Hoc Hybrid</th><th>Scenario 2: Scheduled Hybrid</th><th>Scenario 3: Fully Flexible Hybrid</th></tr>
<tr><td>*Mitigation:*
- Departments to consider maintaining virtual meetings between different regions (i.e., reducing air travel relative to pre-pandemic).</td><td colspan="2"></td></tr>
<tr><td colspan="2">These scenarios do not maximize opportunities to reduce greenhouse gas emissions from employee commuting, and consequential reduced needs for city transportation infrastructure (e.g., roads and transit). More of an issue in Scenario 1.
Mitigation:
- Continue to encourage green commuting, but this risk would likely need to be accepted.
These scenarios would not maximize opportunities to achieve the greening benefits of reducing the real property footprint, including reducing greenhouse gas (GHG) emissions (GHG reductions would be proportional to the reduction), making government operations more climate-resilient (e.g., less impacted from floods and fires), and reducing the need for construction materials in government buildings and urban transportation. More of an issue in Scenario 1.
Mitigation:
- Changes to workplace design that began before the pandemic will help to somewhat reduce the footprint, but this risk would likely need to be accepted.</td><td></td></tr>
<tr><td></td><td colspan="2">If the real property footprint were to be maintained (with periods of underuse / empty space), the greenhouse gas footprint could effectively be increased from the status quo (Scenario 1), given the potential for additional heating / cooling load for employees working remotely.
Mitigation:
- Optimize the real property footprint (see “real property” section above).</td></tr>
<tr><td colspan="3">**Workplace design** (with links to diversity and inclusion)</td></tr>
<tr><td></td><td colspan="2">Fit-up of office and/or special purpose space to accommodate new ways of working (e.g., unassigned seating, meetings with videoconferencing capability) needs to be accelerated to support the workforce, which may be significant and costly.
Mitigation:</td></tr>
</table>

<table>
<tr><th>Scenario 1: Ad Hoc Hybrid</th><th>Scenario 2: Scheduled Hybrid</th><th>Scenario 3: Fully Flexible Hybrid</th></tr>
<tr><td></td><td colspan="2">- Continue to leverage existing modernized spaces plus available shared spaces such as GCcoworking in addition to telework, adjusting as new spaces become available
- Working in new ways requires change management, and the return to a new office environment must be carefully managed.
- Budget cover or policy cover may be required for TB approval of certain real property transactions, procurements, and projects and programmes that exceed limits or authorities.</td></tr>
<tr><td colspan="3">Physical workplaces still present many accessibility barriers. Physical distancing, the advent of new technologies, and increased signage, create additional accessibility barriers. This is more of an inclusion risk in Scenarios 1 & 2, where flexibility to work off-site is limited.
Mitigation:
- Departments to address infrastructure accessibility overall.
- Encourage departments to incorporate work models into their accessibility plans, as a vehicle to address barriers in a horizontal fashion.
- Explore opportunities to enhance accessibility and disability inclusion perspectives in workplace guidance.
Low penetration/level of understanding of how activity-based work designs support accessibility, diversity and inclusion “by design” and meet a variety of abilities/disabilities, both temporary and permanent[18].
Mitigation:
- GCworkplace design guidance is built on a robust consultation approach.[19]
- Continue to test user experience in design of new workplaces, including employees with disabilities.
- Explore opportunities to engage with third party experts to better define functional parameters of inclusive design.</td></tr>
<tr><td colspan="3">**Digital government and information management**</td></tr>
<tr><td colspan="2">Increased face-to face interaction may slow adoption of digital information and data management practices, as the use of paper documents will remain feasible among employees physically located in the office.</td><td></td></tr>
</table>

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[18] GCworkplace Accessibility & Inclusivity guide

[19] For example, in March 2019, Betty Dion, Universal Design and Accessibility Specialist, conducted a review of the GCworkplace Design Guide to provide updates to accessibility and universal design content, and, in September 2020, the Centre for GCworkplace Innovation launched the GCworkplace Consultation Series on Accessibility. This series of 25 virtual workshops engaged with 259 employees with disabilities in order to learn about the barriers they face in the workplace.

<table>
<tr><th>Scenario 1: Ad Hoc Hybrid</th><th>Scenario 2: Scheduled Hybrid</th><th>Scenario 3: Fully Flexible Hybrid</th></tr>
<tr><td colspan="2">It may also discourage the full adoption of online service delivery to Canadians if public servants are not also required to adopt a digital mindset and access internal services online.
<i>Mitigation:</i>
- Incorporate as considerations in enterprise strategic planning for digital.</td><td></td></tr>
<tr><td></td><td colspan="2">Additional (new/different) privacy breaches may arise when working off-site.
<i>Mitigation:</i>
- Departments to ensure employees are aware of privacy requirements and the required protocols should they suspect a breach has occurred.</td></tr>
<tr><td colspan="3">Security</td></tr>
<tr><td>Return to pre-pandemic risks related to mostly onsite work.
<i>Mitigation:</i>
- Departments to continue to assess risks based on their operational context and implement mitigation strategies.
- Enhance guidance, security awareness and training to ensure all employees understand their security responsibilities.
- Continued consultation with lead security agencies and internal enterprise service organizations.
- Implement Zero Trust Architecture (enhancing user and device authentication) while the IT security posture is repositioned for onsite work.</td><td colspan="2">There are risks to the protection of GC assets and information in off-site environments.
<i>Mitigation:</i>
- Enhance guidance, security awareness and training, with emphasis on ensuring employees understand their security responsibilities for protecting GC assets and information and implementing other security controls in their offsite locations.
- Accelerate plans to enhance user and device authentication.
- Review security considerations in Directive on Telework to ensure alignment to hybrid work models.
A remote GC solution for employees requiring access to sensitive information (Secret and above) does not currently exist. While not a risk in itself, it may have HR implications if an employee working far from a GC worksite, who does not normally require access to sensitive information, is in a position where the requirements shift. It also limits opportunities to telework for many employees, which may have implications for retention and mobility in certain areas.
<i>Mitigation:</i>
- Various projects are underway related to a remote GC solution.
There are physical security risks related to shared spaces involving multiple departments.
<i>Mitigation:</i></td></tr>
</table>

Scenario 1: Ad Hoc Hybrid	**Scenario 2: Scheduled Hybrid**	**Scenario 3: Fully Flexible Hybrid**
	- Establish building security committees and determine how security controls will be determined and managed. Overall mitigations for security risks include: - Departments to continue to assess risks based on their operational context and implement mitigation strategies. - Continued consultation with lead security agencies and internal enterprise service organizations.	
Network		
A large-scale return to workplace would create a shift in bandwidth demand. *Mitigation:* - Readjust bandwidth to support majority on-site demands while ensuring availability for outlying telework employees. - Adapt or replace aging IT infrastructure in GC locations to support network modernization.	Bandwidth may be inadequate and more unpredictable. *Mitigation:* - Continue work needed to ensure adequate bandwidth for both remote and onsite employees. - Consider leveraging commercial networks to supplement unpredictable demand spikes from both onsite and remote work, although not every technology is suited for this solution. - Consistently monitor and reallocate bandwidth use/needs to react to shifts in employee preferences. - Align with Real Property strategies and focus investments on a small portion of the inventory initially, gradually expanding while meeting operational needs.	
		Employees in full-time telework positions may leave the NCR to live in more remote areas of country, shifting bandwidth needs. *Mitigation:* - Monitor bandwidth needs and ensure consistent bandwidth is available in more remote areas, such as Regional Hubs.
Technology		
Mobile devices distributed for remote work may no longer be required. *Mitigation:*	Employees who telework part-time will need to be equipped for both remote and onsite work. *Mitigation:*	Employees may have different equipment needs depending on their work arrangement. *Mitigation:*

Scenario 1: Ad Hoc Hybrid	**Scenario 2: Scheduled Hybrid**	**Scenario 3: Fully Flexible Hybrid**
- Determine strategy to recover and repurpose devices. Existing office devices may not have current enterprise applications such as M365 tools. *Mitigation:* - Retrofit existing office devices. Worksites may not be able to leverage technology gains made during the pandemic. *Mitigation:* - Upgrade or refit worksites.	- Consider "device for life" implementation for standard tools. - Consider additional videoconference tools and continue deployment of M365 tools. Worksites may not be able to leverage technology gains made during the pandemic. *Mitigation:* - Upgrade onsite conference and IT capabilities to accommodate remote/onsite integration. It may be difficult to manage demand for onsite technology (e.g., videoconferencing rooms) depending on how prescribed onsite days are scheduled. *Mitigation:* - Experiment with approaches to manage demand and share lessons learned.	- Consider "device for life" implementation for standard tools. - Consider additional videoconference tools and continue deployment of M365 tools. - Ensure employees have equipment needed for their arrangement. Worksites may not be able to leverage technology gains made during the pandemic. *Mitigation:* - Upgrade onsite conference and IT capabilities to accommodate remote/onsite integration. - Consider revisiting the employee kit of devices in a hybrid environment, (e.g., are cell phones required and cost effective if Teams is used?)
	It may be difficult to predict demand, and adequately plan, for IT support. *Mitigation:* - Consistently monitor and respond to changing needs. Technology performance may continue to be affected by offsite factors. *Mitigation:* - Explore establishment of expectations regarding home office IT set-up (e.g., type of internet access) and use (e.g., when to use hot-spotting from mobile devices).	

From: Robert, Kristina on behalf of Fleury, Jean-Francois
Sent: April 26, 2022 9:52 AM
To: 'tim.pettipas@pco-bcp.gc.ca'; Laroche, Mireille; Wagner, Paul; 'Gaveen Cadotte'; 'Stéphan Déry'; 'Kiran Hanspal'; 'paule.labbe@ssc-spc.gc.ca'; 'darlene.degravina@hrsdc-rhdcc.gc.ca'; 'Flowers Code.Holly'; 'Youdale, Louise'; 'marie-claude.guerard2@agr.gc.ca'; 'ryan.pilgrim@tc.gc.ca'; 'Couture, Dan: CRA.ARC'; 'philippe.thompson@sac-isc.gc.ca'; 'stephane.lagace@acoa-apeca.gc.ca'; 'gail.johnson@rcmp-grc.gc.ca'; 'stephen.johnson@hrsdc-rhdcc.gc.ca'; 'maryann.triggs@servicecanada.gc.ca'; 'gary.robertson@labour-travail.gc.ca'
Cc: Fleury, Jean-Francois; Hardy, Elizabeth; Shelswell, Cynthia; Paule Labbé; Fox, Jason; Pilgrim, Ryan; Pettipas, Tim
Subject: Hybrid Placemat
Attachments: Hybrid Work - Placemat - April 22-Final EN.pptx
Hybrid Work - Placemat - April 22-Final FR.pptx

Importance: High

Good morning,

Sharing with you the latest version of the hybrid work placemat. This version has been updated from the last version you have seen. We wanted to advise that we will be sharing this document at the upcoming PSMAC meeting.

Thank you
Jean-François Fleury

Bonjour,

Je partage avec vous la dernière version de notre document hybride. Cette version a été mise à jour depuis la dernière version que vous avez vue. Nous voulions vous informer que nous partagerons ce document lors de la prochaine réunion du CCGFP.

Merci,
Jean-François Fleury

Pages 125 to / à 126

are not relevant

sont non pertinentes

Fox, Jason

From:	Hardy, Elizabeth
Sent:	Wednesday, April 27, 2022 11:01 AM
To:	Fox, Jason
Cc:	Kakisingi, Raissa; Walton, Christine
Subject:	RE: Hybrid Workplace Policy Assessment: GBA+

UNCLASSIFIED / NON CLASSIFIÉ

This is a great plan – really like using the DG group for this. Pls proceed with drafting the email, thx.

From: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Sent: April 26, 2022 1:30 PM
To: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Cc: Kakisingi, Raissa <Raissa.Kakisingi@tbs-sct.gc.ca>; Walton, Christine <Christine.Walton@tbs-sct.gc.ca>
Subject: RE: Hybrid Workplace Policy Assessment: GBA+

UNCLASSIFIED / NON CLASSIFIÉ

Liz,

I discussed this with Christine this morning and In terms of the process to finish the assessment, I would propose the following:

1. Send an email to all DG participants (in OCHRO and elsewhere) that:
   a. Brings them up to speed on the assessment (ie draft, feedback from ADMS, etc.)
   b. Highlights the need to further develop the GBA+ section, and asks them to name a subject matter expert from their respective areas to join a discussion with WAGE – after discussing, we think its important to have a slightly larger group; and
   c. Requests GBA+ additions, and identification of any final red flags on the rest of the document, with a deadline of 1-2 weeks following the WAGE meeting.
2. Hold the meeting with WAGE to:
   a. Prompt SMEs to think about GBA+ as it relates to their areas, in terms of what we can do right now to improve the GBA+ section in the assessment
   b. Promote awareness of the importance of GBA+ in research, data and policy work going forward
3. Incorporate input.
4. Seek ADM approval on the assessment. It would then be a reference document supporting all further work, with no further iteration needed (further work would build on it).

If you agree, we can draft the email to DG participants (step 1) and then provide the participant names to WAGE.

Jason

From: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Sent: Monday, April 25, 2022 10:24 AM
To: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>

Cc: Kakisingi, Raissa <Raissa.Kakisingi@tbs-sct.gc.ca>
Subject: FW: Hybrid Workplace Policy Assessment: GBA+

UNCLASSIFIED / NON CLASSIFIÉ

Start with an hour? And then maybe do a part II if needed? I think the scenarios themselves are the priority. You can a list of people I recall – can you send that and preferred date to Raissa please?

From: Dupaul, Laurence (FEGC/WAGE) <Laurence.Dupaul@fegc-wage.gc.ca>
Sent: April 25, 2022 8:49 AM
To: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Cc: Kakisingi, Raissa <Raissa.Kakisingi@tbs-sct.gc.ca>
Subject: RE: Hybrid Workplace Policy Assessment: GBA+

Hi Liz,

How long would you like the workshop meeting to last ? 1 hour perhaps ?

Lisa would be available the following dates:

- May 9 - 9:30 to 10:30 AM
- May 10 – 2:00 to 4:00 PM
- May 11 – 1:00 to 3:00 PM
- Mat 12 – 1:00 to 3:00 PM

Let me know who should be invited as well.

Thanks,

Laurence Dupaul *(She/Her/Elle)*

laurence.dupaul@fegc-wage.gc.ca

From: Smylie, Lisa (FEGC/WAGE) <Lisa.Smylie@fegc-wage.gc.ca>
Sent: April 22, 2022 4:35 PM
To: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>; Kakisingi, Raissa <Raissa.Kakisingi@tbs-sct.gc.ca>
Cc: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>; Dupaul, Laurence (FEGC/WAGE) <Laurence.Dupaul@fegc-wage.gc.ca>
Subject: RE: Hybrid Workplace Policy Assessment: GBA+

Laurence Dupaul can help out with the scheduling.

From: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Sent: April 22, 2022 4:19 PM
To: Smylie, Lisa (FEGC/WAGE) <Lisa.Smylie@fegc-wage.gc.ca>; Kakisingi, Raissa <Raissa.Kakisingi@tbs-sct.gc.ca>
Cc: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Subject: RE: Hybrid Workplace Policy Assessment: GBA+

UNCLASSIFIED / NON CLASSIFIÉ

Sounds good. Who can @Kakisingi, Raissa work with to get something scheduled?
Thanks,
Liz

From: Smylie, Lisa (FEGC/WAGE) <Lisa.Smylie@fegc-wage.gc.ca>
Sent: April 21, 2022 2:00 PM
To: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Subject: RE: Hybrid Workplace Policy Assessment: GBA+

[redacted] perhaps we could set up a conversation for later the week of May 2? I'm not back in the office until May 3. We can go from there!

From: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Sent: April 21, 2022 1:57 PM
To: Smylie, Lisa (FEGC/WAGE) <Lisa.Smylie@fegc-wage.gc.ca>
Subject: RE: Hybrid Workplace Policy Assessment: GBA+

UNCLASSIFIED / NON CLASSIFIÉ

Hi Lisa,

Yes, I think that would be helpful. What would the next step be and how soon could we start this work?

Liz

From: Smylie, Lisa (FEGC/WAGE) <Lisa.Smylie@fegc-wage.gc.ca>
Sent: April 21, 2022 1:56 PM
To: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Subject: RE: Hybrid Workplace Policy Assessment: GBA+

Hi Liz,
Doing the GBA Plus on behalf of a department is not something we do. That said, JF and I did talk about perhaps setting up a workshop style meeting where we could get you started on the GBA Plus and give you some advice that would help you complete the analysis. Let me know if that is something that would interest you.

Lisa

From: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Sent: April 21, 2022 1:53 PM
To: Smylie, Lisa (FEGC/WAGE) <Lisa.Smylie@fegc-wage.gc.ca>
Subject: RE: Hybrid Workplace Policy Assessment: GBA+

UNCLASSIFIED / NON CLASSIFIÉ

Hi Lisa,

Apologies for not following up sooner. Thank you for sending along those resources. I will admit that, based on my conversation with JF, I was expecting that you and your team would complete the analysis and send us your views. Is providing the actual GBA+ analysis a service you and your team offer? Happy to set up a quick call as well if that's easier.

Thanks again for your support on this initiative.

Liz

From: Smylie, Lisa (FEGC/WAGE) <Lisa.Smylie@fegc-wage.gc.ca>
Sent: April 19, 2022 7:37 AM
To: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Cc: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>; Walton, Christine <Christine.Walton@tbs-sct.gc.ca>
Subject: RE: Hybrid Workplace Policy Assessment: GBA+

Hi Liz,
Just following up that you received my email below, as I hadn't heard back from you. Please let me know how we can help you with the GBA Plus of these scenarios.

Lisa

From: Smylie, Lisa (FEGC/WAGE)
Sent: April 6, 2022 9:28 AM
To: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Cc: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>; Walton, Christine <Christine.Walton@tbs-sct.gc.ca>
Subject: RE: Hybrid Workplace Policy Assessment: GBA+

Hi Liz and team,
I apologize for not getting back to you yesterday. I took a look at your documents and I think you have the foundations of a really solid analysis. I've attached some initial reactions and guidance on doing and documenting the GBA Plus. I think it would be really helpful to have a meeting with you to walk you through these comments and where I think you should go from here.

I've also attached a document that I think will be helpful to you in doing the analysis from here. It's a document we released in June 2021 that walks through the steps of GBA Plus and key questions to ask in each step. I think in what you've done so far, you have completed step 1, where you have, in a very holistic way, articulated your scenarios and all of the risks and considerations associated with those scenarios. You will see in my comments that now you need to conduct steps 2, 3 and 4 on each scenario you've identified. I gather that, from the analysis template you sent me, you were thinking the same thing, which is fantastic! In our meeting, I can give some feedback on that template, based on this quick reference.

Please let me know when you are free to meet and discuss the comments and next steps!

Lisa

From: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Sent: March 30, 2022 6:18 PM
To: Smylie, Lisa (FEGC/WAGE) <Lisa.Smylie@fegc-wage.gc.ca>
Cc: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>; Walton, Christine <Christine.Walton@tbs-sct.gc.ca>
Subject: Hybrid Workplace Policy Assessment: GBA+

UNCLASSIFIED / NON CLASSIFIÉ

Hi Lisa,

I'm writing to request your expertise and assistance with work we are undertaking in OCHRO to assess and plan for opportunities and challenges regarding hybrid workforce. I believe you previously connected with my ADM, Jean-Francois Fleury.

To date, we have identified three hybrid scenarios, and their respective policy considerations and risks from a people management perspective. I have attached this analysis (attachments 1/2). I have also attached the template that we used to gather the input that informed this analysis (attachments 3/4). Our partners are currently working on providing additional input from the physical workplace, digital, accessibility, security and greening perspectives. Once we have incorporated this input, we will then integrate and consolidate a more complete analysis, expected early next week.

We would appreciate your assistance on two things to ensure that we are implementing a meaningful GBA+ lens on these scenarios and the analysis. First, we would appreciate your general views about the three scenarios we have developed and the template reflecting the many angles and issues we are considering. We would also appreciate your advice and contributions when we review the consolidated input to identify any missing areas or approaches to improve the GBA+ analysis.

Timelines are tight so we appreciate any initial comments you could provide by Tuesday, April 5. My team and I am also available to meet with you to discuss the documents, the approach and the best way to collaborate.

I look forward to meeting you and collaborating, and thanks so much for your assistance,

Liz

Elizabeth Hardy (she/her/elle)
Senior Director, Research and Experimentation
Treasury Board Secretariat, Government of Canada
613.862.3673 (cell)

Directrice principale, recherche et expérimentation
Secrétariat du Conseil du Trésor du Canada, Gouvernement du Canada
613.862.3673 (cell)

From: Fleury, Jean-Francois
Sent: April 29, 2022 3:52 PM
To: Tattersall, Samantha; Stott, James; Acton, Kelly; Laroche, Mireille; Wagner, Paul; Nanduri Bhatt, Mallika; Bidal, Carole; MacLeod, Alfred
Cc: Robert, Kristina; Boutin, Caroline; Shelswell, Cynthia; Hardy, Elizabeth; Fox, Jason; Moore, Sarah; Girard, Marie-Chantal
Subject: PSMAC Follow-up
Attachments: Hybrid Work - Placemat - April 29 EN (CLEAN).pptx

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UNCLASSIFIED / NON CLASSIFIÉ

Dear colleagues,

At PSMAC today Graham, Marie-Chantal and I presented the Hybrid placemat (the one attached includes comments from Sam and Kelly). While DMs are very engaged, the conversations continues to focus on recurring issues. To address this, Graham wants to present a more structured view of the issues managed by the Employer (TBS) at an extended PSMAC on May 27th. I expect that we will also be asked to present to BoMR (same week).

To facilitate the conversation with Deputies, Graham would like to present a table that illustrates what we've done to address hybrid issues to-date, what we are planning to do to address hybrid issues in the future, and how long it might take. Note that if we feel that our current / existing guidance linked to the issues below is complete with no need to modify - then we say it. For example, with respect to location of work, the Secretary wants to communicate clearly to deputies *how long* the proposed solution would take (i.e. renegotiation of NJC directives).

My team will coordinate the development of this table, but your input, content, and work to address next steps is needed. As we are still developing the template, nothing is required today but I did want to give you and your teams a heads up to start thinking about the work and the implications (time and resources) for your respective areas.

Thank you for your and your teams' time and effort on this file to date. We will be using the input your teams have already provided (through the policy assessment exercise that was recently completed) to begin populating the template. We are aiming to complete the template by May 13th to ensure enough time for vetting and approvals. The components will consist of:

1. What's the issue to resolve
2. Who is the lead sector/organization
3. What guidance have we issued regarding the issue to-date
4. What's missing
5. What are we going to do to fill the gap and by when (guidance, directive, policy and/or tools, etc.)

Based on multiple DM and ADM meetings, here's the list of friction points / issues to resolve and/or address:

A) Policy issues or defined problems:

1.a) Location of work (related NJC directives - travel, isolated posts and relocation) (OCHRO)
1.b) Location of work (National positions associated to national worksites) (OCHRO / OCG / PSPC)
2. Duty to Accommodate / Accessibility (OCHRO / OPSA)
3. Asset Management and Home Equipment (OCG / OCHRO)
4. Information management / Security (OCIO / PCO / TBS)
5. Technology infrastructure / bandwidth / Networks / Security (SSC / OCIO)
6. Occupational Health and Safety (HC / OCHRO)
7. Labor code (ESDC / OCHRO)
8. Telework (OCHRO)

B) "Soft issues" requiring guidance / comms modules

1. Defined value proposition for hybrid (for both on and off site) (OCHRO / SCMA)
2. Interim guidance on Departmental expectations on some items listed below (OCHRO / SCMA)

C) Key activities / evidence gathering (in the parking lot for now - not for in depth discussion on the 27th)

1. Experimentation plan and best practices (OCHRO)
2. Data and performance measurement (OCHRO / Stats Can)
3. Impacts on OL (OCHRO)
4. Representation (WFA) (OCHRO)
5. GBA+ and D&I (OCHRO)
6. Proximity bias (OCHRO)
7. Recruitment and mobility patterns (PSC / OCHRO)
8.Skills strategy (OCHRO / OCIO / ESDC)
9. Employee mental health and wellness (OCHRO)
10. Productivity (OCHRO)

A meeting will be scheduled early next week to ensure we are all on the same page. Please note that your target destination in terms of policy thinking should match the Flexible First scenario on the attached placemat. Our view is that if we land anywhere else on the spectrum of hybrid (e.g. ad hoc or scheduled) that the policy for the most extreme change would then apply to the lesser disruptive changes.

Talk soon. Bon weekend.

JF

DRAFT: *Hybrid Work Variations – Different Approaches Lead To Different Degrees of Impact*

	Ad Hoc	Scheduled	Flexible First
Desired Outcome: A distributed, flexible, talented, inclusive, productive workforce and welcoming workplace	▪ Mostly onsite with increased use of telework ▪ Risk of "snapping back" and not benefitting from workplace flexibility, including a nationally distributed workforce	▪ Employer-prescribed hybrid model (removes subjectivity of micro decisions) ▪ Inclination to hire in proximity to worksite impacting benefits of a nationally distributed workforce	▪ Flexibility based on suitability of position without prescribed parameters; similar treatment for flex and remote. Most transformative (footprint, engagement, recruitment and retention; biggest impact/change)
	Achieves desired outcome to some extent	**Achieves desired outcome to a moderate extent**	**Achieves desired outcome to a great extent**
Policy Assessment			
Talent	▪ Limited change from current recruitment practices; may present incentive limitations to hiring nationally and retaining talent	▪ Limited change from current recruitment practices; may present incentive limitations to hiring nationally and retaining talent	▪ Increased opportunities to access diverse talent pools to build a distributed national workforce, including equity-seeking groups and acquiring talent where it is
Workplace (Physical & Virtual)	▪ Pre-pandemic status quo, however physical workplaces will require continued work to prevent accessibility barriers	▪ Moderate risks related to predicting and managing equal demand (onsite and offsite) for necessary accommodations, OSH, accessibility, bandwidth, information management, and IT support	▪ Lowered risks related to predicting and managing demand for necessary accommodations, OSH, accessibility, bandwidth, information management, and IT support
Real Property	▪ More onsite employees may not be as conducive to the reduction of the real property (office) footprint and consequential net financial savings	▪ May lead to reduced real property (office) due to reduced demand, resulting in potential net financial savings and reduced emissions; lease obligations may be a barrier to speed of reductions	▪ As approach more planned, could lead to the largest real property (office) reductions resulting in higher potential net financial savings and reduced emissions; lease obligations may be a barrier to speed of reductions
Greening Government Operations	▪ Not conducive to significant reduction of GHG emissions (from a hybrid workforce perspective)	▪ Commuting GHGs likely to see modest reductions, may not reduce buildings' GHG emissions to the most optimal extent; may correlate to greater GHGs from domestic use if footprint is not reduced	▪ Expected reduced real property footprint and less commuting are likely to yield the greatest emissions reductions; may correlate to greater GHGs from domestic use if footprint is not reduced
Security	▪ Risks mitigated by limited and more controlled telework	▪ Risks to the protection of GC assets and information in off-site environments; challenges may be raised when moving between secure environments	▪ Risks to the protection of GC assets and information in off-site environments; a network of secure spaces could enable a broad variety of jobs to be performed in the regions

Workplan Components

Defined problems: Areas of focus now

Location of position / location of work (NJC directives on travel, relocation, isolated posts); directive on telework; duty to accommodate; accessibility; asset management / offsite equipment; value proposition for, and productivity of, onsite, hybrid and remote workers; information management; data collection / performance measurement strategy; occupational health and safety

Areas to monitor closely – more data/evidence

Impacts on Official Languages; bandwidth requirements; secure networks/VPN; proximity bias; GBA+; migration and recruitment patterns; workforce availability / representation trends; access to skills; employee wellness; digital innovation; productivity

Overarching context: Strategic Policy Review

Interdependencies between inclusive hybrid workforces, IM and IT investments, real property strategies and greening

From: Fleury, Jean-Francois
Sent: May 5, 2022 8:43 AM
To: Hardy, Elizabeth
Cc: Robert, Kristina; Boutin, Caroline
Subject: RE: GBA+ contact in TBS?
Attachments: Hybrid Workplan Template May 2 EN (CLEAN).docx

To be clear.

There are 2 streams of work:

- The PSMAC Deliverable. This is priority one. This is due in 15 days. This is the list of policy instruments affected by Hybrid. Section A of the attached.
- All of the work in section B and C of the attached needs to be done promptly but is not required for the PSMAC conversation on May 27.

I think you should be doing the GBA+ analysis. This analysis will help you with your research and experimentation function linked to productivity and proximity bias.

Hope this helps. I can discuss with Cynthia if required.

JF

From: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Sent: Wednesday, May 4, 2022 1:56 PM
To: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Cc: Robert, Kristina <Kristina.Robert@tbs-sct.gc.ca>
Subject: FW: GBA+ contact in TBS?

Hi JF,

Just seeking your direction here based on our previous conversation. I disagree that the GBA+ analysis is not needed imminently (in my view we should have this done already). But if you agree, I will hold for now.
(highlighted below)

Jason and I have a plan to tackle this so to clarify my question:

-am I/Jason F leading GBA+ analysis (this has to be completed by us/OCHRO not WAGE, as previously explained) or is this a Cynthia lead?
-what is your expectation re timing on when this should be complete and I will ensure we meet the deadline

Thanks,

Liz

From: Shelswell, Cynthia <Cynthia.Shelswell@tbs-sct.gc.ca>
Sent: Wednesday, May 4, 2022 12:28 PM
To: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>; Walton, Christine <Christine.Walton@tbs-sct.gc.ca>
Cc: Alwani, Kiran <Kiran.Alwani@tbs-sct.gc.ca>
Subject: FW: GBA+ contact in TBS?

Hi Jason and Christine,

I wanted to share a bit of information:

1. Wanted to share regarding your GBA+ question that EMS is officially responsible for GBA+ in TBS. Camille Evans is a director in Social/Cultural Sector who both supports WAGE as a department, but also conducts a GBA+ analysis on each of the TB submissions they receive. See below for her offer to help – happy to set up a first meeting to get that conversation started.
2. The exercise for May 13th to complete the Hybrid Workplan ***will only focus on part A*** or the first eight items in the template. I mention this because while I'm sure you are keen to advance your work, the GBA+ analysis will not be part of this discussion and is not needed imminently.
3. I am also cc:ing Kiran from my team who can help support on this item for the Workplan as we move forward (and after May 13th!).

Let me know if you have any questions.

Thanks,
Cynthia

From: Evans, Camille <Camille.Evans@tbs-sct.gc.ca>
Sent: Wednesday, May 4, 2022 10:54 AM
To: Shelswell, Cynthia <Cynthia.Shelswell@tbs-sct.gc.ca>
Cc: McBrine, Delbert <Delbert.McBrine@tbs-sct.gc.ca>
Subject: RE: GBA+ contact in TBS?

Hi Cynthia,

Funny you should ask – I can provide some guidance here (my team handles WAGE and we are also the Chair of the Program Sector working group on GBA+). We are currently developing some training/guidance materials to help analysts improve this part of the challenge function. That being said, we have some material that I can provide now, but also with the caveat that it is actually EMS that is officially responsible for GBA+ at TBS (and their AS, Annie Boudreau, is the GBA+ Champion at TBS), because of the results/performance info angle. The working level GBA+ analyst in EMS is Lucie Morin, so she would be a good person to consult for sure.

It is a bit of a weird space in that we don't have a specific policy centre who would provide expertise on all subs- I would argue that we need this, given the focus on GBA+, but for now program analysts do this challenge on their own as best they can, with some support from EMS results.

Happy to have a quick chat if helpful.

Cheers,
Camille

From: Shelswell, Cynthia <Cynthia.Shelswell@tbs-sct.gc.ca>
Sent: Wednesday, May 4, 2022 10:27 AM
To: McBrine, Delbert <Delbert.McBrine@tbs-sct.gc.ca>; Evans, Camille <Camille.Evans@tbs-sct.gc.ca>
Subject: GBA+ contact in TBS?

Hello Del and Camille!

I'm reaching out to you as my Program Sector peeps. And mostly because we're trying to do a GBA+ analysis for our proposed hybrid approaches for the GoC. My colleagues reached out to WAGE who weren't super helpful because they are more the policy experts as opposed to the policy implementers. Do we have a centre of expertise with whom you consult on TB Submissions? How do the Program Sectors support the GBA+ challenge function?

Short answers are fine!

Thanks in advance for your help,
Cynthia

Cynthia Shelswell (she/elle)
Director, Strategic Integration and Planning
Office of the Chief Human Resources Officer
Treasury Board of Canada Secretariat / Government of Canada
cynthia.shelswell@tbs-sct.gc.ca / Tel.: 343-542-1263

Directrice de l'intégration stratégique et de la planification
Bureau du dirigeant principal des ressources humaines
Secrétariat du Conseil du Trésor du Canada / Gouvernement du Canada
cynthia.shelswell@tbs-sct.gc.ca / Tél.: 343-542-1263

Hybrid Workplan: Problem Definition Template

A. Policy Issues or Defined Problems

WHAT is the Issue that Needs to Be Resolved in a Hybrid Workplace? *Sectors may choose to further define the issue* *Issues have been identified through engagement with TBS Policy Centres, ADM Flex Workplace Committee, PSMAC *****	**Who is the lead sector / organization** *If two, explain role*	**What guidance has the Centre (TBS, Central Service Agencies) issued regarding the issue since March 2020?** * ***SECTOR TO COMPLETE*** with links, where available*	**What information is missing from or could further clarify the policy/guidance/directive/tool from a hybrid perspective?** *Sector to define this section using brief language* *Issues have been identified through engagement with TBS Policy Centres, ADM Flex Workplace Committee, PSMAC* ***SECTOR TO COMPLETE***	**How can the lead sector address the gap and what is the notional timeline by which to complete the guidance, directive, policy and/or tools, etc.?** ***SECTOR TO COMPLETE***
1. **A) Location of Work (related NJC directives – travel, isolated posts, and relocation)** Throughout the pandemic, many GoC employees have been hired for NCR or Regional positions who do not live in proximity to the location of the position. As the Public Service migrates toward a hybrid model of working with a more distributed workforce than before, new tools will be required to address the evolving perspective of both the employer and the employee.	OCHRO (ERTC)		**In all Hybrid Scenarios**, currently, the employer cannot reimburse travel from telework locations to designated worksites for employees teleworking far from their designated worksites (e.g., for team retreats, etc.). Employees may work from their current place of residence in Canada in lieu of relocation with an approved telework agreement. The employer must plan and mitigate, however, for relocation entitlements and obligations costs in the event the telework agreement is ended by either party (Relocation Directive would then apply with different entitlements for newly appointed and existing employees). As such, flexibilities are needed to either complement or replace existing NJC directives, as well as broader interpretations to address situations not previously contemplated.	
1. **B) Location of Work (National positions associated to national worksites)** Early success with PSPC's Co-Location worksites (e.g., GC Coworking) pilot offers a possible solution to the Location of work challenge for a distributed workforce.	OCHRO / OCG / PSPC		Employees may continue to expect organizations to review traditional structures to increase access to jobs and opportunities through telework. More shared, secure spaces across the country could support a more distributed workforce and national recruitment to attract a more diverse, distributed, and stable talent pools. Does PSPC have the capacity to create new GoC-wide workspaces across Canada? How could spaces be allocated and shared between departments? How would locations be determined? How would employee OHS responsibilities be fulfilled?	

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Hybrid Workplan: Problem Definition Template

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Currently, there are [*X*] co-working sites in [*regions*]. It may be possible to significantly increase the number of these spaces by reallocating unused GC office space across the country, re-assigning these as designated worksites for fully-remote workers. This would reset the relocation and travel obligations and entitlements with the remote location, while providing remote and geographically disparate employees a place to network with other GC employees.[1]Other options include options for distributed secure onsite workspaces[2] as well as supporting the stated goals of the Strategic Review. Fit up costs for a large-scale PSPC office space renewal are not yet calculated, and GHG emissions reductions are also unclear.				
2. **Duty to Accommodate / Accessibility** While the Duty to Accommodate is a clear employer requirement, additional guidance should be developed to support managers in fulfilling this duty . With reduced office space and a presumed hybrid worksite schedule, deputy heads may lack clarity on the practical assignment of workstations for those with a Workplace Accommodation requirement.	OCHRO / OPSA		There is a risk that large-scale, rapid return to office will raise the need for and volume of accommodations for employees – many at once – that departments and agencies may find challenging to address in a timely way and/or may address inconsistently (i.e., some employees being fully accommodated at both home and at work, and others not), which could lead to perceptions of unfairness and employee dissatisfaction, and could lead to grievances and loss of talent. It may also affect inclusion for employees with disabilities if they are not accommodated at home and work. What advice would be provided to Deputy Heads to ensure that the Duty to Accommodate is implemented fairly, equitably, and in a timely manner in a hybrid workplace? Would new Guidance on anticipated Duty to Accommodate scenarios align with the requirements of the *Accessible Canada Act*?	

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[1] No data is available to gauge the level of interest of employees teleworking at a distance in using GCco-working sites.

[2] No data is available to gauge the level of interest of employees who need to work onsite for security reasons in living elsewhere and using a GCco-working site. The ability of new GCco-working sites to meet security requirements would also need to be assessed.

Hybrid Workplan: Problem Definition Template

3. **Asset Management and Home Equipment** As departments and agencies struggled to assign assets and equipment to employees throughout the pandemic, there was an uneven approach to asset management in support of telework across organizations. For example, there may be more divesting of surplus non-valuable office furniture used for telework to employees leaving the public service. Ministerial or if designated, Deputy Head, approval is required for divesting; this may be onerous if situations are considered individually.	OCG / OCHRO		From a cost and asset management perspective, what guidance would be provided to Deputy Heads when ensuring that employees have the tools they need to operate in a hybrid workplace? Is updated guidance required on asset management for all employees working remotely?	
4. **Information Management and Security** As employees move between physical and virtual offices, consistency in the management of digital records and archives must be better developed and communicated. From a security perspective, there are increased risks to the protection of GC assets and information in off-site environments.	OCIO / PCO / TBS		A remote GC solution for employees requiring access to sensitive information (Secret and above) does not currently exist. While not a risk in itself, it may have HR implications if an employee working far from a GC worksite, who does not normally require access to sensitive information, is in a position where requirements shift. Security concerns may limit telework opportunities for many employees, which may have implications for retention and mobility in certain areas. Are records secure across buildings, and despite bandwidth? How can Deputy Heads implement a consistent approach to records and information management in a hybrid work environment? Is digital and security awareness training is required to support IM/IT management?	
5. **Technology Infrastructure / Bandwidth / Networks / Security** Confirmation of widespread access to high-quality bandwidth as well as access to	OCIO / SSC		A large-scale return to workplace would create a shift in bandwidth demand. For those working remotely, bandwidth may be inadequate and more unpredictable, especially in regions with uneven broadband access. Ensure secure access to networks for a distributed hybrid workforce.	

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Hybrid Workplan: Problem Definition Template

secure VPNs through a distributed and secure network.				
6. **Occupational Health and Safety** With less predictability in the number of onsite employees under differential and distributed occupancy, it may be more difficult for departments and agencies to ensure OHS responsibilities are met.	HC / OCHRO		What measures or communications practices should be established or modified (e.g., OHS committees) to determine how health and safety controls will be adapted and managed in hybrid environments (e.g., ensuring first aide and fire wardens are present)?	
7. **Labour Code** Occupational Health and Safety obligations for the employer emanate from the guidance and legal framework embedded in the Canada Labour Code. Interpretation and re-interpretation may be subject to challenge as hybrid and remote workplaces become more entrenched in public service culture.	ESDC / OCHRO		Is there currently sufficient guidance in the current labour code to guide a large, distributed employer like the Public Service through a transformational change in the way we work?	
8. **Telework** The employer cannot currently reimburse travel from telework locations to designated worksites for employees residing or teleworking far from their designated worksites when required or beneficial (e.g., for collaboration, etc.). This situation is concentrated in departments with limited footprint or singular regional presence (NCR) and when a department cannot identify a designated workplace closer to the employee's residence.	OCHRO		Could the current telework directive include guidance or authority to reimburse employee travel to the NCR in certain circumstances (i.e., in lieu of relocation)? What circumstances would provide a clear benefit or advantage or flexibility? If the directive or other tools were modified, what advice, criteria or principles would we provide to Deputies?	

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Hybrid Workplan: Problem Definition Template

B. Soft Issues Requiring Guidance

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WHAT is the Issue that Needs to Be Resolved in a Hybrid Workplace? *Sectors may choose to further define the issue*	**Who is the lead sector / organization**	**What guidance has the Centre (TBS, Central Service Agencies) issued regarding the issue since March 2020? If any?** * ***SECTOR TO COMPLETE*** with links, where available*	**What information is missing from or could further clarify the policy/guidance/directive/tool from a hybrid perspective?** *Sector may choose to further define this section* *Issues have been identified through engagement with TBS Policy Centres, ADM Flex Workplace Committee, PSMAC* ***SECTOR TO COMPLETE***	**how can the lead sector address the gap and what is the notional timeline by which to complete the guidance, directive, policy and/or tools, etc.?** ***SECTOR TO COMPLETE***
1. Defined value proposition for hybrid (for both on and off site from an employee and employer perspective) As employees moved to remote work arrangements during the pandemic, new ways of working demonstrate value in terms of flexibility. There are opportunities for the public service to create a distributed workforce with diverse talent from across the country, reduce its environmental footprint, and repurpose property for affordable housing. Data and evidence are currently being collected to further understand the value proposition – or compelling reason – to draw employees into in-person work	OCHRO / SCMA		How do we optimize the balance between onsite and virtual work to deliver the mission/mandate? What do experimentation findings tell us about the value proposition for onsite work?	

Hybrid Workplan: Problem Definition Template

arrangements vs flexible arrangements as it relates to productivity or work culture gains.				
2. Interim guidance on Departmental expectations on some key activities/ evidence gathering (I.e., section X).	OCHRO / SCMA			

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C. Key Activities / Evidence Gathering

WHAT is the Issue that Needs to Be Resolved in a Hybrid Workplace? *Sectors may choose to further define the issue*	**Who is the lead sector / organization** *If two, explain role*	**What guidance has the Centre (TBS, Central Service Agencies) issued regarding the issue since March 2020? If any?** ***SECTOR TO COMPLETE WITH LINKS WHERE AVAILABLE***	**What information is missing from or could further clarify the policy/guidance/directive/tool from a hybrid perspective?** *Sector may choose to further define this section* *Issues have been identified through engagement with TBS Policy Centres, ADM Flex Workplace Committee, PSMAC* ***SECTOR TO COMPLETE***	**How are we monitoring the issue?** ***SECTOR TO COMPLETE***
1. Experimentation plan and best practices For **all hybrid scenarios**, more experimentation is needed to test the efficacy of different hybrid	OCHRO		As we enter the "Experimentation Period" to focus on data and experimentation, we will deepen the understanding of the risks and determine whether there is a need to course correct. What hybrid data would support the Clerk and Deputy Heads when making decisions about best practices to implementing hybrid?	

working arrangements and their application to the work of different departments, in order to identify and develop guidance for best practices.			Does the public service have baseline data to support research on hybrid? What do experimentation findings tell us about the value proposition for onsite work? Hybrid work? Remote work? How can we ensure consistency among data sets and approaches	
2. Data and performance measurement For **all hybrid scenarios**, more data collection is needed to track working arrangements and develop effective mitigation strategies around certain risks. This includes disaggregated data and GBA+ (including accessibility considerations and data for EE groups to ensure no group(s) are disproportionately adversely impacted by particular work arrangements) on different hybrid models. Scrutiny for employee performance while teleworking will be high among parliamentarians and Canadians.	OCHRO / Stats Can		Do public reporting and results indicators (e.g., from Departmental Results Reports, data on performance in meeting service standard targets, etc.) demonstrate public service performance? If there are pre-pandemic indicators of performance, using these same indicators in a hybrid scenario could demonstrate effectiveness/impact. What data sources can we use to establish baseline for data on re-skilling; retention rates; location of work? Can we measure how remote and hybrid work impact the career choices and advancement of women, BIPOC and remote public servants?	
3. Productivity Positive mental health and productivity at work are closely linked. Negative mental health impacts may have a negative impact on productivity.	OCHRO		Do public reporting and results indicators (e.g., from Departmental Results Reports, data on performance in meeting service standard targets, etc.) demonstrate public service productivity through performance? If there are pre-pandemic indicators of performance, using these same indicators in a hybrid scenario could demonstrate effectiveness/impact.	

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Hybrid Workplan: Problem Definition Template

Scrutiny for employee productivity while teleworking will be high among parliamentarians and Canadians.				
4. Impacts on Official Languages In all proposed hybrid scenarios, additional guidance could support existing policy instruments to clarify expectations and/or support departments with a newly distributed workforce. For example, the OL Commissioner has voiced concerns over reduced workplace bilingualism in virtual environments.	OCHRO		Does the Policy on Official Languages have sufficient flexibility to ensure bilingual service to the public and designate bilingual or unilingual position for each hybrid scenario? What steps will be taken to ensure that the language of work rights are respected? How will OLs be used in practice in hybrid settings? Will OL rights be respected for remote employees? How can diverse employees gain access to needed training? How will distributed workforces be managed across bilingual an unilingual regions?	
5. Representation (Workforce Availability) Fully flexible hybrid arrangements would likely increase opportunities to access national talent pools, that are unlimited by location. For ad hoc and scheduled hybrid models, with a significant concentration of the federal workforce in the NCR, the expectation of relocation for candidates from other regions would continue and potentially reinforce access limitations and barriers to federal employment	OCHRO		Hiring managers may be limited by relocation implications and lack of flexible arrangements in accessing diverse pools of talent from equity-seeking groups in various regions across Canada. Less flexible scenarios may not allow for increased geographic diversity from a Canadian perspective.	

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opportunities for equity-seeking communities (e.g., those living in Northern and rural communities including Indigenous peoples, and ethnically diverse people who are concentrated in large metropolitan areas outside the NCR).				
6. GBA+ and Diversity & Inclusion One of the great advantages of hybrid work, and fully flexible in particular, is the diversity of candidates that could work in the public service, allowing, for example, Indigenous people to stay in their communities while supporting important work in the public service. For **all hybrid scenarios**, more data collection and experimentation are needed to track working arrangements and test assumptions and develop effective mitigation strategies around certain risks. This includes disaggregated data and GBA+ (including accessibility considerations and data for EE groups to ensure no group(s) are disproportionately adversely	OCHRO		Return to the office may have a differentially negative impact on employees with disabilities, who tend to have more challenges with commuting, and face physical barriers that remain in the public service. It may also have a negative impact on parents, particularly women who continue to exercise more caregiving responsibilities, who may need to establish new arrangements (e.g., before and after school care) and may experience more stress from balancing the workday, commuting, and caregiving. It may also have negative impacts on equity-seeking groups, given what was observed during the pandemic in terms of lower levels of reported harassment and discrimination.	

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Hybrid Workplan: Problem Definition Template

impacted by particular work arrangements) on different hybrid models.				
7. Proximity bias Further study is needed to determine if those able to work onsite will face certain advantages resulting from the proximity bias of those in positions of power. For certain groups more likely to live outside of the NCR, further study will determine if they face more barriers to employment in the federal public service, or if they also face barriers to relocating (e.g., due to caregiving responsibilities for elderly family members).	OCHRO		While more data collection is required, if some groups are more likely to choose telework than others (e.g., women[3], employees with disabilities[4]), they may be more likely to be negatively affected by proximity bias. This is also a concern for Indigenous peoples who may choose to stay in their communities, working remotely.	
8. Recruitment and mobility patterns Departments with operational contexts more conducive to telework (e.g., lower risk environments) may be at an advantage with respect to attracting and retaining talent. Departments with operational	PSC / OCHRO		More study is required to determine if this risk is over-estimated, as employees who wished to work remotely may have already left departments where remote work is not feasible during the pandemic. In addition, departments with operational considerations may still have positions where telework is feasible.	

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[3] Before the pandemic, women respondents to the 2019 PSES were more likely to say they had a telework arrangement (18.8% vs 14.5% for men and 13.5% for gender diverse respondents). In addition, during the pandemic, more women respondents to the 2020 PSES were working only remotely (75.5% vs 65.5% for men and 73.7% for gender diverse respondents).[3]

[4] Before the pandemic, 21.3% of PSES 2019 respondents with disabilities said they had a telework arrangement (compared to 16.7% of respondents without a disability).

Hybrid Workplan: Problem Definition Template

contexts less conducive to telework (e.g. higher security requirements) would be less at risk if a hybrid model that favours more onsite work is recommended.				
9. Skills strategy The increase in digital tools over the pandemic period may have created skills gaps, in addition to deepening pre-pandemic skills gaps.	OCHRO / OCIO / ESDC		Significant upskilling and reskilling required for new hybrid environment at an aggregate level (e.g., with respect to digital tools, change management, distributed team management, hybrid ways of working, mental health, skills for the changing nature of learning and development, setting work objectives and managing/enabling talent/performance, etc.). Are employers able to find the skills to address hiring needs more easily, or less easily in a hybrid or remote context?	
10. Employee mental health and wellness The wellness of employees and executives – and indeed all Canadians – has been an important point of discussion throughout this pandemic. The impact of imposing more change must be managed deliberately and thoughtfully.	OCHRO		Morale and positive mental health may suffer if onsite work is imposed without flexibility. When employees believe they do not have a voice in the affairs of the organization, they tend to feel a sense of indifference or helplessness. Job alienation or non-involvement is associated with cynicism and distress, greater turnover, and burnout.[5] For fully flexible models, work/life balance and workload management could be negatively impacted as it can be more difficult to disconnect from work when teleworking full-time. Conversely, for fully flexible or remote employees, psychological and social support may be lacking, leaving employees feeling isolated and disengaged from their manager and colleagues. Involvement and influence risk if some employees are left out of decision-making, due to lack of proximity of manager.	

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[5] 2020 PSES: 68% would describe their workplace as being psychologically healthy, compared to 61% in 2019. Results were 73% for those working only remotely and 49% for those working only on site.

From: Fleury, Jean-Francois
Sent: May 19, 2022 10:19 AM
To: Donoghue, Christine
Cc: Robert, Kristina; Boutin, Caroline; Shelswell, Cynthia; Sarazin-Normand, Caroline; Roussel Legros, Marie-Pier
Subject: FW: Updated Deck & E-Binder
Attachments: OCHRO-New ways of Working (May 19)9h35.pptx

Importance: High

PROTECTED B / PROTÉGÉ B

Find attached the final draft. Please let me know if you want me to share with:

- PCO – Colleagues and BoMR secretariat
- PSMAC committee secretariat
- ADM Flex members

I will let you decide if you want to share with Graham in light of the pre-brief meeting today with SSC and PSPC.

Merci

Pages 150 to / à 165

are not relevant

sont non pertinentes

From: Fleury, Jean-Francois
Sent: May 19, 2022 12:53 PM
To: Sarazin-Normand, Caroline; Roussel Legros, Marie-Pier; Robert, Kristina; Boutin, Caroline; Shelswell, Cynthia
Subject: Fwd: Updated deck
Attachments: OCHRO-New ways of Working (May 19) 12hr49 English.pptx

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If not too late (as per my text). Minor change to the annex workplan.

Sent from my iPhone

Begin forwarded message:

> **From:** "Boutin, Caroline" <Caroline.Boutin@tbs-sct.gc.ca>
> **Date:** May 19, 2022 at 12:51:09 PM EDT
> **To:** "Fleury, Jean-Francois" <Jean-Francois.Fleury@tbs-sct.gc.ca>
> **Cc:** "Robert, Kristina" <Kristina.Robert@tbs-sct.gc.ca>, "Shelswell, Cynthia" <Cynthia.Shelswell@tbs-sct.gc.ca>
> **Subject: Updated deck**
>
> PROTECTED B / PROTÉGÉ B
>
> This version is the latest. It includes an updated placemat that reflects a few last minute comments from OCIO.
>
> Caroline Boutin
>
> Senior Advisor
> Assistant Deputy Minister's Office
> Research, Planning and Renewal
> Treasury Board of Canada Secretariat / Government of Canada
> Caroline.Boutin@tbs-sct.gc.ca / Tel: 613-697-9917
>
> Conseillère Principale
> Bureau du sous-ministre adjoint
> Recherche, planification et renouvellement
> Secrétariat du Conseil du Trésor du Canada / Gouvernement de Canada
> Caroline.Boutin@tbs-sct.gc.ca / Tél. 613-697-9917

From: Fleury, Jean-Francois
Sent: May 19, 2022 2:44 PM
To: Tattersall, Samantha; Stott, James; Acton, Kelly; Laroche, Mireille; Wagner, Paul; Nanduri Bhatt, Mallika; Bidal, Carole; MacLeod, Alfred; Austin, Stephanie; Lahaie, Monia; Hardy, Elizabeth; Shelswell, Cynthia
Cc: Robert, Kristina; Boutin, Caroline
Subject: Latest storyline deck and TBS workplan
Attachments: OCHRO-New ways of Working (May 19) 12hr49 English.pptx

PROTECTED B / PROTÉGÉ B

Thanks for the big push during the last week. I am sharing a storyline deck. You will see that the placemat we have been working hard to complete is annexed.

The deck builds off our last PSMAC product and now goes one step deeper on the employer policy workplan. This is good.

I am uncertain if this will end up being the PSMAC/BOMR doc. It is with Christine and on way to Graham.

Wanted to share to ensure you had the latest and more complete storyline.

I am sure this group will continue to work together to refine and complete our employer policy approach to hybrid.

Thanks for this one TBS approach

JF

From: Robert, Kristina <Kristina.Robert@tbs-sct.gc.ca> **On Behalf Of** Fleury, Jean-Francois
Sent: Tuesday, May 17, 2022 4:50 PM
To: Tattersall, Samantha <Samantha.Tattersall@tbs-sct.gc.ca>; Stott, James <James.Stott@tbs-sct.gc.ca>; Acton, Kelly <Kelly.Acton@tbs-sct.gc.ca>; Laroche, Mireille <Mireille.Laroche@tbs-sct.gc.ca>; Wagner, Paul <Paul.Wagner@tbs-sct.gc.ca>; Nanduri Bhatt, Mallika <Mallika.NanduriBhatt@tbs-sct.gc.ca>; Bidal, Carole <Carole.Bidal@tbs-sct.gc.ca>; MacLeod, Alfred <Alfred.MacLeod@tbs-sct.gc.ca>; Austin, Stephanie <Stephanie.Austin@tbs-sct.gc.ca>; Lahaie, Monia <Monia.Lahaie@tbs-sct.gc.ca>; Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>; Shelswell, Cynthia <Cynthia.Shelswell@tbs-sct.gc.ca>
Cc: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Subject: Hybrid Placemat for review

Dear colleagues,

I would like to thank you and your teams for your tremendous efforts to summarize the TBS policy challenges with respect to hybrid work. My team has summarized your input in the attached table which will be used for Deputy-level consumption.

If you can please review the attached workplan for any showstoppers to ensure we are accurately reflecting your views. Please send any changes my way with a cc to Cynthia.shelswell@tbs-sct.gc.ca by noon tomorrow, May 18th.

The workplan will likely be shared with Graham in the next few days. Please socialize this input with your Deputies to avoid any surprise.

Many thanks for your collaboration.

Jean-François Fleury

PROTECTED B / PROTÉGÉ B

OCHRO Office of the Chief Human Resources Officer

New ways of working: flexible, balanced, and driven to optimize services

PREPARED BY

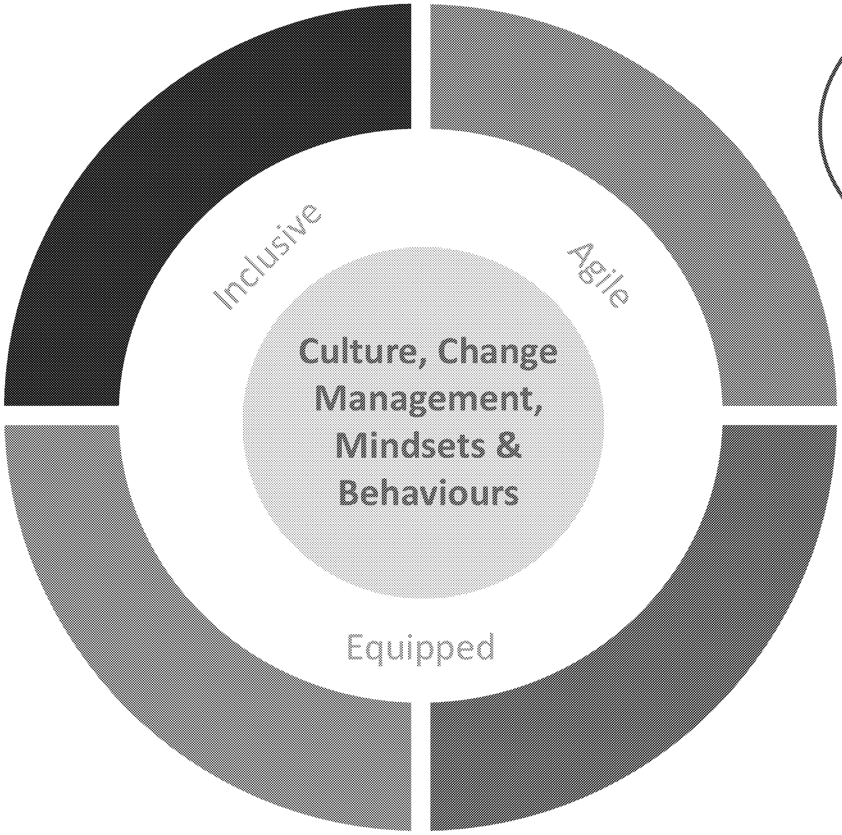
The Research, Planning and Renewal sector

May 26, 2022

Treasury Board of Canada Secretariat
Secrétariat du Conseil du Trésor du Canada

Canada

The Future of Work direction for People Management…



Inclusive
Agile
Equipped
Culture, Change Management, Mindsets & Behaviours

Talent, Skills, & Inclusion
The Public Service is skilled, diverse, inclusive, accessible, and human-centric

Flexible Work Models ★
A distributed, flexible, productive workforce and welcoming workplace

Organization of Work
The Public Service organizes work in a way that drives outcomes, and compensates work in a way that is equitable and drives employer competitiveness

Digital & Data Driven
The Public Service is digitally enabled, and leverages HR systems and data to support strategic decision-making

…enabling a public service workforce through hybrid work

What is Hybrid Work?...

- A hybrid work model is the **blending of on-site and off-site work**
- An employee in this model may divide their time between commuting to the office and working from other locations
- A hybrid work model may also involve a mix of full-time remote and fully on-site employees, depending on the nature of the work
- Hybrid work redefines what it means to collaborate in a more distributed yet more connected world

Hybrid work is a people-first approach to managing the workforce that drives increased productivity and job satisfaction while addressing the major challenges of remote work, such as isolation and lack of community.

A hybrid work model provides employees with greater flexibility and the option to work from home or anywhere they can be productive.

Hybrid work is an ecosystem of employees working from home, in coworking spaces, and the office. Team members can migrate between various locations depending on the work they need to get done.

The hybrid work model can take different forms depending on the organization and the type of work being done.

Webex (Cisco)

...an opportunity to transform and modernize

A balanced value proposition…

On-site presence for collective and organizational needs

Culture: Promoting common values and organizational priorities amongst teams

Socializing and Peer learning: Acclimatizing new employees, sharing knowledge and experiences, and encouraging teamwork

Collaboration and stakeholder relations: Building and maintaining working relationships and networks in support of organizational priorities

Off-site presence for individual employee needs

Productivity and focused work: Fewer interruptions leads to a higher focus on tasks at hand, improving efficiency and overall performance

Life balance, mental health and wellbeing: Less time spent commuting leaves time for outside of work activities improving overall employee satisfaction, health & lifestyle, and contributing to lesser burnout

Access to more opportunities: Not being bound by a location of work increases accessibility to opportunities and reduces barriers to help employees acquire new skills and experiences

"Giving employees control of their own schedules is actually motivating. Since employees can switch between remote and on-site work, they're more likely to come to the office engaged and ready to contribute to the company's mission and culture."

Envoy

"New Labour Force Survey questions collected in April [2022] suggest that teleworking among employees aged 15 to 69 is associated with a greater ability to balance competing work and personal responsibilities."

Statistics Canada

"Remote working can open the workplace to a number of groups who have been marginalized. "

"Remote working enhances accessibility. Many disabled job candidates struggle with commuting and navigating an office setting.

Forbes

…to support best-in-class service to Canadians

One philosophy as a starting point, different implementation based on operational realities

Desired Outcomes:

- ➢ A distributed, flexible, talented, inclusive, productive workforce
- ➢ A welcoming workplace

Different Approaches Lead To Different Degrees of Impact

Flexible First (RECOMMENDED)

- Flexibility based on suitability of position without prescribed office parameters

BENEFITS:

- Unique opportunity to build diverse and geographically distributed talent pools, including equity-seeking groups (hire the best talent where it is)
- Potential for the largest real property (office) reductions, resulting in higher potential net environmental benefits

LIMITATIONS:

- Most disruptive from a public service management perspective (practices, culture and policy frame)
- Could be subject to negative public scrutiny

Scheduled

- Employer-prescribed in-office hybrid model for example: 3 days in, 2 days out

BENEFITS:

- Equitable approach in decision making to telework (less subjectivity in choice)
- Could level the playing field between different departments with different realities

LIMITATIONS:

- Impedes desire and ability to recruit a distributed workforce (office proximity), impacting talent acquisition and retention
- Logistically difficult to move to unassigned seating
- May not reduce office footprint as significantly, thus impacting environmental benefits

Ad Hoc

- Mostly onsite with increased use and acceptance of telework

BENEFITS:

- Maintains employer control over workplace
- Policy risks mitigated by limited telework

LIMITATIONS:

- Risk of "snapping back" and trade-off benefits of workplace flexibility, including a nationally distributed workforce
- Less likely to achieve real property (office) reductions and GHG emissions reductions
- Negative impact on employee engagement and retention (perception of snapping back)

A flexible first approach…

A flexible first approach, as the starting point, sets the foundation for desired objectives, including:

Service Excellence: *through enriched policy and program inputs from across Canada*

Flexibility: *by obtaining talent where it is, facilitating recruitment, retention, and promoting overall employee wellbeing*

Diversity: *through increased representation of Canada's population where it is*

Distribution: *moving away from the centralization of work in the NCR / reversing the NCR proportional growth and sharing the economic benefits of public service jobs across regions*

Flexibility also recognizes the variability that exists across the public service, and within departments and agencies, by adapting to a mix both off-site and on-site work, depending on organizational needs, for example:

- Work carried out by knowledge workers (e.g., policy, data analysis) can be done primarily off-site
- Specific niche work (e.g., scientific research, security) must be done mostly on-site

- *The Behavioural Insights Team in the UK found that mentioning flexibility in job posters boosted applications by up to 30%*
- *StatsCan showed that between July 1, 2019 and July 1, 2020, "Toronto, Montreal and Vancouver continued to see more people moving out to other regions of their province rather than moving in" and cited the ability to work remotely as a contributing factor.*
- *43.4% of public service positions are in the NCR (March 2021); 3.4% of the Canadian population lives in the NCR*

…matters for the future of people management in the public service

The case for change transcends…

People
- Humanization of the workplace
- Extensive and inclusive talent pools
- Modernized, distributed, and competitive workforce

Digital
- Acumen
- AI, machine learning / interaction with human talent
- Service delivery and investments

Physical
- Office space modernization and optimization

Environmental
- Potential benefits to reducing commuting and office space

- *70% of US federal employees who telework say that they are more productive while teleworking during the COVID-19 pandemic. 79% of federal employees said that they are more committed to their agency's mission; 76% were more motivated to meet expectations, and 70% said they have more trust in their colleagues.*
- *Gartner found hybrid and fully remote employees are more likely to feel high levels of inclusion than fully in-office employees (27% of hybrid and fully remote workers report feeling high levels of inclusion vs. 20% of fully in-office employees).*
- *PSPC estimates, for different office portfolio reduction scenarios, potential cost avoidance from status quo (over 25 years): 40% reduction over 25 years: -$6.25B; 40% reduction over 10 years: -$19.00B; 50% reduction over 10 years: -$28.6B; 70% reduction over 10 years: -$39.10B*

…integrating key domains in alignment with people management

Snapping back means…

People

- Losing out on a more expansive and diversified candidate pool
- Lack of competitiveness in recruiting top talent as workers are increasingly seeking workplace flexibility
- An imbalance between employee and organizational priorities and needs

Digital

- Decreased prioritization and investments in new ways of working and connecting the workforce (i.e., the pursuit of AI and other technological advancements)

Physical

- Continued expenses required to maintain the existing real properly footprint

Environmental

- Lost opportunity to contribute to the greening agenda

"The vast majority of country respondents expected remote working to continue, and to embed this practice in the future operating models of the public service."

OECD

"Agencies are encouraged to think of remote work as another option in their overall strategic workforce planning to assist them in competing for top talent. Remote work also may offer opportunities for agencies to reach into new communities for which Federal employment may not have been desirable because it traditionally has required employees to relocate."

USA internal memo

…falling behind as an employer of choice

The challenges are real…

Subjectivity in decision-making could lead to inconsistencies

- Unlevel playing field (some can be more flexible than others)
- Public service internal labor market impacts
- Regions versus NCR
- Knowledge workers versus operations / front line

Employer policies and terms & conditions of employment

- Collective bargaining
- Evolving impacts to the employer policy environment

External impacts

- Local economies
- Public perception and scrutiny

Diversity, inclusion, and culture

- Proximity bias
- GBA+
- Representation
- Trust and Productivity
- Mindsets and behaviors

Building a fair and equitable workplace is more complicated when you're running a hybrid team. There's a proximity bias that leads to the incorrect assumption that "the people in the office are more productive than those who are not,". As a leader, you need to put in place practices to counteract this tendency.

Harvard Business Review

Canadian survey data shows that younger workers, immigrants, racialized people, Indigenous workers and workers with a physical or mental condition that limits their daily activity are more likely than average to worry that working from home will have a negative impact on their career, pointing to the need for inclusive cultures in dispersed teams.

…but worth overcoming to avoid snapping back

Moving forward with an integrated workplan*…

(* See Annex A)

Defined problems: Areas of focus now	Location of position / location of work (NJC directives on travel, relocation, isolated posts); directive on telework; duty to accommodate; accessibility; asset management / offsite equipment; value proposition for, and productivity of, onsite, hybrid and remote workers; information management; data collection / performance measurement strategy; occupational health and safety
Areas to monitor closely – more data/evidence	Impacts on Official Languages; bandwidth requirements; secure networks/VPN; proximity bias; GBA+; migration and recruitment patterns; workforce availability / representation trends; access to skills; employee wellness; digital innovation; productivity
Overarching context: Strategic Policy Review	Interdependencies between inclusive hybrid workforces, IM and IT investments, real property strategies and greening

…setting a flexible roadmap for the future of work

How to succeed and minimize risks?...

- Drive public value and best-in-class services
- Maintain a strong senior leadership commitment
- Adopt one philosophy, with different implementation
- Integrate central agency advice and direction
- Promote coherence, recognizing the asymmetrical nature of the public service (See Annex B)
- Experiment to test new approaches (See Annex C)
- Cultivate trust with employees and between teams
- Understand employee preferences and productivity
- Humanize the workplace through empathetic, result-oriented leadership
- Develop a performance measurement frame, grounded in data and evidence, to support ongoing decision-making

> *"This reality obliges leaders to design better models. True flexibility must go beyond location to include the different preferences and needs of an increasingly diverse employee workforce….Finding the sweet spot between hybrid work and strong inclusion can make an organization a highly attractive place to work but requires leaders, at all levels, to listen, to coach, and to think of flexibility not as an end point but as a set of evolving expectations, with regular adjustments…"*
>
> *McKinsey*

…remain steadfast, iterate, learn, and adapt

Annex A *DRAFT TBS Hybrid Workplan – Employer Policy Review on Key Friction Points*

Policy Issue/ TBS Lead	Pandemic Policy Response	Defining the Policy Gap	Addressing the Gaps: Immediate Response	Ideas Under Development
Telework - OCHRO -	Guidance on optimizing a hybrid workforce: Spotlight on telework	*Directive on Telework* does not expressly consider workers hired to work remotely full-time. There are no policy instruments for employer-directed remote work.	Directive on Telework as it stands can be used as a vehicle to support hybrid. Pilot inclusion of enabling language for Deputies to allow managers to approve travel for employees working remotely under the Directive on Telework. Establishing guidelines for international telework. Provide further guidance for Heads of HR to mitigate risks associated with each position having a designated worksite.	Evaluate requirement for new policy to define 100% remote work in regions and for employees not in proximity to location of position. Determine if hybrid work is an employer requirement or an employee privilege, especially in light of decisions impacting office space or a force majeure.
Location of Work (NJC Directives) - OCHRO -	FAQs – Remote work, telework and travel Guidance on application of NJC directives including: Travel, Relocation, Isolated Posts and Government Housing, and Foreign Service Directives	Employer cannot reimburse employee travel from telework locations outside the location of position to designated worksites. Managers are liable for relocation reimbursement of remote employees who telework in lieu of relocation; this presents a funding pressure and long-term risk.	See above for proposed changes to Telework Directive for employees working remotely outside the location of position.	TBS may explore options regarding the financial management of the NJC Relocation Directive. TBS and PSPC exploring the creation of additional GC Coworking sites across Canada as designated worksites for fully-remote workers.
Duty to Accommodate - OCHRO / OPSA -	General guidance on the Duty to Accommodate during the COVID-19 pandemic and specifically on the Policy on Mandatory Vaccination.	Ability to address increased number of hybrid accommodation requests in a timely and consistent manner. The need to equip employees in multiple locations, including GC Coworking spaces, may present barriers to inclusion.	General guidance on DTA to remain as is. Update specific guidance for managers to better align with the *Accessible Canada Act*. In addition, the Accessibility Passport, which provides a tool for streamlining processes for an employee's workplace accommodation requirements, applicable for both onsite and offsite (hybrid) workplaces.	Track data to develop solution(s) to address barriers to accessibility and discrimination that may result from a hybrid workplace.
Occupational Health & Safety - OCHRO -	Guidance on setting up workspaces for wellness and success within Coronavirus disease (COVID-19) Working remotely – Canada.ca	Greater complexity of planning and coordinating to meet OSH obligations with less predictability in number of onsite employees.	Coordinate communities of practices (CoP) to share best practices for meeting legislative obligations. Create a CoP to support the implementation of the Directive on Building Emergency and Evacuation Teams (BEET).	Creation of content to be shared on GCConnex to highlight best practices relating to BEET.

[redacted]

Annex A cont'd *DRAFT TBS Hybrid Workplan – Employer Policy Review on Key Friction Points*

Policy Issue/ TBS Lead	Pandemic Policy Response	Defining the Policy Gap	Addressing the Gaps: Immediate Response	Ideas Under Development
Equipment and Asset Management - OCG/ OCHRO -	Renewed guidance for equipping employees working remotely & supplemental Information for Financial Officers. Guidance for Divesting Surplus Non-Valuable Office Furniture Used for Working Remotely.	On a go forward basis (hybrid) the Directive on Telework sets out that employees are responsible for the set up of their home office. During the pandemic, the employer requested employees to work from home and provided equipment. Departments and agencies may face challenges tracking, managing, and divesting these assets, especially when employees deploy to other	Issue guidance on equipment provided to employees during the pandemic for: 1) General asset management considerations for equipment provided to employees (2022-23) 2) Transferring low-value non-IT equipment with employees as they change departments (2022-23) 3) Examine options to make permanent the temporary guidance on the process to divest the low value non-IT office equipment (e.g., desks) to employees when they leave the public service. (2022-23)	Current policy may stand, subject to the impacts of identified ideas under development for asset considerations (e.g., remote workers policy).
Information Management & Security - OCIO -	Guidance on managing information while working remotely. Creation of a new Standard on Systems that Manage Information & Data (SStMID) which better supports departments in managing, integrating, and sharing information and data in the digital era.	As employees move between physical and virtual offices, there is lack of consistency in the management of digital records and archives. **A remote GC solution for employees requiring access to sensitive information (secret and above) does not currently exist.** From a cyber security and privacy perspective, there are increased risks to the protection of GC assets and information in off-site environments.	Update guidance on security categorization of records to ensure sensitive information is identified and properly safeguarded in light of the increased risk of compromise when handled outside the office. (June 2022) TBS leads updates to the Guideline on Service and Digital on the management of information in digital collaboration tools (e.g., M365). (Summer – Fall 2022) Develop new course for information management in the digital era to help employees understand their role and consequences WRT digital security. (April 2023) Implementation of SStMID to better manage information and data in the digital era. (ongoing until May 2024)	TBS oversees the strategy and approach for Canada Secret Infrastructure Secure Remote Access (GCSI SRA). OCIO will continue to monitor progress and challenges related to its deployment by SSC. Consider opportunities under the Policy on Government Security and Policy on Service and Digital to streamline & clarify processes and accountabilities for IM, physical and tech security as employees move between remote and in-office environments.
Technology Infrastructure - OCIO -	Supported the shift in bandwidth requirements under WFH. Published two policy standards to support hybrid work arrangements & a complementary reference architecture for hybrid work. Created minimum IT security configurations published under the Directive on Service and Digital.	Ensure secure access to high quality bandwidth and networks for a distributed workforce. A large-scale return to workplace would create a shift in bandwidth demand, making remote access inadequate and more unpredictable, especially in regions with uneven broadband access.	TBS provides necessary architectural and business input, and oversight into SSC's Secure Cloud Enablement and Defence (SCED) to influence changing needs to architecture and service offerings (ongoing). To facilitate hybrid models, remote access configuration requirements are enabled.	TBS is developing a standard and scorecard to set and measure accessibility across the GC for new, existing, and future information and communications technologies (ICT) in areas such as: workforce capacity and capability; procurement; software; hardware; and digital content. TBS provides oversight on SSC's cyber initiatives, including the "Zero Trust" model to external network security risks, reducing the impact of security breaches and loss of valuable information.

Annex B: Promoting coherence in a distributed accountability model

TBS/OCHRO has provided ongoing support and guidance to departments and agencies, through extensive communication and engagement, including:

- Guide/Learning on Going Remote
    - Supports employees and managers alike with tips and guidance for new employees, how to manage remote teams, prioritizing professional development, running virtual meetings, leveraging digital tools, communications, mental health, and building workplace culture
- Mental Health Toolkit for Employees
    - Support for employees and teams working virtually with mental health tips ranging from balancing work/life, managing psychosocial risks, and coping with workplace changes
- Guidance for Employees on Working Remotely
    - Supports employees with guidance on how to manage work and productivity, setting up workspace, using the network, official languages, and maintaining wellbeing
- Onboarding Toolkit for onboarding students during COVID-19
    - Provides a virtual onboarding toolkit for both students and hiring managers, shares useful tips, tricks, and tools, and other useful info such as virtual onboarding events for both students and managers
- Security Policy Guidance
    - Supports the security community, and complements departmental planning and tools, as applied to the Policy on Government Security. Guidance included IM and IT, and other key security considerations for managers and employees

Annex B cont'd:

- Guidance on asset management
  - Includes remote work and employee equipment reimbursement, renewed guidance for equipping employees working remotely, and supplemental information on office equipment for remove workers
- Guidebook for departments on easing of COVID-19 restrictions
  - Summarized roles and responsibilities of key parties and provided a planning toolbox (e.g., health and safety, and real property considerations etc.) and key resources to support the continued delivery of programs and services to Canadians while supporting the physical and mental health of federal public servants
- A transition planning tool and checklist
  - Included key considerations for post-pandemic planning, such as managing flexibility within the existing legislative framework, occupational health and safety requirements, supporting managers and employees, and other back-office considerations
- COVID-19 Vaccination Policy and related tools
  - Supports employees and managers with information on the effectiveness and benefits of vaccination, vaccination requirements, responsibilities for managers, and accommodations
- Guidance on Optimizing a Hybrid Workplace
  - supports departments' efforts to optimize telework and on-site work as they shift to post-pandemic planning, including international telework. Includes information on how to optimize telework, guidance for managers and employees alike, and additional information to maintain in planning such as accessibility, diversity and inclusion, and greening government strategy

Annex C: Hybrid work experimentation – early findings

OCHRO Departmental Survey on hybrid work experimentation in April 2022 (28 responses to date)

Key decision-making drivers:

Mental Health and well-being of employees: most prevalent concern with departments in evaluating the feasibility of a hybrid work model

Talent Management: specific attention to recruitment and retention

Diversity, Inclusion and Accessibility: reflecting the needs of employees

Performance: productivity and engagement of employees

Team building: collaboration and social cohesion among units and departments

Other notable observations:

- Majority of departments surveyed operating under a hybrid model, with varying degrees of flexibility and employee autonomy, with respect to deciding when and whether they come into the office
- Range of hybrid approaches including fixed days, flexible days, fully flexible arrangements, and mixed models
- Few departments intend on maintaining a fully teleworking/remote workforce
- Consistency in evaluation and assessment is critical to establish benchmarks and comparability

From: Fleury, Jean-Francois
Sent: July 4, 2022 2:55 PM
To: Hardy, Elizabeth
Subject: FW: Hybrid work assessment tool (GBA+)
Attachments: EXCO_June2_CFM.ppt
HAT Pilot 2.docx

UNCLASSIFIED / NON CLASSIFIÉ

From: Fleury, Jean-Francois
Sent: Wednesday, June 8, 2022 2:49 PM
To: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Cc: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>; Shelswell, Cynthia <Cynthia.Shelswell@tbs-sct.gc.ca>; Robert, Kristina <Kristina.Robert@tbs-sct.gc.ca>; Boutin, Caroline <Caroline.Boutin@tbs-sct.gc.ca>
Subject: FW: Hybrid work assessment tool (GBA+)

UNCLASSIFIED / NON CLASSIFIÉ

Interesting pilot test on tools to identify hybrid positions.

From: Caroline.Desrochers@international.gc.ca <Caroline.Desrochers@international.gc.ca>
Sent: Saturday, June 4, 2022 2:00 PM
To: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Cc: Tijerino, Adamira <Adamira.Tijerino@tbs-sct.gc.ca>
Subject: Re: Hybrid work assessment tool (GBA+)

Please see attached as per below, with the caveat that discussions around Step 2 are paused for now as we look for the best way to integrate these considerations. I am also attaching the methodology used to arrive at # of days rec.

We would be happy to schedule a call with our lead ADM on this (Julie Sunday) as well as Francis Trudel.

Caroline

> On Jun 4, 2022, at 1:52 PM, Desrochers, Caroline -DMEX <Caroline.Desrochers@international.gc.ca> wrote:

Bonjour Jean-François.

Je voulais faire le suivi suite à la discussion de EXCO. Given the Clerk's pending/expected guidance to ramp up efforts towards workplace reintegration, we are moving forward with only the position assessment portion of our evaluation tool while we continue to refine the GBA+ analysis portion and how it will apply. Our EC felt that the GBA+ layer provided too much flexibility and not enough guidance for managers, putting a heavy burden on the shoulders of middle managers. Our position assessment tool still provides managers with an actual recommendation for number of days in the office based on job function, according to a methodology. These range from 1 to 4-5 days/week in office.

In the interest of the collective GoC discussion on this, I will forward you what we have developed so far, with the caveat that GAC is only moving forward with Step 1 at this point, but continuing to explore how to best guide decisions around GBA+, EDI and individual considerations.

Caroline

> On Jun 1, 2022, at 1:32 PM, Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca> wrote:
>
> UNCLASSIFIED / NON CLASSIFIÉ
>
> Looking forward to seeing the docs post EC presentation. Thanks for sharing.
>
> **From:** Caroline.Desrochers@international.gc.ca <Caroline.Desrochers@international.gc.ca>
> **Sent:** Wednesday, June 1, 2022 11:24 AM
> **To:** Tijerino, Adamira <Adamira.Tijerino@tbs-sct.gc.ca>
> **Cc:** Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
> **Subject:** RE: Hybrid work assessment tool (GBA+)
>
> Thank you Adamira. Nice to meet you Jean-François.
>
> We have done a lot of work to develop a model that is robust, coherent and transparent for managers and employees, and which includes GBA+ considerations. The GBA+/individual consideration layer will be presented to our Executive Committee tomorrow and I will be happy to share the material outlining the full model after the discussion if that works for you.

For now, I am attaching a slide that lays out the foundation of the model. More to follow tomorrow.

Caroline

From: Tijerino, Adamira <Adamira.Tijerino@tbs-sct.gc.ca>
Sent: 31 mai 2022 15:12
To: Desrochers, Caroline -DMEX
<Caroline.Desrochers@international.gc.ca>
Cc: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Subject: Hybrid work assessment tool (GBA+)

UNCLASSIFIED / NON CLASSIFIÉ

Hi Caroline,

As promised, I am putting you in touch with Jean-François, who is leading the returning to the workplace initiative for the public sector.

I also briefly mentioned your tool, which aims to identify which positions are more likely to be in the office or telework (including your GBA + lens on it).

I hope you have a great day, and thanks again for sharing your latest updates on hybrid work.

Warm regards,

Adamira

Adamira Tijerino
Senior Advisor / Conseillère Principale
Office of the Secretary / Bureau du Secrétaire
Cell: 343-543-8256

#	Question	Y	N
1	Is this a rotational position? Est-ce un poste de rotation ?	○	○
2	Is this position located abroad? Ce poste est-il situé à l'étranger ?	○	○
3	Does this position require almost daily use of resources or equipment only available at a GAC facility (e.g. paper-based process, Audiovisual, special IT equipment)? Ce poste nécessite-t-il l'utilisation quasi quotidienne de ressources ou d'équipements disponibles uniquement dans une installation d'AMC (p.ex., processus papier, audiovisuel, équipement spécial de TI) ?	○	○
4	Is this position on-site operational or client-centered (e.g., Security, IT service, JLAC, mailroom)? Ce poste est-il opérationnel sur le site ou axé sur le client (par exemple, sécurité, service informatique, JLAC, salle de courrier) ?	○	○
5	Does this position require regular access to classified information or secure environment (e.g., SSA, secure boardroom)? Ce poste nécessite-t-il un accès régulière à des renseignements classifiés ou à un environnement sécurisé (p. ex., salle insonorisée, salle de conférence sécurisée) ?	○	○
6	Does this position require regular in-person presence (e.g. negotiations, public engagement)? Ce poste nécessite-t-il une présence régulière en personne (négociations, consultations publiques, etc.) ?	○	○
7	Does this position support emergency response activities (EWRC, crisis response, humanitarian, business continuity)? Ce poste appuient-il les activités d'intervention d'urgence (CSIU, réponse aux crises, aide humanitaire, continuité des activités) ?	○	○
8	Does this position perform functions that would ideally be done in person but could be undertaken virtually (e.g. delivery of workshops, training) ? Ce poste exerce-t-il des fonctions qui, idéalement, seraient exercées en personne, mais qui pourraient être exercées virtuellement (par exemple, l'animation d'ateliers ou de formations) ?	○	○
9	Can the on-site duties of this position be rotated with one or more team members? Les fonctions de ce poste sur le lieu de travail peuvent-elles faire l'objet d'une rotation avec un ou plusieurs membres de l'équipe ?	○	○
10	Does this position include specialized or high-demand skills that are difficult to recruit for? Ce poste exige-t-il des compétences spécialisées ou très demandées qui rendent le recrutement difficile ?	○	○
11	Does this position include skills that are widely transferable to OGDs or private sector? Ce poste exige-t-il des compétences largement transférables à d'autres ministères ou au secteur privé ?	○	○
12	Does this position require frequent travel or frequent meetings with interlocutors off-site? Ce poste exige-t-il de voyager souvent ou de rencontrer souvent des interlocuteurs ailleurs qu'au bureau ?	○	○
13	Does this position perform an enabling function, internal service or technical skill? Ce poste exerce-t-il une fonction habilitante, un service interne, ou une compétence technique ?	○	○

Possible methodology for recommended outcomes for in-office presence:

If Q1 = Yes; then recommended outcome is 3 days

If Q2 = Yes; then recommended outcome is 4-5 days

If Q3 to Q4 = at least 1 Yes; then recommended outcome is 4-5 days

If Q5 to Q8 = at least 2 Yes; then recommended outcomes is 3 days

If Q5-Q8 = 1 yes AND Q9-Q13 = 1-2 then recommendation is 2-3 days

If Q5-Q8 = 1 yes AND Q9-Q13 = 3 then recommendation is 2 days

If Q5 to Q8 = 1 Yes AND Q9 to Q13 = 1-2 Yes; then recommended outcome is 2 days

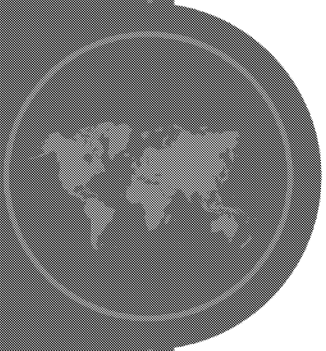
If Q5 to Q8 = Zero Yes AND Q9 to Q13 = 1-3Yes; then recommended outcome is 1-2 days

If Q9 to Q13 = 4-5 Yes; then recommended outcome is 1 day

	Q1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**recommendation**
Example - AS02	n	n	n	n	n	n	y	y	y	y	n	n	y	3 days
Example - FS02	y	n	n	n	n	n	n	y	y	n	y	n	n	3 days
Example - FS02	y	n	n	n	n	y	n	y	y	y	y	y	n	3 days
Example - EC07	n	n	n	n	n	y	n	y	y	y	y	y	n	3 days
Example - EC04	n	n	n	n	n	y	n	y	y	y	y	y	n	3 days
Example - AS01	n	n	n	n	n	n	n	n	n	n	y	n	n	1-2 days

Global Affairs Canada
Affaires mondiales Canada

THE FUTURE OF WORK



Executive Committee

Discussion on a Tool to Assess Flexibility of Positions across GAC

June 2, 2022

Canada

June 2, 2022

THE FUTURE OF WORK -- *Purpose*

- Present **Hybrid Assessment Tool** which aims to assess the flexibility of each position at GAC (HQ)
- Discuss factors and options for **GBA+ and individual considerations**
- Seek agreement on **next steps and timeline** for deployment across HQ

THE FUTURE OF WORK -- *Overview Of The Assessment Tool*

ASSESSING FLEXIBILITY – A Tool to Guide Decision-Making

PURPOSE & PRINCIPLES

The purpose of the Hybrid Assessment Tool (HAT) is to provide a **robust**, **systematic**, approach to evaluate positions for hybrid. It will ensure a **coherent** and **transparent** approach across the department.

Predictability of on-site numbers will provide important information for corporate decisions such as IT, Accommodation and other processes.

FLEXIBLE

INCLUSIVE

ITERATIVE

COHERENT

TRANSPARENT

METHODOLOGY

STEP 1: Assess **JOB FUNCTION** and **ORGANIZATIONAL REQUIREMENTS.** Each managers complete a series of 12-15 Y/N questions for each position that reports to them (non-EX only). This will result in an initial hybrid assessment for each of the position, based on a set of **standard criteria**. Step 2 and Step 3 will **allow flexibility** to take additional factors into consideration in the decision-making process.

MORE FLEXIBLE

- Specialized skills
- Widely transferable skills
- Frequent travel or meetings off-site
- Enabling or technical function

BASELINE (2-3 DAYS)

- Regular in-person presence (e.g. negotiations, public engagement)
- Emergency response activities
- Functions that benefit from in-person but can be done virtually
- On-site duties can be rotated with one or more team members

LESS FLEXIBLE

- Access to classified information or secure environment
- Rotational position, located at HQ or abroad
- Use of resources or equipment only available at a GAC facility
- On-site operational or client-centered

STEP 2: GBA+ and EMPLOYEE CONSIDERATIONS: Managers will be provided with GBA+ guidance to review their team's results as a whole, in light of diversity, equity and inclusion considerations. Managers will also be encouraged to consider Individual circumstances before finalizing their recommendations re the level of flexibility the position should have.

STEP 3: SENIOR MANAGEMENT CHECK-IN. ADMs and DGs have an opportunity to review assessments, to validate recommendations against implications for branch operations and objectives.

STEP 4: Discussions with managers take place and **interim flexible arrangements** are developed and implemented for initial 6 months period. Subject to regular review.

OUTCOME

The tool results in a general recommendation built off a 2-3 days/week in office baseline, supporting a structured conversation between managers and employees, leading to:

- Innovative, sustainable and balanced hybrid model.
- Efficient delivery of departmental mandate across lines of business
- Organizational culture is maintained and enriched.
- Motivated and high performing workforce.
- GAC seen as a leader within the public service.

STATUS AND NEXT STEPS

- First pilot on hybrid assessment tool conducted (March 9-25). Second pilot finalized (May 2-May 11).
- Results and considerations to be discussed at Corporate Management Committee (May 16) and Executive Committee (June 2).
- GBA+ guidelines being developed to support managers (June).
- Adjustments and deployment across the department (June).

THE FUTURE OF WORK -- *The Journey*

The tool will help inform manager decisions by offering coherent, consistent and transparent criteria through which they can assess position flexibility. Authority remains with management to make decisions.

1

STEP 1: Managers answer questions on job functions for each direct report

(output: tool recommends # days for in-office presence)

Managers receive a baseline recommendation based on results from STEP 1

2

STEP 2: Manager and employee discuss proposed recommendation based on GBA+ and organizational factors

Factors considered are entered into the system
(output: manager/ employees suggested days for in-office presence)

3

STEP 3: Senior management receives proposed results based position and individual assessments. Validate coherence in bureau & across branch

4

STEP 4: Agreed # of days communicated and flexible work arrangement or telework agreement signed and implemented

THE FUTURE OF WORK -- *Pilot 1 vs Pilot 2*

PILOT 1.0 (Mar9-Mar25)

Branches	Bureaus	Divisions
9	14	21

- 497 positions assessed
- 47 classifications covered
- 177 unique job titles
- 50 rotational positions (10%)

WHAT WE LEARNED:

I. Inability to determine recommended outcome with different layers and inputs.

II. Tendency for managers to assess position activities as "rarely/never" needing to be at the office (e.g. 54% assessed as rarely/never).

III. No cohesive view of organization needs & team considerations.

HOW WE REVISED THE MODEL:

I. Refined questions and collapsed layers into one, simplified form.

II. Expanded test groups – more GEOs, I-branch, C-branch, plus some from Pilot 1 for consistency.

III. Simplified outcome – Position ranked "more flexible" "less flexible" or "just right".

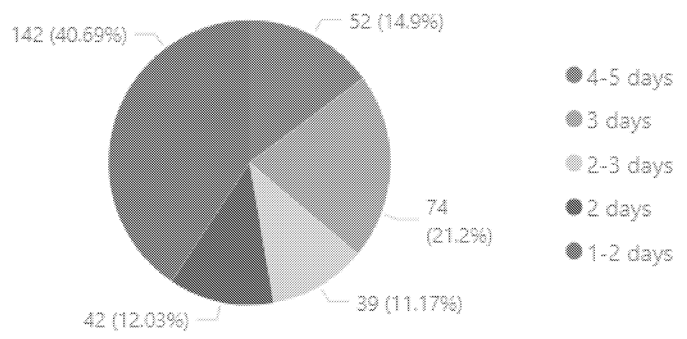
PILOT 2.0 (May2-May11)

Branches	Bureaus	Divisions
12	16	22

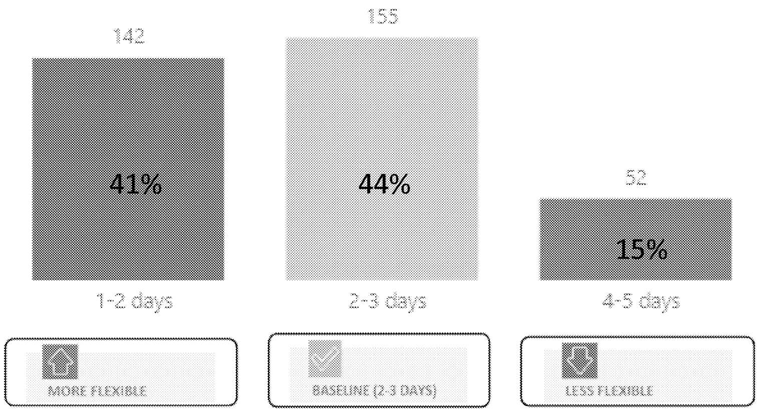
- 249 positions assessed
- 45 classifications covered
- 115 unique job titles
- 64 rotational positions (18%)

THE FUTURE OF WORK -- *STEP 1: Results and Key Takeaways from Pilot 2.0*

Recommended outcomes for in-office presence



Hybrid Assessment



TAKEAWAYS

1. Simplified tool allows for less variance in interpretations.
2. Allows standard way to assess criteria across the department and application of baseline expectations.
3. Y/N responses facilitates methodology to a recommended outcome.
4. Diversity of position requirements does not enable grouping by classifications
   - Variance of outcomes by same group and level depending on location in department & job functions.
5. Risk of seeming to "bake" results to ensure outcome of a certain number of days.
6. Used in conjunction with GBA+ guidance (D/E/I and Individual considerations) this tool should help managers assess position and employee & team needs in a coherent and standardized way.

Examples of some differences between outcomes of Pilot 1 & Pilot 2

BRANCH 1 – Pilot 1	**BRANCH 1 – Pilot 2**	**BRANCH 2 – Pilot 1**	**BRANCH 2 – Pilot 2**
V.Freq't: 1%	4-5 Days: 6%	V.Freq't: 0%	4-5 Days: 2%
Freq't->Occn'l: 12%	2-3 Days: 61%	Freq't->Occn'l: 4%	2-3 Days: 71%
Rarely->Never: 87%	1-2 Days: 41%	Rarely->Never: 96%	1-2 Days: 27%

THE FUTURE OF WORK -- *Takeaways from CMC Discussion on STEP 1 (May 16)*

- ✓ Hybrid assessment tool **hit the mark** on position assessment, with clear methodology and reasonable outcomes.
- ✓ **Regional Offices and Missions would not use the tool** as their operational and functional requirements dictate their in-person presence.
- ✓ Recommend senior management check-in **at the DG level**, but recognize importance of ADM signal check for branch consistency.
- ✓ GBA+ and employee-specific factors are **essential to consider** in hybrid model.

THE FUTURE OF WORK -- *GBA+ Factors & Other Considerations*

Step 2: *"Factors that have been considered in the Manager-Employee conversation (Check all that apply)"*

HOW? Based on guidance to be provided, and through a conversation with the employee, managers consider a series of factors that are linked to the person occupying the position, and which may bring more or less flexibility to the final assessment.

Professional Development Factors

- ☑ Career development
- ☑ On-site training requirements for the employee (i.e., pre-posting preparation, hands-on learning)
- ☑ In-person knowledge transfer, coaching, job shadowing and/or mentoring opportunities for the employee
- ☑ New employee hired over the past 3 years (building social capital, in-person connections, onboarding)

Individual Factors

- ☑ Employee-specific Equity, Diversity & Inclusion considerations
- ☑ Employee currently living outside the NCR
- ☑ Spouse posted/working abroad
- ☑ Off-site work environment(s)/situation(s)
- ☑ Employee accommodation requirements
- ☑ Other individual requirement(s) not listed above

Organizational Factors

- ☑ Team workload distribution
- ☑ Impact on deliverables of division-bureau-branch mandate
- ☑ Employee provides mentoring, coaching, hands-on learning for other employees, team members
- ☑ Opportunity for diversification from across Canada
- ☑ Sprint/ad hoc teamwork (requiring on-site flexibility)
- ☑ Team culture/cohesion, integration with colleagues
- ☑ Team members geographically dispersed outside NCR
- ☑ Availability of office space

NOTE: Questions are high-level in consideration of privacy concerns.

THE FUTURE OF WORK -- *Step 2 Methodology Options*

Note: CMC will be discussing these options at the June 1 meeting. Verbal update on their feedback will be provided to EXCO.

OPTION 1: AD HOC APPROACH

- Hybrid Assessment Tool is deployed with current questions (Step 1) only.
- GBA+ guidance is provided to managers to assist in preparing the discussion with employees.
- Managers do not have to report on the considerations that factored into their proposed recommendations to senior management.

PROS

- No further development needed
- GBA+ guidance provided to manager
- Short/efficient; exercise driven only by position assessment
- Manager/Employee discussion drives determination of final telework agreement.

CONS

- No data / line of sight between position outcome and formal telework agreement
- No GBA+ data to inform departmental decision making, possible unintended consequences, barriers
- Inability to determine the drivers for divergence between position recommendation & formal telework agreement (identification of the drivers)

OPTION 2: INTEGRATED APPROACH

- GBA+ guidance is provided to managers to assist in preparing the discussion with employees.
- Following employee/manager discussion, managers enter the Step 2 factors into the Hybrid Assessment Tool along with their revised recommendation (if applicable).
- Step 2 factors can be rolled up for senior management check-in to validate position recommendation and personal request prior to telework agreement.

PROS

- Incorporation of individual and team considerations
- GBA+ considerations documented
- Data can identify GBA+ drivers and inform departmental decisions
- Identify where divergence between position and personal assessments
- Senior management validation prior to formalizing telework agreement

CONS

- Multi-step process

THE FUTURE OF WORK -- *Questions*

- Do you agree that the recommended option (2) is the right methodology for managers to determine and document decisions regarding hybrid?
- Does this methodology provide the consistency, coherence and flexibility required to deliver your mandate while addressing employee needs?
- Do you agree that the tool should be deployed in coming weeks, with a view to complete the bulk of assessments and resulting flexible agreements by September?

THE FUTURE OF WORK *-- Annex: Step 1 Questions*

STEP 1 QUESTIONS

1. Is this a rotational position?
2. Does this position require almost daily use of resources or equipment only available at a GAC facility (e.g. paper-based process, Audiovisual, special IT equipment)?
3. Is this position on-site operational or client-centered (e.g., Security, IT service, JLAC, mailroom)?
4. Does this position require regular access to classified information or secure environment (e.g., SSA, secure boardroom)?
5. Does this position require regular in-person presence (e.g. negotiations, public engagement)?
6. Does this position support emergency response activities (EWRC, crisis response, humanitarian, business continuity)?
7. Does this position perform functions that would be more effectively done in person (e.g. delivery of workshops, training) ?
8. Can the on-site duties of this position be rotated with one or more team members?
9. Does this position include specialized or high-demand skills that are difficult to recruit for?
10. Does this position include skills that are widely transferable to OGDs or the private sector?
11. Does this position require frequent travel or frequent meetings with interlocutors off-site?
12. Does this position perform an enabling function, internal service or technical skill?

KEY TAKEAWAYS FROM PILOT 2.0

1. Simplified tool allows for less variance in interpretations.
2. Allows standard way to assess criteria across the department
and application of baseline expectations.
3. Y/N responses facilitates methodology to a recommended outcome.

Used in conjunction with GBA+ guidance (D/E/I and Individual considerations) this tool should help managers assess position, employee & team needs in a coherent and standardized way.

Fox, Jason

From: Fox, Jason
Sent: Monday, July 11, 2022 2:42 PM
To: Gareau, Denise (FEGC/WAGE); Walton, Christine
Cc: Nadeau, Julie (FEGC/WAGE); Douzidia, Souad; Corinaldi, Beverley
Subject: RE: Names for GBA Plus workshops

UNCLASSIFIED / NON CLASSIFIÉ

Hi Denise – Sounds good. Let em know if I can do anything to help. Jason

---

From: Gareau, Denise (FEGC/WAGE) <Denise.Gareau@fegc-wage.gc.ca>
Sent: Monday, July 11, 2022 2:04 PM
To: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>; Walton, Christine <Christine.Walton@tbs-sct.gc.ca>
Cc: Nadeau, Julie (FEGC/WAGE) <Julie.Nadeau@fegc-wage.gc.ca>; Douzidia, Souad <Souad.Douzidia@tbs-sct.gc.ca>; Corinaldi, Beverley <Beverley.Corinaldi@tbs-sct.gc.ca>
Subject: RE: Names for GBA Plus workshops

Hi Jason,

Nearly there on the materials. We got some minor revisions from Lisa this morning and we just need to confirm everything is addressed. I think we can commit by end of day but, in a pinch it would be first thing in the morning

D

From: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Sent: July 11, 2022 1:36 PM
To: Walton, Christine <Christine.Walton@tbs-sct.gc.ca>; Gareau, Denise (FEGC/WAGE) <Denise.Gareau@fegc-wage.gc.ca>
Cc: Nadeau, Julie (FEGC/WAGE) <Julie.Nadeau@fegc-wage.gc.ca>; Douzidia, Souad <Souad.Douzidia@tbs-sct.gc.ca>; Corinaldi, Beverley <Beverley.Corinaldi@tbs-sct.gc.ca>
Subject: RE: Names for GBA Plus workshops

UNCLASSIFIED / NON CLASSIFIÉ

Hi Denise and Julie –

I am just checking in to see if you have the final docs we can include in the invitation as well as confirmation of the agenda for preparation purposes. We have tested the breakout function and will be able to do that.

We will have at least 2 people assisting in each breakout – 1 policy specialist and an additional person who also has policy capacity, but will be focused on taking notes, etc.

Jason

From: Walton, Christine <Christine.Walton@tbs-sct.gc.ca>
Sent: Thursday, July 7, 2022 12:18 PM
To: Gareau, Denise (FEGC/WAGE) <Denise.Gareau@fegc-wage.gc.ca>

Cc: Nadeau, Julie (FEGC/WAGE) <Julie.Nadeau@fegc-wage.gc.ca>; Douzidia, Souad <Souad.Douzidia@tbs-sct.gc.ca>; Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Subject: RE: Names for GBA Plus workshops

UNCLASSIFIED / NON CLASSIFIÉ

Hi Denise and Julie,

It was good to meet you yesterday.

I drafted some text (below) that we can pop into the July 13 meeting invite. We decided that we will send a review of GBA Plus observations to date (attached), not the full policy assessment.

Please send the agenda when available and we will add it as well. Also, please let us know if you think there is anything else we should add.

Thanks,
Christine

This is the first of three sessions for a GBA Plus exercise on hybrid work model scenarios.

Attached is a compendium of preliminary GBA Plus observations (evidence and considerations), much of which was gathered during the hybrid policy assessment exercise in March/April, to which your teams contributed. The purpose of these sessions is to build on these preliminary observations.

The session will include a review of the GBA Plus process. If interested, additional GBA Plus resources may be found at Gender-based Analysis Plus (GBA+) - CSPS (csps-efpc.gc.ca).

From: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Sent: July 6, 2022 9:45 AM
To: Gareau, Denise (FEGC/WAGE) <Denise.Gareau@fegc-wage.gc.ca>
Cc: Nadeau, Julie (FEGC/WAGE) <Julie.Nadeau@fegc-wage.gc.ca>; Walton, Christine <Christine.Walton@tbs-sct.gc.ca>; Douzidia, Souad <Souad.Douzidia@tbs-sct.gc.ca>
Subject: RE: Names for GBA Plus workshops

UNCLASSIFIED / NON CLASSIFIÉ

HI Denise – thank you for reaching out.

I can meet this afternoon with the exception of 130-230. I can move everything else around. Looking forward to our discussion.

Christine – can you send the policy analysis documents for background and anything else you think can help inform a god design for this?

Thanks.

Jason

From: Gareau, Denise (FEGC/WAGE) <Denise.Gareau@fegc-wage.gc.ca>
Sent: Wednesday, July 6, 2022 9:39 AM
To: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Cc: Nadeau, Julie (FEGC/WAGE) <Julie.Nadeau@fegc-wage.gc.ca>
Subject: RE: Names for GBA Plus workshops

Good morning,

Would you happen to have some availability today to discuss the series of workshops and in particular session one that is scheduled for the 13th. We're supporting Lisa in delivering these sessions and I would need a bit more context and information on your objectives to design something useful.

Please let me know when you might have a little window where Julie and I can pick your brain

Much thanks
D

From: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Sent: June 29, 2022 2:52 PM
To: Smylie, Lisa (FEGC/WAGE) <Lisa.Smylie@fegc-wage.gc.ca>; Dupaul, Laurence (FEGC/WAGE) <Laurence.Dupaul@fegc-wage.gc.ca>
Cc: Muhammad, Saman (FEGC/WAGE) <Saman.Muhammad@fegc-wage.gc.ca>; Gareau, Denise (FEGC/WAGE) <Denise.Gareau@fegc-wage.gc.ca>; Walton, Christine <Christine.Walton@tbs-sct.gc.ca>
Subject: RE: Names for GBA Plus workshops

UNCLASSIFIED / NON CLASSIFIÉ

Great – will do.

If you have any example of invitations that lay out critical information or documentation please let me know so we can include it.

Should we plan for a dry-run or planning session prior to the first one to discuss the sequence, roles, process, etc.

Jason

From: Smylie, Lisa (FEGC/WAGE) <Lisa.Smylie@fegc-wage.gc.ca>
Sent: Wednesday, June 29, 2022 2:48 PM
To: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>; Dupaul, Laurence (FEGC/WAGE) <Laurence.Dupaul@fegc-wage.gc.ca>
Cc: Muhammad, Saman (FEGC/WAGE) <Saman.Muhammad@fegc-wage.gc.ca>; Gareau, Denise (FEGC/WAGE) <Denise.Gareau@fegc-wage.gc.ca>; Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>; Walton, Christine <Christine.Walton@tbs-sct.gc.ca>
Subject: RE: Names for GBA Plus workshops

Thanks, Jason. Since we are supporting the GBA Plus of your initiative, I think it's best if the invites etc are sent from the TBS side.

Lisa

From: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Sent: June 29, 2022 2:47 PM
To: Dupaul, Laurence (FEGC/WAGE) <Laurence.Dupaul@fegc-wage.gc.ca>
Cc: Muhammad, Saman (FEGC/WAGE) <Saman.Muhammad@fegc-wage.gc.ca>; Smylie, Lisa (FEGC/WAGE) <Lisa.Smylie@fegc-wage.gc.ca>; Gareau, Denise (FEGC/WAGE) <Denise.Gareau@fegc-wage.gc.ca>; Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>; Walton, Christine <Christine.Walton@tbs-sct.gc.ca>
Subject: RE: Names for GBA Plus workshops

UNCLASSIFIED / NON CLASSIFIÉ

HI Laurence,

Thank you for getting back to me. Lets move ahead with the following dates so we can plan and communicate with the participants. Hopefully the dates wont interfere too much with holidays, etc.

- July 13th : 2:00 to 4:00 PM
- July 19th : 1:00 to 3:00 PM
- July 27th : 1:00 to 3:00 PM

If you want, we can arrange >save the date> - type invitations for the list of participants.

Jason

From: Dupaul, Laurence (FEGC/WAGE) <Laurence.Dupaul@fegc-wage.gc.ca>
Sent: Wednesday, June 29, 2022 1:46 PM
To: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Cc: Muhammad, Saman (FEGC/WAGE) <Saman.Muhammad@fegc-wage.gc.ca>; Smylie, Lisa (FEGC/WAGE) <Lisa.Smylie@fegc-wage.gc.ca>; Gareau, Denise (FEGC/WAGE) <Denise.Gareau@fegc-wage.gc.ca>; Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>; Walton, Christine <Christine.Walton@tbs-sct.gc.ca>
Subject: RE: Names for GBA Plus workshops

Hi Jason,

See below a few 2-hour time slots available for Lisa :

- July 13th : 2:00 to 4:00 PM
- July 19th : 1:00 to 3:00 PM
- July 27th : 1:00 to 3:00 PM
- July 28th : 10:00 AM to noon
- July 29th : 1:00 to 3:00 PM

Let me know which of these availabilities work so I can remove the placeholders.

Thank you,

Laurence Dupaul

Adjointe executive, Direction générale de la recherche, des résultats et de la livraison
Femmes et Égalité des genres Canada / Gouvernement du Canada

Executive Assistant, Research, Results and Delivery Branch
Women and Gender Equality Canada / Government of Canada

From: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Sent: June 29, 2022 11:23 AM
To: Smylie, Lisa (FEGC/WAGE) <Lisa.Smylie@fegc-wage.gc.ca>
Cc: Gareau, Denise (FEGC/WAGE) <Denise.Gareau@fegc-wage.gc.ca>; Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>; Walton, Christine <Christine.Walton@tbs-sct.gc.ca>
Subject: RE: Names for GBA Plus workshops

UNCLASSIFIED / NON CLASSIFIÉ

Hi Lisa and Denise,

I am just following up to let you know that we now have a confirmed roster for the sessions across policy centres in TB and other partner central agencies. We are really looking forward to this work and collaborating with WAGE.

Are you in a position to confirm the dates that will work for you for the sessions so that we can confirm these in the calendars for participants
6 We can then plan out the communication and document distribution as necessary.

Happy to discuss.

Best,

Jason

From: Fox, Jason
Sent: Wednesday, June 22, 2022 4:54 PM
To: Smylie, Lisa (FEGC/WAGE) <Lisa.Smylie@fegc-wage.gc.ca>
Cc: Gareau, Denise (FEGC/WAGE) <Denise.Gareau@fegc-wage.gc.ca>; Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>; Walton, Christine <Christine.Walton@tbs-sct.gc.ca>
Subject: RE: Names for GBA Plus workshops

UNCLASSIFIED / NON CLASSIFIÉ

Hi Lisa and Denise,

Thanks for your patience on this file.

We should have a final roster of participants confirmed by Monday reflecting participation from the TB policy centres and our partners in PSPC, SSC and PCO. We have indicated that we would be asking for 3 2-hour sessions over the course of the next 2-3 so hopefully that will provide the flexibility needed for you and for participants.

Let me know what you see as the next steps to confirm the dates, material and preparation/communication for these. Happy to discuss.

Best,

Jason

Director, Research and Strategy
Research, Planning and Renewal Sector
Office of the Chief Human Resources Officer
Treasury Board of Canada Secretariat / Government of Canada
Jason.Fox@tbs-sct.gc.ca / Tel: 343-548-3488

Directeur, Recherche et Stratégies
Secteur de la Recherche, planification et renouvellement
Bureau de la dirigeante principale des ressources humaines
Secrétariat du Conseil du Trésor du Canada / Gouvernement du Canada
Jason.Fox@tbs-sct.gc.ca / Tél : 343-548-3488

From: Smylie, Lisa (FEGC/WAGE) <Lisa.Smylie@fegc-wage.gc.ca>
Sent: Tuesday, June 7, 2022 2:15 PM
To: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>; Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Cc: Gareau, Denise (FEGC/WAGE) <Denise.Gareau@fegc-wage.gc.ca>
Subject: RE: Names for GBA Plus workshops

Hi Jason,
No problem at all. June 20 and 21 I'm on training, so those are the two other days that wouldn't work!

From: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Sent: June 7, 2022 2:14 PM
To: Smylie, Lisa (FEGC/WAGE) <Lisa.Smylie@fegc-wage.gc.ca>; Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Cc: Gareau, Denise (FEGC/WAGE) <Denise.Gareau@fegc-wage.gc.ca>
Subject: RE: Names for GBA Plus workshops

UNCLASSIFIED / NON CLASSIFIÉ

HI Lisa,

Thank you for the message – sorry for the delays on my end. There are a couple of moving parts here we are trying to align with and we are finalizing the participant list. Are there any other dates that would not work for you at the moment?

Jason

From: Smylie, Lisa (FEGC/WAGE) <Lisa.Smylie@fegc-wage.gc.ca>
Sent: Tuesday, June 7, 2022 2:01 PM
To: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>; Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Cc: Gareau, Denise (FEGC/WAGE) <Denise.Gareau@fegc-wage.gc.ca>
Subject: RE: Names for GBA Plus workshops

Hi Liz and Jason,
Just following up on my email below to see if you are still interested in organizing workshop sessions with us on the 3 scenarios. I will be out of the office June 15 and 17th, so just wanting to ensure I reserve time over the next few weeks if need be.

L

From: Smylie, Lisa (FEGC/WAGE)
Sent: May 25, 2022 3:10 PM
To: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>; Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Cc: Gareau, Denise (FEGC/WAGE) <Denise.Gareau@fegc-wage.gc.ca>
Subject: Names for GBA Plus workshops

Hi Liz and Jason,
For the workshops that we will participate in together to GBA Plus the scenarios, myself and Denise Gareau are the folks to invite from WAGE! We will send a quick reference document in advance to support the exercise, as well as a template for documenting the GBA Plus.

Looking forward to this!

Lisa

Office of the Chief Human Resources Officer
Applying Gender-Based Analysis (GBA) Plus to the Ad Hoc Hybrid Scenario
Agenda
July 13, 2022
2:00 to 4:00 pm

Timing	Item	Responsible
2:00 to 2:05 pm	**Welcome and context**	Jason Fox
2:05 to 2:20 pm	**Presentation on GBA Plus approach**	Lisa Smylie
2:20 to 2:30 pm	**Question and answer period with participants**	Lisa Smylie
2:35 to 3:45 pm	**Break out room discussions**	Moderators: Group 1: Lisa Smylie Group 2: Denise Gareau
3:45 to 4:00 pm	**Moderated discussion on learnings**	Lisa Smylie

UNCLASSIFIED / NON CLASSIFIÉ

GBAPLUS
GENDER-BASED ANALYSIS PLUS

Workshop on GBA Plus of the return to the worksite

Session 1 of 3

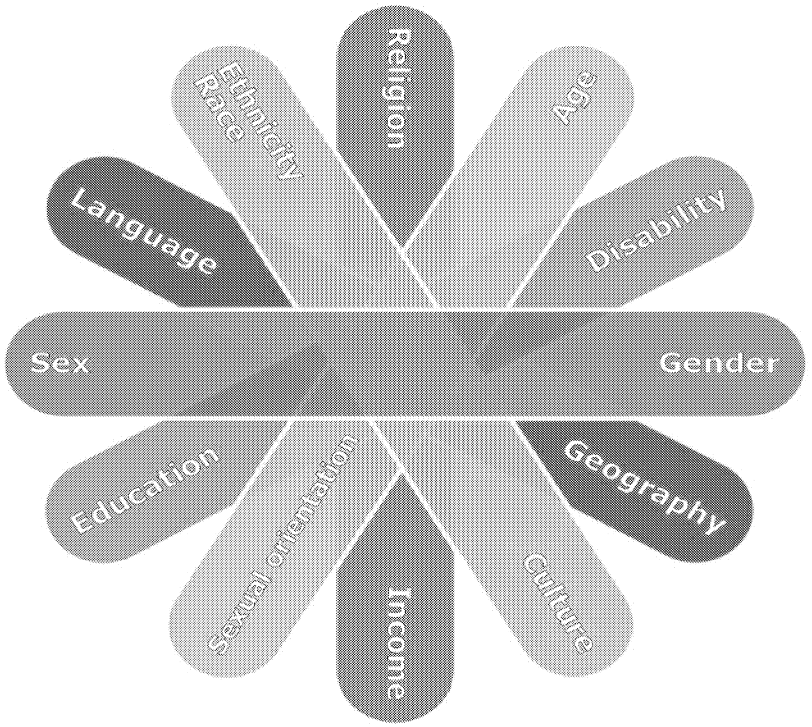
Scenario 1: Ad Hoc Hybrid

July 13, 2022

Women and Gender Equality Canada
Femmes et Égalité des genres Canada

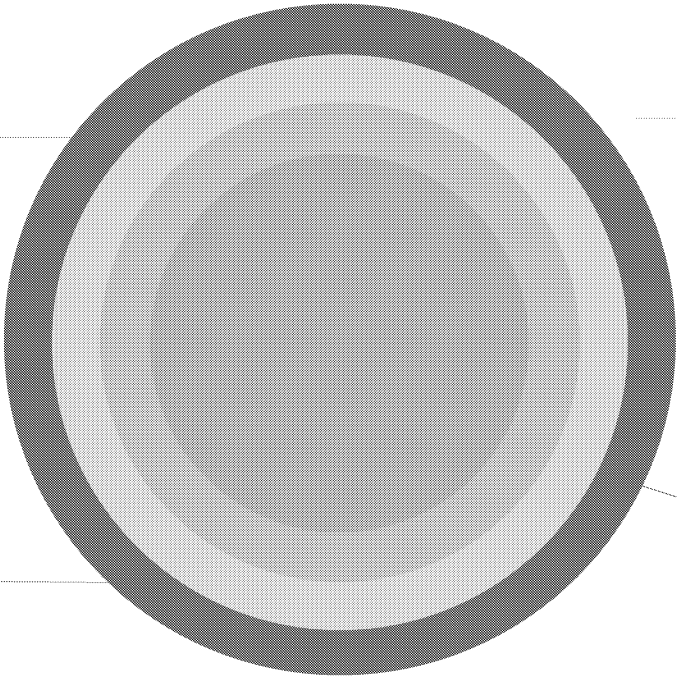
Background

- The Government of Canada committed to applying GBA Plus to decision-making as part of the implementation of the Beijing Declaration and Platform for Action in 1995.
- Original focus of Gender-based Analysis was primarily on gender differences (1995-2011)
- The "Plus" was added in 2011 and the scope of analysis broadened to include a range of factors, with emphasis on their intersections
- GBA Plus looks at who is impacted by an issue we are trying to address, how they are impacted, how our initiatives could be tailored to meet diverse needs, and how we can mitigate barriers to accessing our initiatives or benefitting from them


Religion
Age
Disability
Gender
Geography
Culture
Income
Sexual orientation
Education
Sex
Language
Ethnicity Race

Strengthened approach goes beyond identity factors

We need to consider the context in which people live…



Group membership

Example: Family, peer groups, social networks

Social context

Example: Institutions, privilege, attitudes, norms, beliefs

Individual

Example: Race, Ethnicity, Religion, Age, Disability, Gender, Geography, Language, Income, Sexual orientation, Education, Sex

Systems of oppression

Example: systemic/structural inequalities; racism, sexism, ableism, ageism, classism, religious oppression, bi-phobia, transphobia, homophobia, heterosexism, distribution of resources and power

Applying GBA Plus

5 phase approach

DATA

IDENTIFY THE ISSUE

- What is the problem I am trying to solve with the initiative being developed?
- Who has identified this as a problem?
- How will I ensure that diverse perspectives are represented as I define the issue? Whom might I consult or engage to further define the issue?
- Are the approaches and processes I'm putting in place to obtain those perspectives accessible to all of those I may need to hear from?
- Are there other ways the issue might be understood or experienced?
- Are there any gaps in data in identifying the issue?
- Is it possible that my assumptions about this issue prevent me from asking questions and identifying diverse experiences and perspectives?

IDENTIFY PEOPLE AND THEIR NEEDS

- Who is impacted by the issue I am trying to address through this initiative and how are they impacted?
- How does age, culture, disability, education, ethnicity, geography, gender, economic status, language, race, religion, sex, and sexual orientation shape who is impacted by this issue? How do these factors change the nature and extent of the impacts?
- How have the needs of individuals been shaped by their histories, their experience with institutions and/or by discourses?
- How does the initiative need to be tailored to address the different experiences of certain groups?
- How might I engage those who are affected by this issue in my analysis and in the development, implementation and monitoring of the initiative including those who are not traditionally represented?
- What networks and relationships can be respectfully approached to gather the knowledge and perspectives of those with lived-experience?
- Am I engaging them in ways that are appropriate for their cultural context, language, disability, age?
- Are there any gaps in data in identifying people's experiences?
- How might my assumptions prevent me from asking questions and hearing answers?

IDENTIFY DIFFERENCES AND INEQUALITIES

- What inequalities exist with respect to the issue and who experiences it?
- How have these inequalities been created and how are they sustained?
- Whose voices have been heard to validate my assumptions on different experiences related to this issue?
- Is there any evidence of explicit or implicit discrimination against particular groups of people in any legislation, program, service, or policy related to this issue?
- Are there any gaps in data in identifying differences and inequalities?

DEVELOP OPTIONS

- What are the expressed needs and priorities of those impacted by the issue I am trying to address?
- What initiatives would address the needs of specific groups impacted by this issue, particularly those most marginalized or negatively impacted?
- What aspects of the initiative(s) can I tailor to reflect the needs of different groups of people?
- Do the options identified perpetuate existing inequalities? Do they create new ones?
- Do the options address inequalities related to this issue?
- Have the options been developed based on certain assumptions? Have these assumptions been explicitly stated? Are assumptions the product of overgeneralizations or influenced by harmful norms and/or stereotypes, including systemic discrimination?
- Have options been proposed and/or endorsed by or among stakeholder groups?
- Could specific groups of people be negatively impacted by the options identified? If so, how do the options need to be revised to mitigate these impacts?
- Might certain groups of people experience barriers to accessing this initiative? If so, how do the options need to be revised to mitigate these barriers?
- Are there any gaps in data to help in developing options?

IMPLEMENTATION, MONITORING AND EVALUATION

- Is the initiative being accessed as expected by the various target population groups and sub-groups?
- How might different factors impact people's access to, experience of, and outcomes of this initiative?
- Did the implementation of the policy, initiative, program or service have unintended outcomes for particular populations or sub-populations?
- Does the policy, initiative, program or service create or perpetuate barriers for certain target population groups?
- Should other target population groups be considered for this initiative?
- Does the initiative need to be adapted to reduce barriers and/or to better serve those impacted by the issue it is addressing?
- Are there any gaps in data about the impacts of the policy, program or service? How can the administration of the initiative and the monitoring and evaluation strategy fill those gaps?

Scenario 1: Ad Hoc Hybrid

Description:

Majority onsite with use of telework via existing tools.

Assumptions:

- Designated place of work as per current letter of offer for on-site presence
- Telework by request - case by case decisions, subject to operational requirements
- Teleworking at Gccoworking an option if available, and agreed to in advance

Ad Hoc Hybrid Scenario

1

Identify the issue

The first step in doing GBA Plus is to identify the topic or issue that the initiative is designed to address. Having a clear understanding of the issue will determine how the remainder of the GBA Plus is conducted.

Key Questions:

- What is the problem I am trying to solve with the initiative being developed?
- Who has identified this as a problem?
- How will I ensure that diverse perspectives are represented as I define the issue? Whom might I consult or engage to further define the issue?
- Are the approaches and processes I'm putting in place to obtain those perspectives accessible to all of those I may need to hear from?
- Are there other ways the issue might be understood or experienced?
- Are there any gaps in data in identifying the issue?
- Is it possible that my assumptions about this issue prevent me from asking questions and identifying diverse experiences and perspectives?

Ad Hoc Hybrid Scenario

2

Identify people and their needs

The second step in GBA Plus is to identify who is impacted by the issue and how.

Key Questions:

- Who is impacted by the issue I am trying to address through this initiative and how are they impacted?
- How does age, culture, disability, education, ethnicity, geography, gender, economic status, language, race, religion, sex, and sexual orientation shape who is impacted by this issue? How do these factors change the nature and extent of the impacts?
- How have the needs of individuals been shaped by their histories, their experience with institutions and/or by discourses?
- How does the initiative need to be tailored to address the different experiences of certain groups?
- How might I engage those who are affected by this issue in my analysis and in the development, implementation and monitoring of the initiative including those who are not traditionally represented?
- What networks and relationships can be respectfully approached to gather the knowledge and perspectives of those with lived-experience?
- Am I engaging them in ways that are appropriate for their cultural context, language, disability, age?
- Are there any gaps in data in identifying people's experiences?
- How might my assumptions prevent me from asking questions and hearing answers?

Ad Hoc Hybrid Scenario

3

Identify differences and inequalities

In step three, this analysis progresses to understanding how experiences and outcomes differ between and within groups of people, and why. Understanding these differences will assist with identifying options for the initiative that are tailored to address diverse experiences and needs.

Key Questions:

- What inequalities exist with respect to the issue and who experiences it?
- How have these inequalities been created and how are they sustained?
- Whose voices have been heard to validate my assumptions on different experiences related to this issue?
- Is there any evidence of explicit or implicit discrimination against particular groups of people in any legislation, program, service, or policy related to this issue?
- Are there any gaps in data in identifying differences and inequalities?

Ad Hoc Hybrid Scenario

4

Develop options

In developing options, it is important to examine all of the inequities that have been uncovered by the analysis and the sources of those inequities. Ultimately, options should be tailored to specific groups, where warranted, in order to address existing inequalities, reflect the different needs of specific groups of people, and to minimize barriers to accessing the initiative by certain groups.

Key Questions:

- What are the expressed needs and priorities of those impacted by the issue I am trying to address?
- What initiatives would address the needs of specific groups impacted by this issue, particularly those most marginalized or negatively impacted?
- What aspects of the initiative(s) can I tailor to reflect the needs of different groups of people?
- Do the options identified perpetuate existing inequalities? Do they create new ones?
- Do the options address inequalities related to this issue?
- Have the options been developed based on certain assumptions? Have these assumptions been explicitly stated? Are assumptions the product of overgeneralizations or influenced by harmful norms and/or stereotypes, including systemic discrimination?
- Have options been proposed and/or endorsed by or among stakeholder groups?
- Could specific groups of people be negatively impacted by the options identified? If so, how do the options need to be revised to mitigate these impacts?
- Might certain groups of people experience barriers to accessing this initiative? If so, how do the options need to be revised to mitigate these barriers?
- Are there any gaps in data to help in developing options?

Ad Hoc Hybrid Scenario

5

Implement, monitor, and evaluate

Implementation and monitoring involve the regular collection of data and information in order to assess progress towards the intended results of the initiative. During this stage, GBA Plus involves analyzing if an adopted policy, program or initiative is being implemented in a way that is consistent with the intersectional nature of the issue being addressed and tracks how different groups access and experience the policy, program or initiative in order to make continuous improvements.

Key Questions:

- How will I know if the approach is unfolding as expected?
- Is the initiative being accessed as expected by the various target population groups and sub-groups?
- How might different factors impact people's access to, experience of, and outcomes of this initiative?
- Did the implementation of the policy, initiative, program or service have unintended outcomes for particular populations or sub-populations?
- Does the policy, initiative, program or service create or perpetuate barriers for certain target population groups?
- Should other target population groups be considered for this initiative?
- Does the initiative need to be adapted to reduce barriers and/or to better serve those impacted by the issue it is addressing?
- Are there any gaps in data about the impacts of the policy, program or service? How can the administration of the initiative and the monitoring and evaluation strategy fill those gaps?

Plenary

Looking for additional resources?

- Additional tools and resources on GBA Plus are available on WAGE's website and CSPS website.
- Step-by-step guidance is available on GCconnex and GCpedia. Please note that these tools are for internal use within the federal public service. Given the ever-evolving nature of GBA Plus, these tools are evergreen and will evolve over time.
- On data collection and public reporting on impacts on gender and diversity of programs, consult The Results Portal (English only) and Part III Portals
- Take the GBA Plus Course!
- Consider looking at additional sources like the Gender and Diversity Impacts of Programs

Fox, Jason

Subject:	(Agenda and documents added) Hybrid model scenarios - GBA Plus exercise // (Ordre du jour et documents ajoutés) Scénarios pour le modèle hybride - Exercice d'ACS Plus
Location:	Microsoft Teams Meeting
Start:	Wed 7/13/2022 2:00 PM
End:	Wed 7/13/2022 4:00 PM
Show Time As:	Tentative
Recurrence:	(none)
Meeting Status:	Not yet responded
Organizer:	Fox, Jason
Required Attendees:	Lisa.Smylie@fegc-wage.gc.ca; Denise.Gareau@fegc-wage.gc.ca; Celeste.Cloutier@ssc-spc.gc.ca; Christine.Gonsalves@ssc-spc.gc.ca; Carolyn.Wood@pwgsc-tpsgc.gc.ca; Melayna.Simister@tpsgc-pwgsc.gc.ca; Sharnelle.Morgan@pco-bcp.gc.ca; Walton, Christine; Carter-Whitney, Ben; Corinaldi, Beverley; Hackett, Sarah; Bledig, Lisa; Gosselin, Marc; Sifton, Lorna; Desmeules, Nadia; Holtz, Marchael; French, Pamela; Khan, Shabana; Gatera, Diane; Alwani, Kiran; Youssouf, Bilane; Ward-King, Jessica; Guty, Tania; Keddy, Alicha; Saulnier, Nicole; Robidoux, Raphaelle; Levene, Mark; Bedward, Antoine; Tardi, Dina; Smith, Emily; Kunz, Jean; Morris IV, Jefferson; Carisa Findlay (DA); Nadeau, Julie (FEGC/WAGE)

This is the first of three sessions for a GBA Plus exercise on hybrid work model scenarios.

Attached is a compendium of preliminary GBA Plus observations (evidence and considerations), much of which was gathered during the hybrid policy assessment exercise in March/April, to which your teams contributed. The purpose of these sessions is to build on these preliminary observations.

The session will include a review of the GBA Plus process. If interested, additional GBA Plus resources may be found at Gender-based Analysis Plus (GBA+) - CSPS (csps-efpc.gc.ca).

Cette séance est la première d'une série de trois dont l'objectif consistera à réaliser une analyse comparative entre les sexes plus (ACS Plus) sur les scénarios liés au modèle de travail hybride.

Vous trouverez ci-joint un recueil d'observations préliminaires pour effectuer l'ACS Plus (données probantes et considérations). La plupart de ces observations proviennent de l'exercice d'évaluation sur la politique concernant les modalités de travail hybride, qui a été réalisé en mars et avril et auquel vos équipes ont participé. Ces séances visent à mettre à contribution ces observations préliminaires.

Au cours de la séance, nous examinerons le processus d'ACS Plus. Si vous souhaitez consulter des ressources supplémentaires sur l'ACS Plus, veuillez consulter le site de l'École de la fonction publique du Canada en cliquant sur ce lien : Analyse comparative entre les sexes plus (ACS Plus).

Microsoft Teams meeting

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Office of the Chief Human Resources Officer
Applying Gender-Based Analysis (GBA) Plus to the Scheduled Hybrid Scenario
Agenda
July 19, 2022
1:00 to 3:00 pm

Timing	Item	Responsible
1:00 to 1:15 pm	**Welcome and context** **Scenario 2:** - **Description** - **GBA Plus considerations identified to date**	Jason Fox
1:15 to 2:45 pm	**Break out room discussions**	Moderators: Group 1: Lisa Smylie Group 2: Denise Gareau
2:45 to 3:00 pm	**Moderated discussion on learnings**	Lisa Smylie

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GBA PLUS
GENDER-BASED ANALYSIS PLUS

Workshop on GBA Plus of the return to the worksite

Session 2 of 3

Scenario 2: Scheduled Hybrid

July 19, 2022

Women and Gender Equality Canada   Femmes et Égalité des genres Canada

Applying GBA Plus

5 phase approach

IDENTIFY THE ISSUE | **IDENTIFY PEOPLE AND THEIR NEEDS** | **IDENTIFY DIFFERENCES AND INEQUALITIES** | **DEVELOP OPTIONS** | **IMPLEMENTATION, MONITORING AND EVALUATION**

DATA

IDENTIFY THE ISSUE

- What is the problem I am trying to solve with the initiative being developed?
- Who has identified this as a problem?
- How will I ensure that diverse perspectives are represented as I define the issue? Whom might I consult or engage to further define the issue?
- Are the approaches and processes I'm putting in place to obtain those perspectives accessible to all of those I may need to hear from?
- Are there other ways the issue might be understood or experienced?
- Are there any gaps in data in identifying the issue?
- Is it possible that my assumptions about this issue prevent me from asking questions and identifying diverse experiences and perspectives?

IDENTIFY PEOPLE AND THEIR NEEDS

- Who is impacted by the issue I am trying to address through this initiative and how are they impacted?
- How does age, culture, disability, education, ethnicity, geography, gender, economic status, language, race, religion, sex, and sexual orientation shape who is impacted by this issue? How do these factors change the nature and extent of the impacts?
- How have the needs of individuals been shaped by their histories, their experience with institutions and/or by discourses?
- How does the initiative need to be tailored to address the different experiences of certain groups?
- How might I engage those who are affected by this issue in my analysis and in the development, implementation and monitoring of the initiative including those who are not traditionally represented?
- What networks and relationships can be respectfully approached to gather the knowledge and perspectives of those with lived-experience?
- Am I engaging them in ways that are appropriate for their cultural context, language, disability, age?
- Are there any gaps in data in identifying people's experiences?
- How might my assumptions prevent me from asking questions and hearing answers?

IDENTIFY DIFFERENCES AND INEQUALITIES

- What inequalities exist with respect to the issue and who experiences it?
- How have these inequalities been created and how are they sustained?
- Whose voices have been heard to validate my assumptions on different experiences related to this issue?
- Is there any evidence of explicit or implicit discrimination against particular groups of people in any legislation, program, service, or policy related to this issue?
- Are there any gaps in data in identifying differences and inequalities?

DEVELOP OPTIONS

- What are the expressed needs and priorities of those impacted by the issue I am trying to address?
- What initiatives would address the needs of specific groups impacted by this issue, particularly those most marginalized or negatively impacted?
- What aspects of the initiative(s) can I tailor to reflect the needs of different groups of people?
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- Might certain groups of people experience barriers to accessing this initiative? If so, how do the options need to be revised to mitigate these barriers?
- Are there any gaps in data to help in developing options?

IMPLEMENTATION, MONITORING AND EVALUATION

- Is the initiative being accessed as expected by the various target population groups and sub-groups?
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- Should other target population groups be considered for this initiative?
- Does the initiative need to be adapted to reduce barriers and/or to better serve those impacted by the issue it is addressing?
- Are there any gaps in data about the impacts of the policy, program or service? How can the administration of the initiative and the monitoring and evaluation strategy fill those gaps?

Scenario 2: Scheduled hybrid

Description:

Employer-prescribed hybrid model with minimum on-site presence directed for all employees.

Assumptions:

- Designated place of work as per current letter of offer for on site presence
- Presence at designated place of work at least 2 days/week for teleworking employees (employees can choose to come in more than 2 days/week)
- Telework by request, up to 3 days/week (employees can choose to telework less or not at all) - case by case decisions, subject to operational requirements
- Teleworking at GCcoworking an option if available, and agreed to in advance

Scheduled Hybrid Scenario

1

Identify the issue

The first step in doing GBA Plus is to identify the topic or issue that the initiative is designed to address. Having a clear understanding of the issue will determine how the remainder of the GBA Plus is conducted.

Key Questions:

- What is the problem I am trying to solve with the initiative being developed?
- Who has identified this as a problem?
- How will I ensure that diverse perspectives are represented as I define the issue? Whom might I consult or engage to further define the issue?
- Are the approaches and processes I'm putting in place to obtain those perspectives accessible to all of those I may need to hear from?
- Are there other ways the issue might be understood or experienced?
- Are there any gaps in data in identifying the issue?
- Is it possible that my assumptions about this issue prevent me from asking questions and identifying diverse experiences and perspectives?

Scheduled Hybrid Scenario

2

Identify people and their needs

The second step in GBA Plus is to identify who is impacted by the issue and how.

Key Questions:

- Who is impacted by the issue I am trying to address through this initiative and how are they impacted?
- How does age, culture, disability, education, ethnicity, geography, gender, economic status, language, race, religion, sex, and sexual orientation shape who is impacted by this issue? How do these factors change the nature and extent of the impacts?
- How have the needs of individuals been shaped by their histories, their experience with institutions and/or by discourses?
- How does the initiative need to be tailored to address the different experiences of certain groups?
- How might I engage those who are affected by this issue in my analysis and in the development, implementation and monitoring of the initiative including those who are not traditionally represented?
- What networks and relationships can be respectfully approached to gather the knowledge and perspectives of those with lived-experience?
- Am I engaging them in ways that are appropriate for their cultural context, language, disability, age?
- Are there any gaps in data in identifying people's experiences?
- How might my assumptions prevent me from asking questions and hearing answers?

Scheduled Hybrid Scenario

3

Identify differences and inequalities

In step three, this analysis progresses to understanding how experiences and outcomes differ between and within groups of people, and why. Understanding these differences will assist with identifying options for the initiative that are tailored to address diverse experiences and needs.

Key Questions:

- What inequalities exist with respect to the issue and who experiences it?
- How have these inequalities been created and how are they sustained?
- Whose voices have been heard to validate my assumptions on different experiences related to this issue?
- Is there any evidence of explicit or implicit discrimination against particular groups of people in any legislation, program, service, or policy related to this issue?
- Are there any gaps in data in identifying differences and inequalities?

Scheduled Hybrid Scenario

4

Develop options

In developing options, it is important to examine all of the inequities that have been uncovered by the analysis and the sources of those inequities. Ultimately, options should be tailored to specific groups, where warranted, in order to address existing inequalities, reflect the different needs of specific groups of people, and to minimize barriers to accessing the initiative by certain groups.

Key Questions:

- What are the expressed needs and priorities of those impacted by the issue I am trying to address?
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- Could specific groups of people be negatively impacted by the options identified? If so, how do the options need to be revised to mitigate these impacts?
- Might certain groups of people experience barriers to accessing this initiative? If so, how do the options need to be revised to mitigate these barriers?
- Are there any gaps in data to help in developing options?

Scheduled Hybrid Scenario

5

Implement, monitor, and evaluate

Implementation and monitoring involve the regular collection of data and information in order to assess progress towards the intended results of the initiative. During this stage, GBA Plus involves analyzing if an adopted policy, program or initiative is being implemented in a way that is consistent with the intersectional nature of the issue being addressed and tracks how different groups access and experience the policy, program or initiative in order to make continuous improvements.

Key Questions:

- How will I know if the approach is unfolding as expected?
- Is the initiative being accessed as expected by the various target population groups and sub-groups?
- How might different factors impact people’s access to, experience of, and outcomes of this initiative?
- Did the implementation of the policy, initiative, program or service have unintended outcomes for particular populations or sub-populations?
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- Should other target population groups be considered for this initiative?
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- Are there any gaps in data about the impacts of the policy, program or service? How can the administration of the initiative and the monitoring and evaluation strategy fill those gaps?

Plenary

Looking for additional resources?

- Additional tools and resources on GBA Plus are available on WAGE's website and CSPS website.
- Step-by-step guidance is available on GCconnex and GCpedia. Please note that these tools are for internal use within the federal public service. Given the ever-evolving nature of GBA Plus, these tools are evergreen and will evolve over time.
- On data collection and public reporting on impacts on gender and diversity of programs, consult The Results Portal (English only) and Part III Portals
- Take the GBA Plus Course!
- Consider looking at additional sources like the Gender and Diversity Impacts of Programs

Fox, Jason

Subject:	Session #2 Hybrid model scenarios - GBA Plus exercise / Séance #2 Scénarios pour le modèle hybride - Exercice d’ACS Plus
Location:	Microsoft Teams Meeting
Start:	Tue 7/19/2022 1:00 PM
End:	Tue 7/19/2022 3:00 PM
Show Time As:	Tentative
Recurrence:	(none)
Meeting Status:	Not yet responded
Organizer:	Fox, Jason
Required Attendees:	Lisa.Smylie@fegc-wage.gc.ca; Denise.Gareau@fegc-wage.gc.ca; Celeste.Cloutier@ssc-spc.gc.ca; Christine.Gonsalves@ssc-spc.gc.ca; Carolyn.Wood@pwgsc-tpsgc.gc.ca; Melayna.Simister@tpsgc-pwgsc.gc.ca; Sharnelle.Morgan@pco-bcp.gc.ca; Walton, Christine; Carter-Whitney, Ben; Corinaldi, Beverley; Hackett, Sarah; Bledig, Lisa; Gosselin, Marc; Sifton, Lorna; Desmeules, Nadia; Holtz, Marchael; French, Pamela; Khan, Shabana; Gatera, Diane; Alwani, Kiran; Youssouf, Bilane; Ward-King, Jessica; Guty, Tania; Keddy, Alicha; Saulnier, Nicole; Robidoux, Raphaelle; Levene, Mark; Bedward, Antoine; Tardi, Dina; Smith, Emily; Kunz, Jean; Morris IV, Jefferson; Carisa Findlay (DA); Nadeau, Julie (FEGC/WAGE)

This is the second of three sessions (agenda to come).

Attached again is the Preliminary Observations document. If you have some time prior to the meeting, it would be worth reviewing the preliminary considerations that have been identified for **Scenario 2**, which will be the focus of this session.

Also attached for reference are the notes that were captured during Session 1.

Thank you for your continued participation!

--

Il s’agit de la deuxième de trois séances (ordre du jour à venir).

Vous trouverez ci-joint, une fois de plus, le document des observations préliminaires. Si vous disposez d’un peu de temps avant la réunion, il serait bon d’examiner les éléments préliminaires à examiner qui ont été relevés pour le **scénario 2** et qui seront au centre de cette séance.

Vous trouverez également ci-joint, à titre d’information, les notes prises au cours de la séance 1.

Nous vous remercions de votre participation continue!

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Fox, Jason

From: Carter-Whitney, Ben
Sent: Tuesday, July 26, 2022 11:21 AM
To: Gareau, Denise (FEGC/WAGE); Nadeau, Julie (FEGC/WAGE)
Cc: Fox, Jason; Corinaldi, Beverley; Smith, Emily
Subject: RE: GBA+ Hybrid Work Consultation Sessions Report
Attachments: GBA+ Consultation - Draft Report 2022-07-26.docx

UNCLASSIFIED / NON CLASSIFIÉ

Hi Denise and Julie,

In advance of the session tomorrow, could you please confirm the agenda/format that you've landed on, and share the deck that you would like us to add to the meeting invite?

I've also attached an updated version of the draft report, which contains some tweaks and additional areas for discussion based on our conversation Friday.

We will be sending all of these documents out to the group at once, via the meeting invite, this afternoon.

Thanks,
Ben

From: Carter-Whitney, Ben
Sent: Monday, July 25, 2022 3:56 PM
To: Gareau, Denise (FEGC/WAGE) <Denise.Gareau@fegc-wage.gc.ca>; Nadeau, Julie (FEGC/WAGE) <Julie.Nadeau@fegc-wage.gc.ca>
Cc: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>; Corinaldi, Beverley <Beverley.Corinaldi@tbs-sct.gc.ca>; Smith, Emily <Emily.Smith@tbs-sct.gc.ca>
Subject: RE: GBA+ Hybrid Work Consultation Sessions Report

UNCLASSIFIED / NON CLASSIFIÉ

Hi Denise and Julie,

It was great chatting with you both on Friday! I'm writing to follow up from that conversation, and to provide an update on the draft report that Emily had shared. We've been making updates today to reflect the points that were raised in our discussion, and are hoping to have the updated version sent out to the group tomorrow morning for their consideration in advance of the session on Wednesday.

If either or both of you have a chance to get your feedback to us in advance of that, we'll do our best to incorporate it. If not, no worries at all – it's a working document that will continue to evolve based on Wednesday's dialogue, so there's still plenty of time to share your thoughts.

Please feel free to be in touch with us if you have any questions or concerns – otherwise, we'll see you on Wednesday!

Best,
Ben

Ben Carter-Whitney (he, him, il)

Program Advisor, Research and Strategy
Office of the Chief Human Resources Officer
Treasury Board of Canada Secretariat / Government of Canada
ben.carter-whitney@tbs-sct.gc.ca / 613-293-8130

Conseiller en programmes, Recherche et stratégies
Bureau de la dirigeante principale des ressources humaines
Secrétariat du Conseil du Trésor du Canada / Gouvernement du Canada
ben.carter-whitney@tbs-sct.gc.ca / 613-293-8130

From: Smith, Emily <Emily.Smith@tbs-sct.gc.ca>
Sent: Friday, July 22, 2022 12:27 PM
To: Gareau, Denise (FEGC/WAGE) <Denise.Gareau@fegc-wage.gc.ca>; Nadeau, Julie (FEGC/WAGE) <Julie.Nadeau@fegc-wage.gc.ca>
Cc: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>; Corinaldi, Beverley <Beverley.Corinaldi@tbs-sct.gc.ca>; Carter-Whitney, Ben <Ben.Carter-Whitney@tbs-sct.gc.ca>
Subject: GBA+ Hybrid Work Consultation Sessions Report

UNCLASSIFIED / NON CLASSIFIÉ

Hi Denise and Julie,

Your note takers extraordinaire have taken what we heard in the sessions and created a report structured around the five phases of the GBA+ analysis.

It is not 100% finished as the sessions are still ongoing but it offers a more organized view of what we've learned from the sessions and ultimately we hope it will be useful for the decision makers. As there is a possibility that there are disparate impacts we want to show how this model can help tease them out while leaving flexibility to deal with actual situations that emerge.

Also worth noting that one piece that is missing is how we will reflect data collection in the report – I know we didn't really go into data in the session but we will need to reflect it somewhere, possibly in an annex.

Looking forward to chatting this afternoon!

Thank you,

Emily Smith
(she, her / elle)

Program Advisor, Policy and Programs, Office of the Chief Human Resources Officer
Treasury Board of Canada Secretariat / Government of Canada
Emily.Smith@tbs-sct.gc.ca / 343-552-1306

Conseillère de programme, Politiques et programmes, Bureau de la dirigeante principale des ressources humaines
Secrétariat du Conseil du Trésor du Canada / Gouvernement du Canada
Emily.Smith@tbs-sct.gc.ca / 343-552-1306

Office of the Chief Human Resources Officer
Applying Gender-Based Analysis (GBA) Plus to the Flexible First Hybrid Scenario
Agenda
July 27, 2022
1:00 to 3:00 pm

Timing	Item	Responsible
1:00 to 1:15 pm	**Welcome and context** **Scenario 3:** - **Description** - **GBA Plus considerations identified to date**	Jason Fox
1:15 to 2:45 pm	**Step-by-Step guided exercise**	Denise Gareau
2:45 to 3:00 pm	**Moderated discussion on learnings and next steps**	Denise Gareau and Jason Fox

GBAPLUS
GENDER-BASED ANALYSIS PLUS

Workshop on GBA Plus of the return to the worksite

Session 3 of 3

Scenario 3: Flexible First Hybrid

July 27, 2022

Applying GBA Plus

5 phase approach

DATA

IDENTIFY THE ISSUE

- What is the problem I am trying to solve with the initiative being developed?
- Who has identified this as a problem?
- How will I ensure that diverse perspectives are represented as I define the issue? Whom might I consult or engage to further define the issue?
- Are the approaches and processes I'm putting in place to obtain those perspectives accessible to all of those I may need to hear from?
- Are there other ways the issue might be understood or experienced?
- Are there any gaps in data in identifying the issue?
- Is it possible that my assumptions about this issue prevent me from asking questions and identifying diverse experiences and perspectives?

IDENTIFY PEOPLE AND THEIR NEEDS

- Who is impacted by the issue I am trying to address through this initiative and how are they impacted?
- How does age, culture, disability, education, ethnicity, geography, gender, economic status, language, race, religion, sex, and sexual orientation shape who is impacted by this issue? How do these factors change the nature and extent of the impacts?
- How have the needs of individuals been shaped by their histories, their experience with institutions and/or by discourses?
- How does the initiative need to be tailored to address the different experiences of certain groups?
- How might I engage those who are affected by this issue in my analysis and in the development, implementation and monitoring of the initiative including those who are not traditionally represented?
- What networks and relationships can be respectfully approached to gather the knowledge and perspectives of those with lived-experience?
- Am I engaging them in ways that are appropriate for their cultural context, language, disability, age?
- Are there any gaps in data in identifying people's experiences?
- How might my assumptions prevent me from asking questions and hearing answers?

IDENTIFY DIFFERENCES AND INEQUALITIES

- What inequalities exist with respect to the issue and who experiences it?
- How have these inequalities been created and how are they sustained?
- Whose voices have been heard to validate my assumptions on different experiences related to this issue?
- Is there any evidence of explicit or implicit discrimination against particular groups of people in any legislation, program, service, or policy related to this issue?
- Are there any gaps in data in identifying differences and inequalities?

DEVELOP OPTIONS

- What are the expressed needs and priorities of those impacted by the issue I am trying to address?
- What initiatives would address the needs of specific groups impacted by this issue, particularly those most marginalized or negatively impacted?
- What aspects of the initiative(s) can I tailor to reflect the needs of different groups of people?
- Do the options identified perpetuate existing inequalities? Do they create new ones?
- Do the options address inequalities related to this issue?
- Have the options been developed based on certain assumptions? Have these assumptions been explicitly stated? Are assumptions the product of overgeneralizations or influenced by harmful norms and/or stereotypes, including systemic discrimination?
- Have options been proposed and/or endorsed by or among stakeholder groups?
- Could specific groups of people be negatively impacted by the options identified? If so, how do the options need to be revised to mitigate these impacts?
- Might certain groups of people experience barriers to accessing this initiative? If so, how do the options need to be revised to mitigate these barriers?
- Are there any gaps in data to help in developing options?

IMPLEMENTATION, MONITORING AND EVALUATION

- Is the initiative being accessed as expected by the various target population groups and sub-groups?
- How might different factors impact people's access to, experience of, and outcomes of this initiative?
- Did the implementation of the policy, initiative, program or service have unintended outcomes for particular populations or sub-populations?
- Does the policy, initiative, program or service create or perpetuate barriers for certain target population groups?
- Should other target population groups be considered for this initiative?
- Does the initiative need to be adapted to reduce barriers and/or to better serve those impacted by the issue it is addressing?
- Are there any gaps in data about the impacts of the policy, program or service? How can the administration of the initiative and the monitoring and evaluation strategy fill those gaps?

Scenario 3: Flexible First hybrid

Description:

Hybrid workforce model where flexibility is based on the suitability of a position / function for telework without prescribed parameters and limitations.

Assumptions:

- Employer assesses each position / function in terms of requirement for on-site presence based on business needs criteria
- Employee can choose to exercise flexibility within the frame set by the above position-based or function-based decision
- Subject to operational requirements
- Across the enterprise, some positions will be full-time on-site; some will have potential to telework part-time and some will have potential to telework full-time
- Positions continue to have a designated worksite
- Teleworking at GCcoworking an option if available, and agreed to in advance
- More definition and potential policy or guidance on employer-driven remote work and virtual workers to be further explored

Flexible First Hybrid Scenario

1

Identify the issue

The first step in doing GBA Plus is to identify the topic or issue that the initiative is designed to address. Having a clear understanding of the issue will determine how the remainder of the GBA Plus is conducted.

Key Questions:

- What is the problem I am trying to solve with the initiative being developed?
- Who has identified this as a problem?
- How will I ensure that diverse perspectives are represented as I define the issue? Whom might I consult or engage to further define the issue?
- Are the approaches and processes I'm putting in place to obtain those perspectives accessible to all of those I may need to hear from?
- Are there other ways the issue might be understood or experienced?
- Are there any gaps in data in identifying the issue?
- Is it possible that my assumptions about this issue prevent me from asking questions and identifying diverse experiences and perspectives?

Flexible First Hybrid Scenario

2

Identify people and their needs

The second step in GBA Plus is to identify who is impacted by the issue and how.

Key Questions:

- Who is impacted by the issue I am trying to address through this initiative and how are they impacted?
- How does age, culture, disability, education, ethnicity, geography, gender, economic status, language, race, religion, sex, and sexual orientation shape who is impacted by this issue? How do these factors change the nature and extent of the impacts?
- How have the needs of individuals been shaped by their histories, their experience with institutions and/or by discourses?
- How does the initiative need to be tailored to address the different experiences of certain groups?
- How might I engage those who are affected by this issue in my analysis and in the development, implementation and monitoring of the initiative including those who are not traditionally represented?
- What networks and relationships can be respectfully approached to gather the knowledge and perspectives of those with lived-experience?
- Am I engaging them in ways that are appropriate for their cultural context, language, disability, age?
- Are there any gaps in data in identifying people's experiences?
- How might my assumptions prevent me from asking questions and hearing answers?

Flexible First Hybrid Scenario

3

Identify differences and inequalities

In step three, this analysis progresses to understanding how experiences and outcomes differ between and within groups of people, and why. Understanding these differences will assist with identifying options for the initiative that are tailored to address diverse experiences and needs.

Key Questions:

- What inequalities exist with respect to the issue and who experiences it?
- How have these inequalities been created and how are they sustained?
- Whose voices have been heard to validate my assumptions on different experiences related to this issue?
- Is there any evidence of explicit or implicit discrimination against particular groups of people in any legislation, program, service, or policy related to this issue?
- Are there any gaps in data in identifying differences and inequalities?

Flexible First Hybrid Scenario

4

Develop options

In developing options, it is important to examine all of the inequities that have been uncovered by the analysis and the sources of those inequities. Ultimately, options should be tailored to specific groups, where warranted, in order to address existing inequalities, reflect the different needs of specific groups of people, and to minimize barriers to accessing the initiative by certain groups.

Key Questions:

- What are the expressed needs and priorities of those impacted by the issue I am trying to address?
- What initiatives would address the needs of specific groups impacted by this issue, particularly those most marginalized or negatively impacted?
- What aspects of the initiative(s) can I tailor to reflect the needs of different groups of people?
- Do the options identified perpetuate existing inequalities? Do they create new ones?
- Do the options address inequalities related to this issue?
- Have the options been developed based on certain assumptions? Have these assumptions been explicitly stated? Are assumptions the product of overgeneralizations or influenced by harmful norms and/or stereotypes, including systemic discrimination?
- Have options been proposed and/or endorsed by or among stakeholder groups?
- Could specific groups of people be negatively impacted by the options identified? If so, how do the options need to be revised to mitigate these impacts?
- Might certain groups of people experience barriers to accessing this initiative? If so, how do the options need to be revised to mitigate these barriers?
- Are there any gaps in data to help in developing options?

Flexible First Hybrid Scenario

5

Implement, monitor, and evaluate

Implementation and monitoring involve the regular collection of data and information in order to assess progress towards the intended results of the initiative. During this stage, GBA Plus involves analyzing if an adopted policy, program or initiative is being implemented in a way that is consistent with the intersectional nature of the issue being addressed and tracks how different groups access and experience the policy, program or initiative in order to make continuous improvements.

Key Questions:

- How will I know if the approach is unfolding as expected?
- Is the initiative being accessed as expected by the various target population groups and sub-groups?
- How might different factors impact people's access to, experience of, and outcomes of this initiative?
- Did the implementation of the policy, initiative, program or service have unintended outcomes for particular populations or sub-populations?
- Does the policy, initiative, program or service create or perpetuate barriers for certain target population groups?
- Should other target population groups be considered for this initiative?
- Does the initiative need to be adapted to reduce barriers and/or to better serve those impacted by the issue it is addressing?
- Are there any gaps in data about the impacts of the policy, program or service? How can the administration of the initiative and the monitoring and evaluation strategy fill those gaps?

Plenary

Looking for additional resources?

- Additional tools and resources on GBA Plus are available on WAGE's website and CSPS website.
- Step-by-step guidance is available on GCconnex and GCpedia. Please note that these tools are for internal use within the federal public service. Given the ever-evolving nature of GBA Plus, these tools are evergreen and will evolve over time.
- On data collection and public reporting on impacts on gender and diversity of programs, consult The Results Portal (English only) and Part III Portals
- Take the GBA Plus Course!
- Consider looking at additional sources like the Gender and Diversity Impacts of Programs

Fox, Jason

Subject:	Session #3 Hybrid model scenarios - GBA Plus exercise / Séance #3 Scénarios pour le modèle hybride - Exercice d'ACS Plus
Location:	Microsoft Teams Meeting
Start:	Wed 7/27/2022 1:00 PM
End:	Wed 7/27/2022 3:00 PM
Show Time As:	Tentative
Recurrence:	(none)
Meeting Status:	Not yet responded
Organizer:	Fox, Jason
Required Attendees:	Lisa.Smylie@fegc-wage.gc.ca; Denise.Gareau@fegc-wage.gc.ca; Celeste.Cloutier@ssc-spc.gc.ca; Christine.Gonsalves@ssc-spc.gc.ca; Carolyn.Wood@pwgsc-tpsgc.gc.ca; Melayna.Simister@tpsgc-pwgsc.gc.ca; Sharnelle.Morgan@pco-bcp.gc.ca; Walton, Christine; Carter-Whitney, Ben; Corinaldi, Beverley; Hackett, Sarah; Bledig, Lisa; Gosselin, Marc; Sifton, Lorna; Desmeules, Nadia; Holtz, Marchael; French, Pamela; Khan, Shabana; Gatera, Diane; Alwani, Kiran; Youssouf, Bilane; Ward-King, Jessica; Guty, Tania; Keddy, Alicha; Saulnier, Nicole; Robidoux, Raphaelle; Levene, Mark; Bedward, Antoine; Tardi, Dina; Kunz, Jean; Smith, Emily; Morris IV, Jefferson; Perrault, Simon; Whitwell, Mary; Metcalfe, Julie
Optional Attendees:	Nadeau, Julie (FEGC/WAGE)

I look forward to continuing our discussions - Please find key documents attached:

- Agenda and deck for session 3
- Preliminary observations document
- Presentation decks with notes from sessions 1 & 2 saved within

In addition, we have made an initial attempt to consolidate what we have heard to date into a draft document. This is very preliminary and only to support discussion at this point in terms of gaps and opportunities for our remaining conversation. The current version of this document is being translated, and we will aim to add the French version to this invite in advance of the session.

___

Veuillez trouver ces documents ci-joints :

- Agenda et présentation pour séance 3
- Document d'observations préliminaires
- Dossiers de présentation avec les notes des sessions 1 & 2 sauvegardées dedans

Nous avons fait une première tentative pour consolider ce que nous avons entendue à présent dans un document provisoire. Il s'agit d'un document préliminaire, uniquement destiné à alimenter nos discussions sur les lacunes et les opportunités pour la suite de notre conversation. La version de ce document est en cours de traduction, et nous nous efforcerons d'ajouter la version française à cette invitation avant la session.

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-----Original Appointment-----
From: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Sent: Tuesday, July 5, 2022 11:29 AM
To: Fox, Jason; Lisa.Smylie@fegc-wage.gc.ca; Denise.Gareau@fegc-wage.gc.ca; Celeste.Cloutier@ssc-spc.gc.ca; Christine.Gonsalves@ssc-spc.gc.ca; Carolyn.Wood@pwgsc-tpsgc.gc.ca; Melayna.Simister@tpsgc-pwgsc.gc.ca; Sharnelle.Morgan@pco-bcp.gc.ca; Walton, Christine; Carter-Whitney, Ben; Corinaldi, Beverley; Hackett, Sarah; Bledig, Lisa; Gosselin, Marc; Sifton, Lorna; Desmeules, Nadia; Holtz, Marchael; French, Pamela; Khan, Shabana; Gatera, Diane; Alwani, Kiran; Youssouf, Bilane; Ward-King, Jessica; Guty, Tania; Keddy, Alicha; Saulnier, Nicole; Robidoux, Raphaelle; Levene, Mark; Bedward, Antoine; Tardi, Dina
Cc: Kunz, Jean; Smith, Emily; Morris IV, Jefferson; Perrault, Simon; Whitwell, Mary
Subject: Hybrid model scenarios - GBA Plus exercise / Scénarios pour le modèle hybride - Exercice d'ACS Plus
When: Wednesday, July 27, 2022 1:00 PM-3:00 PM (UTC-05:00) Eastern Time (US & Canada).
Where: Microsoft Teams Meeting

Details to come / Détails à venir

Microsoft Teams meeting

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s.16(2)(c)

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Fox, Jason

From: Carter-Whitney, Ben
Sent: Wednesday, August 3, 2022 3:52 PM
To: Nadeau, Julie (FEGC/WAGE); Gareau, Denise (FEGC/WAGE)
Cc: Fox, Jason; Smith, Emily; Corinaldi, Beverley; Walton, Christine
Subject: GBA Plus Hybrid Workshops - Updated Report
Attachments: GBA Plus Workshops Report - 2022-08-03.docx

UNCLASSIFIED / NON CLASSIFIÉ

Good afternoon Denise and Julie,

I hope you both had a wonderful long weekend!

We've finished updating the draft report based on your input and what we heard in the final session with the group. It's now being translated, and once that's done we're planning to share it with the group for their validation and input – hopefully early next week.

In the meantime, we would love for you to take a look and let us know whether you feel that it resonates as a reflection of the discussions, and as an actionable set of recommendations for departments. A reminder that this report is focused on speaking to the departmental perspective, while some of the discussion items about potential OCHRO actions will be covered with the ADM Flexible Workplace committee next month.

Happy to connect if you have any questions. Otherwise, we're looking forward to hearing your thoughts!

Ben

Ben Carter-Whitney (he, him, il)

Program Advisor, Research and Strategy
Office of the Chief Human Resources Officer
Treasury Board of Canada Secretariat / Government of Canada
ben.carter-whitney@tbs-sct.gc.ca / 613-293-8130

Conseiller en programmes, Recherche et stratégies
Bureau de la dirigeante principale des ressources humaines
Secrétariat du Conseil du Trésor du Canada / Gouvernement du Canada
ben.carter-whitney@tbs-sct.gc.ca / 613-293-8130

Pages 254 to / à 273

are not relevant

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Fox, Jason

From:	Fox, Jason
Sent:	Monday, August 8, 2022 7:53 AM
To:	Carter-Whitney, Ben; Smith, Emily; Walton, Christine; Corinaldi, Beverley
Cc:	Bledig, Lisa
Subject:	GBA plus

UNCLASSIFIED / NON CLASSIFIÉ

HI,

Thank you for keeping this file moving along – here are some high level expectations and issues to manage:

1 – Document:
- send the final bilingual to all participants by end of next week with comments back by august 20.
- Final product ASAP and keep moving.
- The Annex needs to be rethought and streamlines – not simply attach preliminary observations – should be a standalone document that basically collects relevant data, risks, and resources for those who can build upon it. Make it so that updating is easy and could be done by others. Should not be reliant on knowledge or results of the initial policy assessment work.
- Keep the content updated in parallel activities such as the hybrid report, engagement planning with EE/D/I with CDI groups. Starting point posture, not a conclusion.

2 – Briefing up:
- Share with Liz this week and give timeline for completion – offer to set up briefing and walk her through the process to date and doc. Ben you can lead the briefing, or sort out with Bev/Christine who should also be there with you and Emily
- Begin to discuss and focus in on a Date for the ADM Flex committee after discussion with Liz – discuss with Cynthia's team, but don't let them dictate the schedule.
- Wage is a partner, so needs to be in agreement on the timing, etc.

3 – Communication:
- Thing thorough the communication and engagement sequence following
- Where is the home, update process, frequency, etc.

Director, Research and Strategy
Research, Planning and Renewal Sector
Office of the Chief Human Resources Officer
Treasury Board of Canada Secretariat / Government of Canada
Jason.Fox@tbs-sct.gc.ca / Tel: 343-548-3488

Directeur, Recherche et Stratégies
Secteur de la Recherche, planification et renouvellement
Bureau de la dirigeante principale des ressources humaines
Secrétariat du Conseil du Trésor du Canada / Gouvernement du Canada
Jason.Fox@tbs-sct.gc.ca / Tél : 343-548-3488

From: Fleury, Jean-Francois
Sent: August 11, 2022 1:48 PM
To: Caroline.Desrochers@international.gc.ca; Tijerino, Adamira
Cc: Julie.Sunday@international.gc.ca; Shelswell, Cynthia; Hardy, Elizabeth; Robert, Kristina; Boutin, Caroline
Subject: RE: Hybrid Implementation - Manager's Guide // Mise en oeuvre du modèle hybride - Guide du gestionnaire
Attachments: FOW manager's guide_EN_FINAL.pdf
FOW managers' guide - Addendum - EN FINAL.pdf

UNCLASSIFIED / NON CLASSIFIÉ

Thanks for sharing. Great tools. We are establishing an engagement approach for the Fall. I have copied Cynthia (Policy lead for FoW) and Liz (Lead for partnerships and engagement).

From: Caroline.Desrochers@international.gc.ca <Caroline.Desrochers@international.gc.ca>
Sent: Wednesday, August 10, 2022 8:39 AM
To: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>; Tijerino, Adamira <Adamira.Tijerino@tbs-sct.gc.ca>
Cc: Julie.Sunday@international.gc.ca
Subject: FW: Hybrid Implementation - Manager's Guide // Mise en oeuvre du modèle hybride - Guide du gestionnaire
Importance: High

Bon matin Jean-François/Adamira – I hope you are well.

Following our discussion in early July, I wanted to share the Manager's guide that we have developed to support GAC managers for the upcoming individual conversation with employee, and particularly to consider the GBA+ elements. Jean-François: I don't have the full name of your two leads on FOW and R2WP. If you can let me know, and I'll be happy to follow up with them.

We are gearing up for a gradual implementation after Labour Day. At this point, we expect that around 60-65% of the organization would be in the office 2-3 days/week; 20% 1 day/week (or full-time teleworking) and the rest would be in 4-5 days/week.

In light of the challenge that we seem to have ahead of us, we have also developed a fulsome employee engagement strategy (brown bag lunches, external guest speakers, etc) to keep a constant stream of communications with employees, exchange on engaging topics and provide a space to receive feedback. This is combined with monthly mini-pulse survey that will provide us evolving data on how reintegration is moving, what works well, what are some areas of challenges and anxiety, etc. We will also be gathering data around the factors that lead to variance between what the model suggested and what the manager/employee implemented. Not for tracking purpose, but to better understand our workforce.

I was thinking it might be timely to organize a forum for PS executives in the fall (ideally in person) to discuss some of the key issues we are facing around R2WP and FOW and exchange ideas and best practices. I know that some of this is already done via a number of interdepartmental meetings, but I had in mind something a bit more curated around 2-3 topics (I know the list can be endless), with more time for in depth and/or side conversations, and with perhaps some external speakers.

If this is something of interest, we'd be happy to work with you on developing an agenda, etc.

Caroline

From: Future of Work / L'avenir du travail (DMEX)
Sent: 5 août 2022 13:48
To: Desrochers, Caroline -DMEX <Caroline.Desrochers@international.gc.ca>
Cc: Barra, Claudia -DMEX <Claudia.Barra@international.gc.ca>; Houghton, Sarah -DMEX <Sarah.Houghton@international.gc.ca>; Roa, Maritala -DMEX <Maritala.Roa@international.gc.ca>; Rozo, Miguel -DMEX <Miguel.Rozo@international.gc.ca>; Sawyer, Jennifer -DMEX <Jennifer.Sawyer@international.gc.ca>; Spiess, Alexandra -DMEX <Alexandra.Spiess@international.gc.ca>; Cheng, Wei Xing -SICB <WeiXing.Cheng@international.gc.ca>; Beaulac, Guillaume -PRE <Guillaume.Beaulac@international.gc.ca>; Sunday, Julie -CFM <Julie.Sunday@international.gc.ca>; Hannan, Marie-Louise -USS <Marie-Louise.Hannan@international.gc.ca>; Goodge, Carrie -DMT <Carrie.Goodge@international.gc.ca>; Kowalik, Craig -DME <Craig.Kowalik@international.gc.ca>; Poirier, Julie -DMA <Julie.Poirier@international.gc.ca>
Subject: Hybrid Implementation - Manager's Guide // Mise en oeuvre du modèle hybride - Guide du gestionnaire
Importance: High

Le français suit
*BCC: *ADMs; *DGs; *Directors; *Deputy Directors*

Dear colleagues,

Please find attached the Manager's Guide, which will help you prepare for the manager-employee conversation over the coming weeks. Also attached is an Addendum to the Manager's Guide, which includes:

- Proposed talking points to address team meetings as well as individual conversations;
- A series of possible scenarios
- Some Frequently Asked Questions
- Helpful reference documents on helping employees and managers through transitions.

We understand that this will not be a uniform process across the organization and that for many employees, a conversation may not be necessary because the results of the PAT will align closely with the level of in-office presence sought by both the employee and the manager.

In some cases, divisions and bureaus have decided to apply a finite number of days across their organizations, regardless of the results of the PAT. In those cases, we are still recommending that an email be shared with employees on the results of the PAT. This is in the spirit of GAC's commitment to transparency around implementing the hybrid model, as well as the DM's view that the PAT is a core element of the hybrid model and cannot be ignored. This approach should also still leave space for the considerations laid out in the Manager's Guide. For instance, you may ask the full team to come in 2-3 days/week but still want to have added flexibility for 1-2 team members based on individual circumstances. For this reason, the Manager's Guide and Addendum will be useful tools as you manage this transition to leading a hybrid team.

Transition to a hybrid workplace is likely to be one of the biggest change management challenges for this generation of managers. It is important to recognize and acknowledge that we are not going back to our previous posture as a department. At the same time, we are also moving away from the predominantly remote based work experience that many employees had over the last two years. These new scenarios can be unsettling for many employees and managers. Additional tools and training will be available over the coming weeks and months to support managers and employees. This will include access to facilitators to help your teams develop team charters as well as training this fall for managers returning from posts as well as new managers.

We will also be holding a number of info sessions next week to provide a space for managers who have questions or seek clarification on the Manager's Guide or the overall process. DMEX will continue to be available throughout the summer to provide advice and work with you to find solutions to your particular team situations.

Lastly, a reminder that if you need access to the Dashboard beyond what you currently have, please send us a request (futureofwork@international.gc.ca), **with a cc to your supervisor**. If you have not had the chance to submit your assessments yet, please send us an email. We will reopen to system next week for those who have yet to submit their assessments, including new positions recently created, as well as for a limited number of revisions on a case-by-case basis.

The Future of Work Team

Chères et chers collègues,

Veuillez trouver ci-joint le Guide du gestionnaire, qui vous aidera à vous préparer à la conversation gestionnaire-employé au cours des prochaines semaines. Vous trouverez également ci-joint un addendum au guide du gestionnaire, qui comprend :

- Des suggestions de points de discussion pour aborder les réunions d'équipe ainsi que les conversations individuelles.
- Une série de scénarios possibles
- Des questions fréquemment posées
- Des documents de référence utiles pour aider les employés et les gestionnaires à traverser les transitions.

Nous comprenons qu'il ne s'agira pas d'un processus uniforme dans tout le ministère et que pour de nombreux employés, une conversation peut ne pas être nécessaire car les résultats du de l'outil d'évaluation des postes (OÉP) s'aligneront étroitement avec le niveau de présence au bureau recherché par l'employé et le gestionnaire.

Dans certains cas, les directions et les directions générales ont décidé d'appliquer un nombre spécifiques de jours à l'ensemble de leurs organisations, quels que soient les résultats de l'OÉP. Dans ces cas, nous recommandons quand même que les résultats de l'outil soit partagé avec les employés. Ceci s'inscrit dans l'esprit de l'engagement d'AMC envers la transparence autour de la mise en œuvre du modèle hybride, ainsi que le point de vue des sous-ministres selon lequel l'OÉP est un élément central du modèle hybride et ne peut être ignoré. Cette approche devrait également laisser de la place aux considérations énoncées dans le Guide du gestionnaire. Par exemple, vous pouvez demander à toute l'équipe de venir 2 à 3 jours par semaine, mais vous voulez quand même accorder de la flexibilité supplémentaire pour 1 à 2 membres de l'équipe en fonction des circonstances individuelles. Pour cette raison, le Guide du gestionnaire et l'addendum seront des outils utiles pour mener cette transition vers la gestion d'une équipe hybride.

La transition vers un lieu de travail hybride sera sans doute l'un des plus grands défis de la gestion du changement pour cette génération de gestionnaires. Il est important de reconnaître que nous ne revenons pas à notre position antérieure en tant que ministère. En même temps, nous ne continuons pas avec l'expérience de travail principalement à distance de nombreux employés au cours des deux dernières années. Ces scénarios peuvent être déstabilisants pour de nombreux employés et gestionnaires. Des outils et des formations supplémentaires seront disponibles au cours des semaines et des mois à venir pour soutenir les gestionnaires et les employés. Cela comprendra l'accès à des animateurs pour aider vos équipes à élaborer des chartes d'équipe ainsi qu'une formation cet automne pour les gestionnaires de retour de poste ainsi que pour les nouveaux gestionnaires.

DMEX a également lancé un canal Teams pour les directeurs/trices adjoints/es. Il s'agit d'un espace pour partager des idées, des expériences, des trucs et astuces et de bonnes pratiques au fur et à mesure que nous apprenons et façonnons notre organisation dans les semaines et les mois à venir. Nous invitons les directeurs/trices adjoints/es à se joindre à la conversation.

Nous tiendrons un certain nombre de séances d'information la semaine prochaine pour fournir un espace aux gestionnaires qui ont des questions ou cherchent des clarifications sur le Guide du gestionnaire ou sur le processus global. DMEX continuera d'être disponible tout au long de l'été pour vous conseiller et travailler avec vous pour trouver des solutions aux situations particulières de votre équipe.

Enfin, un rappel que si vous avez besoin d'accéder au tableau de bord au-delà de votre accès actuel, veuillez nous envoyer une demande (futureofwork@international.gc.ca), avec une copie à votre superviseur. Si vous n'avez pas encore eu la chance de soumettre vos évaluations, veuillez nous envoyer un courriel. Nous rouvrirons le système la semaine prochaine pour ceux qui n'ont pas encore soumis leurs évaluations, y compris les nouvelles positions récemment créées, ainsi qu’un nombre limité de révisions sur une base exceptionnelle.

L’équipe de l’avenir du travail

Global Affairs Canada
Affaires mondiales Canada

TRANSITION TO A HYBRID MODEL

MANAGER'S GUIDE

Canada

Transition to a Hybrid Model – Manager's Guide

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Glossary

barrier

- Under the Accessible Canada Act, includes anything physical, architectural, technological or attitudinal, anything that is based on information or communications or anything that is the result of a policy or a practice that hinders the full and equal participation in society of persons with an impairment, including a physical, mental, intellectual, cognitive, learning, communication or sensory impairment or a functional limitation.

designated worksite

- A physical location under the organization's control. It is not a virtual location or residential address. The employer determines the location of the designated worksite associated with each position.

flexible work arrangements

- Includes measures that allow for flexibility in scheduling hours worked and in the location of work, including telework and compressed work weeks.

hybrid work environment

- An approach to work that involves employees working from a combination of more than one location of work.

remote work/working remotely

- A term used to describe work being accomplished in a location that is not a *designated worksite*. This is an employer-driven process where the health and safety of its employees are of concern. These situations generally occur during temporary unforeseeable circumstances, such as pandemics, states of emergencies, inclement weather, etc. An employee's *designated worksite* does not automatically change if an employee is working remotely.

safe space

- A "safe space" is a place or environment that allows people to be themselves without fear of being judged for who they are or of facing discrimination, criticism, harassment or other repercussions. This space exists without the pressure to educate.

telework

- Work performed by an employee from an alternate location other than a Government of Canada designated worksite, based on a voluntary request from an employee, subject to operational requirements and management approval.

telework agreement

- An agreement created and signed by the employee and the employer according to the Directive on Telework that allows the employee to telework on a regular basis. The agreement must be reviewed at minimum annually and may be cancelled at any time with reasonable notice by either party.

telework arrangement(s)

- General term referring to the contents of a telework agreement, including the frequency, location and conditions of telework.

telework location

- A suitable workplace the employee chooses (with their manager's agreement) to perform the work required by their position, usually a private residence. This workplace must meet the health and safety requirements of the Canada Labour Code, Part II, and its Regulations.

workplace

- Means any place where an employee is engaged in work for the employee's employer. Note that the designated worksite (see above) is a physical location under the organization's control and would also be considered a workplace as defined by the Canada Labour Code, Part II.

Hybrid Assessment Framework

PURPOSE:

HYBRID ASSESSMENT FRAMEWORK

- Provide a robust, systematic, objective method to evaluate positions for hybrid feasibility, fostering coherence across the department.
- Provide predictability and stability for employees and managers as well as key data to inform corporate decisions.

POSITION ANALYSIS

- Analysis of position activities and organizational requirements to determine recommended number of days for office-based presence.

TEAM AND EMPLOYEE CONSIDERATIONS

- Manager and Employee conversations to identify individual personal and professional considerations, combined with team needs.

MANAGEMENT REVIEW

- Senior management reviews outcomes for coherence and consistency across the divisions and bureaus.

AGREEMENT

- Managers and Employees enter into a flexible work agreement beginning after Labour Day, and will assess implementation in early 2023.

1. Context

As we redefine our relationship with the workplace, we have an opportunity to build an innovative, sustainable and balanced hybrid organization. One that promotes excellence and agility in the delivery of Global Affairs Canada's mandate across the organization, while continuing to prioritize employee well-being, engagement and resilience.

This is why GAC is moving forward, starting in September 2022, with the implementation of a hybrid model. The benefits of working from home are clear – flexibility, time efficiencies, and a lower carbon footprint. At the same time, there are real benefits to staff working together in person, chief among them:

- **Harnessing team work**. GAC's success is based on teams working effectively together. The best teams are the ones built on trust, camaraderie, respect and openness. While we have learned to become more intentional in our use of digital platforms, in-person interaction remains important for team building.
- **Promoting the growth and development of employees.** We want a workplace that supports the personal and professional development of employees through mentoring, hands-on learning, teamwork and performance management. There are clear benefits to doing these activities in person.
- **Facilitating day-to-day work.** Solving complex, multi-faceted problems, providing timely feedback, keeping your finger on the pulse of your team members and colleagues. These things that we all do on a daily basis – and have managed to continue to do virtually, can be enriched in-person.

There is no one-size-fits-all model that can apply to an organization of our scope and size. Rather, as part of the transition to a hybrid model, the department has developed a Hybrid Assessment Framework. The framework aims to help achieve the right balance of on-site and off-site presence for individual employees and the broader team, blending the best of both worlds. We are committed to providing everyone with the tools, training and support needed throughout this transition.

2. Vision and Principles

By taking this approach, GAC is striving to be an employer of choice within the Public Service, be recognized as a leader and innovator both in the Government of Canada and among foreign ministries globally, and be a place where each and every employee can develop and grow to their full potential.

The hybrid model for GAC is based on the following guiding principles:

- **Excellence:** Strive for the highest standards in the fair, timely, efficient and effective development and delivery of policy, programming and services for Canadians. Promote a culture of continuous improvement, learning and innovation.
- **Flexibility**: Recognize that there is no one-size-fits-all and allow managers, with employee input, to decide on the hybrid model that best fits their team's mandate delivery, taking into consideration external and internal contexts.
- **Inclusion:** Take into consideration the needs and realities of employment equity and equity-seeking groups and contribute to building a more diverse and inclusive department.
- **Iteration**: Recognize that this transition is a work in progress and should be reviewed periodically and adjusted for efficiencies and lessons learned. Ensure continuous adjustment and integration of new research and performance data.
- **Transparency**: Ensure that employees are aware of, and understand, the drivers that underpin decision-making around requirements to be in the office versus working off-site.
- **Coherence**: Provide a consistent set of criteria for managers to evaluate operational requirements, team needs and individual circumstances.

3. Purpose

This guide is intended to support the employee/manager conversation following the assessment of non-EX headquarters and Regional Office positions via the Position Assessment Tool (PAT). The PAT is a management tool meant to develop a baseline expectation of numbers of days for on-site work per week based on the job functions and operational requirements of the position, without consideration to the individual in the position. The guide will now help you, the manager, consider individual circumstances and broader team needs to inform the final flexible work arrangement.

Flexible work arrangements can take many forms. **Business requirements and operational efficiency are primary drivers in determining the need for employees to report to the workplace.** While this guide serves to assist managers in assessing flexible work arrangements from a hybrid perspective (a combination of on-site and off-site work), other options are also available, such as:

- Compressed work schedules
- Work-sharing

- Full-time telework (**see ANNEX B**)
- Various types of leave available in collective agreements
- Other arrangements

For more information on these alternatives, managers can review the Flexible Work Arrangements intranet page.

4. Application

In this guide, you will find a list of factors for consideration which will help you prepare for your individual conversations with employees. The professional development and individual factors recognize that every employee has different needs and circumstances, both from a professional and personal standpoint, and that these may change over time.

The list of factors provided (Sections 8 and 9) will help you better understand their personal circumstances and consider possible flexible work arrangements from their perspective. The individual considerations have been designed with a Gender-Based Analysis Plus (GBA+) lens, supplemented by an anti-racist and equity, diversity and inclusion (EDI) approach. For more information on the department Anti-racism initiatives and EDI efforts please visit the Anti-racism Secretariat and GAC's Intranet Site on EDI.

Team considerations are also an important layer of the Hybrid Assessment Framework. **Managers should consider the team as a whole before finalizing individual flexible work arrangements**. This guide provides you with a list of team factors (Section 10) to consider before coming to a final determination of an employee's flexible work arrangement.

Remember that, as the manager, you have the authority to make the decision around how many days employees need to be in the office to meet operational requirements. The PAT and the factors laid out here are meant to help you make these decisions.

To assist managers in preparing for a hybrid environment, **ANNEX A** provides additional considerations.

5. Process

Below are the steps that managers will follow to move from the recommendation of the PAT to the final signed telework agreement (which is required for both hybrid and full-time telework situations) with the employee.

STEP 1: Review Manager's Guide in preparation for meetings with staff

STEP 2: Engage the whole team to outline what the process will be

STEP 3: Meet each employee to discuss PAT results & professional development and individual considerations

STEP 4: Assess individual work arrangements within team context (team factors)

STEP 5: Management meeting with DGs to validate results

STEP 6: Confirm flexible work arrangement decision to employee (in writing)

STEP 7: Employee finalizes telework agreement in HRMS

6. Preparing for your Discussion

Before meeting with your employee, it will be important for both of you to acknowledge your personal position on this issue (as far as a bias towards on-site, off-site or hybrid work) as well as any feelings you may have about this transition. Transition to a hybrid workplace is likely to be one of the biggest change management challenges for this generation of managers. It is important to recognize and acknowledge that we are not going back to our previous posture as a department. At the same time, we are also moving away from the predominantly remote based work experience of many employees over the last two years. Either of these scenarios may be unsettling for many employees and managers.

Some conversations with employees may be more difficult than others. An employee might refuse to engage or may say that you or the organization have not made the case for a hybrid model. In these cases, it is important not to take this response personally and to refocus the conversation on the factors for discussion (professional development and individual circumstances).

As you prepare, do not hesitate to seek advice and guidance from the **Conflict Management Unit** (ZIBR) and the **Counselling and Consultation Services Unit** (ZIBC) by writing to solution@international.gc.ca. The **Canada School of Public Service** also has a job aid on helping people through transitions that can guide you in supporting your employees both in these conversations and in moving forward during the transition period.

Managers should be aware of the various applicable collective agreements and terms and conditions of employment of the employees on the team, as they continue to apply whether employees work on- or off-site or a combination of both. A high-level summary of relevant provisions from the different collective agreements has been included for reference in the annex of this guide **(ANNEX D)**. Managers should remember that any off-site location should meet the same health and safety standards as the ones established for the designated workplace. Team members should also be aware of any expectations or guidelines that have been established for their bureau and/or branch.

Before having individual conversations, it is recommended that managers **hold a team meeting** to outline the overall process and factors being considered. You should emphasize that equity is an important concept underpinning this part of the assessment process. Being equitable to each employee involves recognizing that every individual has different circumstances and requires treatment that is not identical to that required by others.

For privacy considerations, the results of the recommended number of days for each position should only be discussed individually. The team meeting is a good opportunity to clearly communicate that different team members could end up with different work arrangements. It will be important to communicate that this is a **period of experimentation for the next 4-6 months** and that everyone's engagement will be key to success. Finally, please be clear that **operational requirements can override flexible work arrangements and may lead to a need for increased presence at the office on short notice** (i.e. humanitarian crisis, preparation for ministerial and high level engagement, etc.).

7. Employee Discussion

You should be upfront that you, as a manager, and the department do not yet have all the answers on the best way to implement a hybrid model but that you are committed to sharing all the information you have. Reinforce that this is an iterative process and be clear that approaches will be refined as we move forward. You will want to convey that this is an organizational decision that the deputy ministers have made to move towards a hybrid model.

Transparency, active listening and constant communication will be key during the transition to a hybrid model. Some employees may need time to reflect on your discussion and managers should allow them to come back with any additional questions or points they would like to review with you.

Some of the factors being considered below may conflict in leaning towards more or less on-site days. This will require management judgement and balance when considering a final flexible work arrangement. If managers find themselves in a difficult position and are struggling with weighing conflicting factors, they should not hesitate to reach out to the Future of Work team at futureofwork@international.gc.ca for further guidance.

For many employees, the final work arrangement may represent a major change, especially for employees who have been predominantly working remotely since the beginning of the pandemic, but will now start coming on-site more frequently. Transitions are not easy and many people will find this challenging. Every employee will have different reactions and emotions about their work arrangements and this transition, and some of these conversations may be difficult. In the face of difficult conversations, do not take the employee's reactions personally. If the employee is emotional, it may be appropriate to pause the conversation and resume it later.

8. Professional Development Factors

This section is meant to cover factors that could lead to more on-site requirement for employees to support their personal and professional development through mentoring, hands-on learning and teamwork.

You should discuss your employee's professional development needs with them and consider whether their baseline recommended number of days on-site (from the PAT) allows sufficient opportunity for these types of engagement or whether more on-site days would be better.

In cases where on-site presence is not possible (e.g. employee resides outside the National Capital Region) or is more limited, managers will need to ensure that they devote attention to exploring alternatives to support the professional development of these employees (e.g. online training, more visible speaking roles in large meetings, access to senior managers virtually). This is particularly important for employees from employment equity and equity-seeking groups.

8.1 On-site training requirements for the employee (i.e., pre-posting preparation, hands-on learning)

Employees taking in-person training will need to be available to come on-site. In cases where employees require regular hands-on learning and training to fulfill their duties, the flexible work arrangement will need to take this into account.

However, in most cases, in-person training will not influence the number of days determined in the overall work arrangement on a weekly basis given the ad hoc nature of training. The employee will need to understand that training can fall under the “report on-site” feature of the work arrangement.

8.2 In-person knowledge transfer, coaching, job shadowing and/or mentoring opportunities for the employee

While learning from colleagues and managers is possible virtually, there are tremendous benefits to in-person engagement as far as knowledge transfer, coaching, mentoring and job shadowing opportunities. In-person interactions are more conducive to the development of certain competencies, such as briefing a senior official, discussing sensitive nuances, reading a room, and developing negotiating positions, to name a few. These types of professional development opportunities will be more valuable for certain job profiles at GAC (e.g. development programming, trade negotiations, foreign policy development and analysis) than others (e.g. data analysis, financial tracking, IT), and should be weighed accordingly.

Managers should place a focus on ensuring that newer employees develop during their first few years on the job. In-person presence for this group will allow for a variety of experiences that will support the development of newer employees into seasoned workers. This can also range from exposure to senior management discussions to informal exchanges on ad hoc topics. Some of these opportunities may be unplanned and arise on-the-spot, such as being pulled into a last-minute meeting as a note-taker. Observing this cohort in action on a regular basis in a variety of dynamic settings will also help managers talent spot.

More senior team members can also enhance their leadership competencies through in-person mentoring of more junior colleagues.

8.3 New employee hired over the past 2 years (building social capital, in-person connections, onboarding)

While some have had success at onboarding virtually, many new employees, particularly young professionals who were hired over the pandemic, have reported difficulties integrating into teams in this environment. In-person engagement can help new employees learn, develop their skills, network and build bonds with their team members and across the department.

In-person presence offers new employees the opportunity to gain a deeper understanding of the organization and its culture, which can yield meaningful results for their professional development, group cohesion and employee morale while also leading to operational efficiencies in the longer term. In-person engagement with colleagues and managers is also a more effective way to foster a sense of belonging within teams, which studies have shown has the effect of strengthening attachment to the organization and increasing talent retention.

8.4 Employees preparing to take a posting abroad in the next 12 months

Work undertaken at missions abroad is primarily undertaken in person. Employees preparing for postings abroad within the next 12 months, including those actively applying for postings, would benefit from greater in-person engagement with the workplace and colleagues. Activities abroad are primarily in-person, such as building relationships, advancing partnerships and negotiating. Additionally, Canada-based staff abroad are supervising staff that are more often in the workplace, and would benefit from in-person supervision. Honing these skills in the prelude to the posting would benefit the employee and colleagues abroad.

9. Individual Factors

The factors outlined in this section will help managers identify where their employees could benefit from increased off-site or on-site work because of their individual circumstances.

A hybrid model by design already has great flexibility built in with the vast majority of individuals working 3 or less days on-site per week. For most employees, the number of days outlined in the PAT will suit both their professional and personal needs and support work-life balance. However, there will still be some employees that may have personal considerations that merit increased flexibility. It is important to understand that this layer is built around individual circumstances as opposed to employee or manager preferences. This design makes employee wellbeing an integral part of the Hybrid Assessment Framework, which is particularly important for more vulnerable and marginalized employees.

It is important not to make assumptions about your employee's personal experience, whether in the office or teleworking. Some of the factors that you will consider will be vulnerable topics of discussion for some employees (particularly related to equity, diversity and inclusion, accommodation needs and home environment). You should strive to create a safe space for this discussion and allow the employee to disclose what they feel comfortable sharing. They do not necessarily need to go into great detail on the specifics for privacy reasons, but can speak to the issue more generally.

9.1 Employee-specific Equity, Diversity & Inclusion (EDI) considerations

With all EDI considerations, it is important to adopt an intersectional approach that recognizes that employees are shaped by multiple and diverse intersecting factors. An intersectional approach involves seeing the individual as a whole human being who is complex and could have different needs as a result.

Seeking more flexibility

In assessing considerations around EDI, it is important to recognize that not all employees viewed the pre-pandemic experience as positive and not everyone has benefitted equally from past experiences of being in the office. Some employees may seek increased flexibility to work off-site in order to protect themselves from negative past experiences. Some examples include:

- Members of racialized groups, LGBTQ2+ and Indigenous employees may have experienced fewer microaggressions while working remotely as a result of interactions being more formal and in written form, which has a positive impact on mental health. It is also important to remember that microaggressions can happen during commuting and in other settings related to the office environment.
- Over the last two years, some employees may have undergone significant changes in their personal lives, including how they choose to present themselves to their professional and/or personal network.
- Employees with disabilities may find an office setting difficult to navigate and/or experience accessibility challenges while commuting. For example, an employee who is hearing impaired may find it easier to communicate with colleagues in a virtual environment.
- Neurodivergent employees may require more off-site work in a quiet space to minimize distractions and sensory overload.
- Caregivers (e.g. for young children/elderly parents, single parents) might benefit from greater flexibility for off-site work days. Statistically, women are more likely to have more responsibility for family caregiving. More flexibility for this group could help

relieve some of the pre- and post-work pressures on their time (e.g. commuting, rushing to pick up children from daycare).

It is important to consider that the environment that employees are returning to will not be the exact same as it was pre-pandemic. Steps have been taken since the start of the pandemic, and continue to be taken, to create a safer and more inclusive environment for employees. This includes mandatory harassment training for all employees, coaching, and the creation of an ombuds office.

Seeking more time on-site

Employees in different employment equity or equity-seeking groups may find being at the office a better experience for them personally. The office may feel like a more welcoming and safe space for vulnerable groups – some employees might feel more inclusion and acceptance at the office with face-to-face engagement. Some employees who live alone may feel isolated working from home. For many individuals, connecting with colleagues in-person can have a positive impact on their mental health and wellbeing.

Employees from employment equity or equity-seeking groups, including women and those from more marginalized communities, may wish to be more present on-site to leverage existing professional development opportunities.

Long term impact

While a hybrid model can help advance departmental EDI objectives, managers should be mindful of unintended consequences of a hybrid model. Organizationally, it will be important that employment equity and equity-seeking groups are supported to be present in all hybrid workspaces (both virtual and on-site) and that the flexible work arrangements in place are not creating any unintended barriers.

Managers should reflect on what they hear from their employees in this process and how they will strengthen their team's commitment to anti-racism, equity, diversity and inclusion going forward, including addressing instances of racism, microaggressions and discrimination as they arise. This could include individual and team trainings (e.g. GBA+, harassment, anti-racism, equity, diversity and inclusion, positivity training, duty to accommodate) prioritizing EDI principles in the team charter and working to think through ways to incorporate these principles into day to day work.

9.2 Employee accommodation requirements

GAC is committed to fostering an equitable and inclusive workplace where all employees are treated with respect and dignity. The duty to accommodate is not about employee preferences; it is about removing discriminatory barriers related to the 13 prohibited grounds of discrimination as set out in the *Canadian Human Rights Act*, up to the point of undue hardship to the employer. The duty to accommodate applies equally to employees teleworking.

Managers need to be mindful that some employees may be concerned that they have, or live with someone who has, underlying health conditions that may put them at increased risk of severe illness from COVID-19. There are mechanisms for health-related accommodations as well as family-related accommodations.

For all employee accommodations, please consult the Labour Relations Centre of Excellence (HWL) at hwl@international.gc.ca.

Formal accommodation requests can take time. While these are ongoing, managers should do their utmost to support their employee and exercise flexibility as far as number of days in the office.

9.3 Off-site work environment(s)/situation(s)

Some employees may not have a suitable off-site work environment. Some may have a small home or apartment with limited room for an office space (e.g. younger employees). Other employees may have other family members at home (e.g. spouse working from home or a baby). Employees may prefer to work from the office in similar situations or they may take steps to optimize their off-site work environment. It should be noted that employees must ensure they have paid child care during working hours, particularly as employees must be able to report on-site on short notice as per the terms of their flexible work arrangement.

Managers should be aware that an employee’s home may be unsafe. For example, in cases of domestic violence or where household members are hostile to the identity or orientation of an LGBTQ2+ employee. While scenarios such as this are difficult topics to bring forward, managers should ensure that employees know that they can speak to the Employees Assistance Program (EAP): solution@international.gc.ca.

Some employees who live alone may feel isolated working from home. For many individuals, connecting with colleagues in-person can have a positive impact on their mental health and wellbeing.

9.4 Other individual requirement(s) not listed above

There may be other relevant considerations that come up in your discussion with your employee that would factor in to the final determination of number of days on or off-site.

10. Team Factors

It is recommended to consider each individual flexible work arrangement in the context of the broader team by applying the team factors in this section. These factors will help managers consider potential impacts on other colleagues in the team as well as operational needs. This is particularly important when looking to deviate from the baseline recommended number of days in the office (from the PAT) due to individual employee considerations.

Managers should reflect on how the team currently interacts with each other, colleagues and partners, as well as how and where the work is done, and how this could change upon implementing a hybrid model. In particular, trust and resilience are key assets of a well-functioning hybrid team and help build social capital and reinforce team cohesion.

The manager should meet with all employees to have an idea of each individual's needs **before** applying the factors below.

10.1 Team workload distribution

Managers will need to consider the impact of various work arrangements on different team members as far as workload and responsibilities as well as the team's overall ability to deliver on its mandate. For example:

- Team members who are more frequently on-site may be called upon to support senior managers for in-person meetings, respond to ad-hoc requests requiring on-site presence, access C6 on behalf of colleagues, or to engage in on-site collaboration with colleagues in other teams in the branch and across the department.
- Additional tasking of on-site employees might interfere with their ability to deliver on their own objectives, or may fall outside their skills and areas of expertise.
- Having full-time teleworkers or employees working off-site frequently will mean fewer opportunities for in-person team collaboration. This may reduce the need for as many in-person days for the rest of the team. This could also impact the workload of those who are required to come into the office.

Managers should remain sensitive to balancing job portfolios and responsibilities in ways that avoid friction and distribute work fairly. Managers should also be aware of the potential for proximity bias in a hybrid model where those who spend more time in the office with a manager may receive preferential treatment. This could manifest in better access to managers (more timely responses, more information shared), more interesting work and potentially lead to more promotional opportunities. Special care should be taken to avoid discrimination against, or unintentional neglect of, off-site workers.

10.2 Employee provides mentoring, coaching, hands-on learning for other employees, team members

There are benefits to in-person engagement for peer learning, both from structured and unstructured exchanges. In every team, more experienced colleagues play a valuable role in knowledge transfer and the development of the skills of team members, particularly newer or more junior colleagues.

As a manager, when looking at the work arrangements for all team members, you will want to ensure that you have created space for this type of engagement within your team. This could mean having senior officers' presence in the office coincide with opportunities to supervise and provide mentoring and coaching for new or more junior employees.

10.3 Sprint/ad hoc teamwork (requiring on-site flexibility)

During very busy periods and work on timely high-profile initiatives, managers may find that their teams require increased in-office presence to facilitate collaboration and meet operational requirements. If this is a common occurrence for your team, you may find that it is difficult to have team members on full-time telework agreements or that live outside of the National Capital Region as they may be required to be on-site during these periods, potentially with short notice.

Operational needs will supersede flexible work arrangements if the off-site arrangement is negatively impacting the ability for the unit to meet its mandate. Employees should be aware of this.

10.4 Team culture/cohesion, integration with colleagues

In a hybrid model, team members may find themselves in different environments from one another (off-site or on-site). Managers should consider how the composition of individual flexible work arrangements, including if employees will come in on the same day or not, may impact team culture, cohesion and social capital.

While work may be able to be completed entirely virtually, consideration must also be given to accessibility and inclusion needs of colleagues, clients and stakeholders.

Managers should also refresh their understanding of the official languages rights and responsibilities and reflect on how to promote official languages in a hybrid context.

10.5 Availability of office space

Many teams and employees will find themselves in different workspace set-ups than they had pre-pandemic. In some cases, this may mean fewer desks than total number of team members.

If you would like your team to have in-person team collaboration days, but do not have enough office space for all employees to gather on the same day, then you can look to coordinate with teams located on your floor.

Managers should be aware that working from the office full-time remains an option for all employees – in line with the Treasury Board Secretariat Directive on Telework which establishes that telework is voluntary and that employees are not required to telework. In these cases, a workspace would need to be provided for the employee.

11. Next steps

After reviewing professional development and individual considerations with employees and applying the team factors, managers will come to a final determination of number of days on-site for each employee’s work arrangement.

After this, managers will be asked to roll up their recommendations (template forthcoming) for their teams in advance of a bureau management meeting to discuss deviation from the PAT expectation. Once that validation across the bureau is completed, managers should communicate the flexible work arrangement decision with employees in writing. The employee will then enter the telework agreement (which is necessary for both hybrid and full-time telework situations) in the HRMS system (guidance will be forthcoming on this process).

The telework agreement will be in place for four to six months at which point managers will evaluate how the implementation is going and if adjustments need to be made to flexible work arrangements. This iterative approach is important to assess whether arrangements have achieved the right balance for employees and teams.

If your employee was upset by the conversations and/or outcome of their work arrangement, managers should also refer them to the Employees Assistance Program (EAP): solution@international.gc.ca. Ultimately, managers have the authority to decide what work arrangements best fit the delivery of their mandate. If employees and managers do not agree, efforts should be made by the manager to discuss concerns with the employee and explore engaging the services of the Informal Conflict Management Services Unit (solution@international.gc.ca). If this does not resolve the issue, submitting a grievance continues to be a mechanism at the disposal of the employee.

Once the telework agreement is implemented, managers should regularly take stock of the flexible work arrangements in place and the impacts on operational requirements. This includes regularly checking in with all their employees and the team about how things are working; documenting observations from these interactions and other relevant data; and, looking for ways to address issues and improve arrangements. **See ANNEX C for more information**.

ANNEX A: Manager's Reflection Checklist

This annex is designed to assist managers in preparing for managing their teams in a hybrid work environment, including assessing possible flexible work arrangements from an operational and team perspective.

Operational and administrative requirements

- ☐ Do you have the training, tools and support to effectively manage employees in a hybrid work environment? How will telework be coordinated and tracked?
- ☐ Is the employee aware that they are responsible for the cost of utilities, high-speed internet and insurance related to their telework location?
- ☐ Are you and the employee aware that Occupational health and safety obligations under the Canada Labour Code continue to apply regardless of location of work and in accordance with existing jurisprudence?
- ☐ Have you applied the organization's principles, policies and criteria fairly and equitably?
- ☐ Do you have sufficient office space on-site to meet your needs? If not, have you explored options with nearby teams?
- ☐ Do team members have an appropriate place to telework from in terms of ability to maintain security of information or have confidential discussions?

Team dynamics

- ☐ How will hybrid work impact dynamics?
- ☐ How can you as a manager help inspire team spirit and create cohesion among team members when managing hybrid work environments that may span time zones?
- ☐ How can you create and maintain an inclusive, diverse and accessible hybrid work environment?
- ☐ How will you strengthen your team's commitment to anti-racism, equity, diversity and inclusion going forward, including addressing instances of racism, microaggressions and discrimination as they arise?
- ☐ How will you promote official languages and ensure that they are respected?
- ☐ How will you adapt your management style to support your employees?
- ☐ How can you bring out the best in your employees to help them achieve their work objectives?
- ☐ Have you considered your own unconscious biases and the possibility of unintentional barriers?

☐ What impacts will the different work arrangements have on team workload distribution? Will this lead to additional responsibilities for on-site colleagues? If so, how will you address this?
☐ Are you aware of proximity bias and the potential for preferential treatment for colleagues co-located with you on-site more frequently? How will you mitigate this?
☐ Will the proposed flexible work arrangement be sufficient to provide mentoring, coaching, hands-on learning for team members?
☐ In cases of employees currently living outside the National Capital Region, can all their duties be performed off-site?
☐ Does your team require on-site flexibility for frequent sprint/ad hoc teamwork?
☐ Are you equipped to help inspire team spirit and create cohesion among team members when managing in this new structure?
☐ What measures will be needed to ensure integration of full-time teleworkers with fellow colleagues?
☐ Are there parts of the work of individuals or the team that would be more difficult to do if not on site, or not on site at the same time?

Well-being and mental health

☐ Would any of the psychosocial factors in the Canadian Standards Association's Psychological Health and Safety in the Workplace be jeopardized or enhanced with telework?
☐ What actions or measures can be taken to minimize mental fatigue due to technological exhaustion?
☐ What actions or measures can be taken to support the mental health of teleworking employees or your hybrid team? How will these be implemented and communicated to employees?
☐ Are employees planning time off and using leave provisions available to them as appropriate?

ANNEX B: Full-Time Telework Considerations

A manager can explore a full-time telework agreement with employees, provided you as manager believe the duties can be performed without any on-site presence and that the arrangement works in the context of the broader team.

However, it should be noted that deciding that a position is suited to telework is not the same as deciding whether an employee's request to telework should be approved – these are two separate decisions. Approval for an employee to telework may depend on several factors such as operational and administrative requirements, team dynamics, wellbeing and mental health, and the proposed telework location.

Some factors that would favourably influence this decision include:

- As outlined under the equity, diversity and inclusion factor, full-time telework provides opportunities to hire staff from outside of the National Capital Region. This can help managers fill vacancies and assist in closing departmental representation gaps.
- Employees that started with the department during the pandemic and live outside of commuting distance from the National Capital Region (within Canada).
- For employees posted abroad, the department tries to facilitate spousal employment where possible. It is possible to pursue full-time telework agreements for employees who are co-located with spouses who are posted abroad. This will require review by the Telework Abroad Review Committee (TARC). Managers continue to have discretion on whether such an arrangement is operationally feasible. Write to Telework.teletravail@international.gc.ca for more details.

Full-time telework does not mean that the employee will never attend their designated worksite; rather, it means that their position could, ordinarily, be performed full-time from a telework location.

Benefits and conditions associated with relocation, travel, workforce adjustment, hours of work, isolated posts, language of work, and other things are linked to the designated worksite and not the telework location. For example:

- employees are responsible for all expenses associated with travelling to and from the designated worksite, subject to the National Joint Council (NJC) directives
- employee rights to work in French and English depend on their designated worksite location, not where they telework. If employees are in a bilingual position and their

designated worksite is in a bilingual region, they have language of work rights, including the right to be supervised in the language of their choice

- statutory holidays and payroll deductions are based on the province or territory of the designated worksite, not where employees telework

Telework agreements are subject to review and may be terminated by either the employee or the employer, with reasonable notice. Reasonable notice is determined on a case-by-case basis by the department.

More details on Telework can be found on GAC’s Intranet page on Telework.

ANNEX C: Evaluation Considerations

Once the flexible work arrangement is implemented:

Managers should regularly take stock of the work arrangements in place and the impacts by:

- regularly checking in with employees and the team about how things are working
- documenting observations from these interactions and other relevant data
- looking for ways to address issues and improve arrangements

Key questions to reflect on include:

- ☐ Are we meeting business goals and client expectations?
- ☐ Are we effectively supporting employee mental health and well-being in the workplace?
- ☐ Are employees comfortable working alone, supported in working autonomously and good at taking initiative?
- ☐ Have you as a manager been regularly checking in with employees?
- ☐ Are regular and effective performance and talent management discussions taking place?
- ☐ What benefits have arisen because of the flexible work arrangements?
- ☐ What ideas to improve flexible work arrangements have worked well?
- ☐ What teamwork challenges have arisen because of flexible work arrangements? What changes need to be made?
- ☐ Does something in the telework agreement need to be addressed or modified?
- ☐ How well are our expectations about communications, accessibility and trust being met?
- ☐ Are employees receiving the training, support and tools they need to adjust to working in a hybrid environment?

ANNEX D: Collective Agreement Condensed Summary

Bargaining Agents	Collective Agreements	Hours of work	Variable/flexible hours of work
CAPE	Economics and Social Science Services (EC)	**28.01 Hours of work** a. Except as provided for in clause 28.03, the normal workweek shall be thirty-seven decimal five (37.5) hours exclusive of lunch periods, comprising five (5) days of seven decimal five (7.5) hours each, Monday through Friday. The workday shall be scheduled to fall within a nine (9) hour period between the hours of 6 am and 6 pm, unless otherwise agreed in consultation between the Association and the Employer at the appropriate level. b. An employee normally shall be granted two (2) consecutive days of rest during each seven (7)-day period unless operational requirements do not so permit. c. Subject to operational requirements as determined from time to time by the Employer, an employee shall have the right to select and request flexible hours between 6 am and 6 pm. d. i. Notwithstanding the provisions of this article, upon request of an employee and the concurrence of the Employer, an employee may complete his or her weekly hours of employment in a period other than five (5) full days provided that over a variable hour schedule the employee works an average of thirty-seven decimal five (37.5) hours per week. As part of the provisions	**Appendix C** **Variable hours of work** The Employer and the Association agree that the following conditions shall apply to employees for whom variable hours of work schedules are approved pursuant to the relevant provisions of this agreement. This agreement is modified by these provisions to the extent specified herein. It is agreed that the implementation of any such variation in hours shall not result in any additional expenditure or cost by reason only of such variation. *C.01 General terms* The scheduled hours of work of any day as set forth in a work schedule, may exceed or be less than the regular workday hours specified by this agreement; starting and finishing times, meal breaks and rest periods are subject to the approval of the Employer and the daily hours of work shall be consecutive. For shift workers such schedules shall provide that an employee's normal workweek shall average the weekly hours per week specified in this agreement over the life of the schedule. The maximum life of a schedule shall be six (6) months. For day workers, such schedules shall provide that an employee's normal workweek shall average the weekly

		of this clause, attendance reporting shall be mutually agreed between the employee and the Employer. In every variable hour period, such an employee shall be granted days of rest on such days as are not scheduled as a normal workday for the employee. ii. Notwithstanding anything to the contrary contained in this agreement, the implementation of any variation in hours shall not result in any additional overtime work or additional payment by reason only of such variation, nor shall it be deemed to prohibit the right of the Employer to schedule any hours of work permitted by the terms of this agreement. e. Employees may be required to submit monthly attendance registers; only those hours of overtime and absences need be specified. **28.02** Employees covered by paragraph 28.01(c) shall be subject to the variable hours of work provisions established in this agreement.	hours per week specified in this agreement over the life of the schedule. The maximum life of a schedule shall be fifty-two (52) weeks. Whenever an employee changes his or her variable hours or no longer works variable hours, all appropriate adjustments will be made.
PAFSO	Foreign Service (FS)	**13.01 Normal workweek** a. The normal workweek shall be thirty-seven decimal five (37.5) hours from Monday to Friday inclusive, and the normal workday shall be seven decimal five (7.5) hours, exclusive of a lunch period, between the hours of 7 am and 6 pm.	**13.02 Compressed workweek** a. Notwithstanding the provisions of clause 13.01, upon request of an employee and the concurrence of the Employer, an employee may complete his weekly hours of employment in a period other than five (5) full days, provided that over a period of twenty-eight (28) calendar days,

		b. Subject to operational requirements, an employee shall have the right to select and request flexible hours between 6 am and 6 pm and such request shall not be unreasonably denied.	he works an average of thirty-seven decimal five (37.5) hours per week. b. In every twenty-eight (28) day period, such an employee shall be granted days of rest on such days as are not scheduled as a normal workday for him. c. The implementation of any variation in hours shall not result in any additional overtime work or additional payment by reason only of such variation, nor shall it be deemed to prohibit the right of the Employer to schedule any hours of work permitted by the terms of this agreement. d. As part of the provisions of this clause, attendance reporting shall be mutually agreed between the employee and the Employer. **Article 14: variable hours of work** 14.01 Employer and the Association agree that the following conditions shall apply to employees for whom variable hours of work schedules are approved pursuant to clause 13.02. This agreement is modified by these provisions to the extent specified herein. 14.02 It is agreed that the implementation of any such variation in hours shall not result in any additional expenditure or cost by reason only of such variation. **14.03 General terms** a. The scheduled hours of work of any day as set forth in a work schedule, may exceed or be less than the normal workday hours specified by this agreement; starting and finishing times shall be determined

			according to operational requirements as determined by the Employer and the daily hours of work shall be consecutive. b. Such schedules shall provide an average of thirty-seven decimal five (37.5) hours and an average of five (5) working days per week over the life of the schedule. c. Such schedules shall provide an average of two (2) days of rest per week over the life of the schedule. A minimum of two (2) consecutive calendar days of rest must be provided at any one time, except when days of rest are separated by a designated paid holiday which is not worked.
PSAC	Program and Administrative Services (PA) (CR; AS; PM; IS)	**Day work** 25.06 Except as provided for in clauses 25.09, 25.10 and 25.11: a. the normal workweek shall be thirty-seven decimal five (37.5) hours from Monday to Friday inclusive; and a. the normal workday shall be seven decimal five (7.5) consecutive hours, exclusive of a lunch period, between the hours of 7 am and 6 pm.	**25.08 Flexible hours** Subject to operational requirements, an employee on day work shall have the right to select and request flexible hours between 7 am and 6 pm and such request shall not be unreasonably denied. **25.09 Variable hours** a. Notwithstanding the provisions of clause 25.06, upon request of an employee and with the concurrence of the Employer, an employee may complete the weekly hours of employment in a period of other than five (5) full days, provided that, over a period of fourteen (14), twenty-one (21) or twenty-eight (28) calendar days, the employee works an average of thirty-seven decimal five (37.5) hours per week.

b. In every fourteen (14), twenty-one (21) or twenty-eight (28) day period, the employee shall be granted days of rest on such days as are not scheduled as a normal workday for the employee.

c. Employees covered by this clause shall be subject to the variable hours of work provisions established in clauses 25.24 to 25.27.

Terms and conditions governing the administration of variable hours of work

25.24 The terms and conditions governing the administration of variable hours of work implemented pursuant to clauses 25.09, 25.10 and 25.23 are specified in clauses 25.24 to 25.27 inclusive. This agreement is modified by these provisions to the extent specified herein.

25.25 Notwithstanding anything to the contrary contained in this agreement, the implementation of any variation in hours shall not result in any additional overtime work or additional payment by reason only of such variation, nor shall it be deemed to prohibit the right of the Employer to schedule any hours of work permitted by the terms of this agreement.

25.26

a. The scheduled hours of work of any day as set forth in a variable schedule specified in clause 25.24 may exceed or be less than seven decimal five (7.5) hours; starting and finishing times, meal breaks and

			rest periods shall be determined according to operational requirements as determined by the Employer; and the daily hours of work shall be consecutive. b. Such schedules shall provide for an average of thirty-seven decimal five (37.5) hours of work per week over the life of the schedule. i. The maximum life of a shift schedule shall be six (6) months. ii. The maximum life of other types of schedule shall be twenty-eight (28) days except when the normal weekly and daily hours of work are varied by the Employer to allow for summer and winter hours in accordance with clause 25.10, in which case the life of a schedule shall be one (1) year. iii. The maximum life of a schedule for officers working for the Canadian Pari-Mutuel Agency shall be one (1) year. c. Whenever an employee changes his or her variable hours or no longer works variable hours, all appropriate adjustments will be made.
	Technical Services (TC) (EG; GT)	Day work 25.04 Except as provided for in clause 25.09: the normal workweek shall be thirty-seven decimal five (37.5) hours, from Monday to Friday inclusive, comprising of five (5) days of seven decimal five (7.5) consecutive hours each, exclusive of a lunch period,	25.06 Flexible hours Subject to operational requirements as determined by the Employer from time to time, an employee shall have the right to select and request flexible hours between 06:00 and 18:00 and such request shall not be unreasonably denied.

		and shall be scheduled to fall within a nine (9) hour period between the hours of 06:00 and 18:00, unless otherwise agreed in consultation between the Alliance and the Employer at the appropriate level.	25.07 Variable hours Notwithstanding the provisions of this article, upon request of an employee and the concurrence of the Employer, an employee may complete his or her weekly hours of employment in a period other than five (5) full days provided that over a period of twenty-eight (28) calendar days the employee works an average of thirty-seven decimal five (37.5) hours per week. As part of the provisions of this clause, attendance reporting shall be mutually agreed between the employee and the Employer. In every twenty-eight (28) day period such an employee shall be granted days of rest on such days as are not scheduled as a normal workday for the employee. Employees covered by this clause shall be subject to the variable hours of work provisions established in clauses 25.12 to 25.15.
	Education and Library Science (EB) (LS)	43.01 The normal workweek shall be thirty-seven decimal five (37.5) hours and the normal daily hours of work shall be seven decimal five (7.5) consecutive hours, exclusive of a meal period. These hours may be varied at the Employer's discretion to allow for summer and winter hours, provided that the annual total hours equal those which would be obtained with no variation. 43.02 The normal workweek shall be Monday through Friday, and the normal workday shall be between 7 am and 6 pm.	Article 39: variable hours The Employer and the Alliance agree that the following conditions shall apply to employees for whom variable hours of work schedules are approved pursuant to the relevant provisions of this agreement. It is agreed that the implementation of any such variation in hours shall not result in any additional expenditure or cost by reason only of such variation Article 39: variable hours The Employer and the Alliance agree that the following conditions shall apply to employees for whom variable

		43.03 An employee shall be granted two (2) consecutive days of rest during each seven (7) day period, unless operational requirements do not permit.	hours of work schedules are approved pursuant to the relevant provisions of this agreement. It is agreed that the implementation of any such variation in hours shall not result in any additional expenditure or cost by reason only of such variation. 39.01 General terms The scheduled hours of work of any day as set forth in a work schedule, may exceed or be less than the regular workday hours for the relevant group or subgroup; starting and finishing times, meal breaks and rest periods shall be determined according to operational requirements as determined by the Employer and the daily hours of work shall be consecutive. For shift workers, such schedules shall provide that an employee's normal workweek shall average the weekly hours per week specified for the relevant group or subgroup over the life of the schedule. The maximum life of a schedule shall be six (6) months. For day workers, such schedules shall provide that an employee's normal workweek shall average the weekly hours per week specified in this agreement over the life of the schedule. The maximum life of a schedule shall be twenty-eight (28) days. Whenever an employee changes his or her variable hours or no longer works variable hours, all appropriate adjustments will be made.

	Services de l'exploitation (SV) (GS)	Article 25: hours of work **25.01** For the purposes of this article: Definitions “day” means a twenty-four (24) hour period commencing at 00:00 hours; “week” means a period of seven (7) consecutive days beginning at 00:00 hours Monday morning and ending at 24:00 hours the following Sunday night; Shift work a “shift schedule” means the arrangement of shifts over a given period of time and includes days of rest and designated paid holidays; a “shift” means the rotation through two (2) or more periods of eight (8) hours or longer where the Employer requires coverage of sixteen (16) hours or more each day; or, where the Employer requires the employee to work on a non-rotating and indefinite basis on evening or night duty of which half (1/2) or more of the hours are scheduled between 18:00 hours and 06:00 hours. Notwithstanding 25.01(d): Effective August 5, 2011, employees occupying positions in the GS-FOS subgroup, whose hours of work do not meet the definition of shift work in accordance with Article 25.01(d) and whose hours of work begin before 06:00 or end after 18:00, will be paid a premium of two dollars and twenty-five cents ($2.25) per hour for each hour worked between 16:00 and 08:00.	Article 28: variable hours of work Work unit 28.01 Any special arrangement may be at the request of either party and must be mutually agreed between the Employer and the majority of employees and shall apply to all employees at the work unit. Employee 28.02 Upon request of an employee and the concurrence of the Employer, an employee may complete the weekly hours of employment in a period of other than five (5) full days provided that over a period of up to twenty-eight (28) calendar days, the employee works an average of the weekly hours specified in the relevant Group Specific Appendix. 28.03 The employee shall be granted days of rest on such days as are not scheduled as a normal workday for the employee. Terms and conditions governing the administration of variable hours of work 28.04 Notwithstanding anything to the contrary contained in this agreement, the implementation of any variation in hours shall not result in any additional overtime work or additional payment by reason only of such variation, nor shall it be deemed to prohibit the right of the Employer to schedule any hours of work permitted by the terms of this agreement. 28.05

		25.02 For employees who work five (5) consecutive days per week on a regular and non-rotating basis, the Employer shall schedule the hours of work so that these employees work the standard work week as specified in the Group Specific Appendix. When hours of work are scheduled for employees on a rotating or irregular basis, the Employer shall schedule the hours of work so that employees work an average of hours as specified in the Group Specific Appendix. The implementation of hours of work other than those specified in paragraphs 25.02(a) or (b) are subject to the provisions of Article 28: variable hours of work.	The scheduled hours of work of any day may exceed or be less than the daily hours specified in the Group Specific Appendix; starting and finishing times, meal breaks and rest periods shall be determined according to operational requirements as determined by the Employer and the daily hours of work shall be consecutive. Such schedules shall provide an average of work per week over the life of the schedule as specified in the Group Specific Appendix. The maximum life of a shift schedule shall be six (6) months. Whenever an employee changes his or her variable hours or no longer works variable hours, all appropriate adjustments will be made.
PIPSC	Computer Systems (CS) (IT)	7.01 Day work The normal workweek shall be thirty-seven decimal five (37.5) hours and the normal workday shall be seven decimal five (7.5) consecutive hours, exclusive of a lunch period, between the hours of 7 am and 6 pm. The normal workweek shall be Monday to Friday inclusive. The Employer will provide two (2) 15-minute health breaks in a full working day except on occasions where operational requirements do not permit. Where normal hours are to be changed so that they are different from those specified in paragraph 7.01(a) the Employer, in advance, except in cases of emergency, will consult with the Institute on such hours of work, and in such consultation, will show that such hours are required to meet the needs of the public and/or the efficient operation of the Service.	7.04 Compressed workweek Notwithstanding the provisions of this article, upon request of an employee and the concurrence of the Employer, an employee may complete his weekly hours of employment in a period other than five (5) full days provided that over a period of twenty-eight (28) calendar days the employee works an average of thirty-seven decimal five (37.5) hours per week. In every twenty-eight (28) day period such an employee shall be granted days of rest on such days as are not scheduled as a normal workday for the employee. The parties shall make every reasonable effort to establish mutually acceptable work schedules that are consistent with operational requirements and shall particularly consider any specific proposals made by an employee or employees. If employees' requests for a variation in hours of work are

		Upon the request of the employee and the concurrence of the manager the parties may establish a flexible work schedule that is consistent with operational requirements. Notwithstanding anything to the contrary contained in this agreement, the implementation of any variation in hours shall not result in any additional overtime work or additional payment by reason only of such variation, nor shall it be deemed to prohibit the right of the Employer to schedule any hours of work permitted by the terms of this agreement. 7.02 Notwithstanding clause 7.01, the Employer may vary the normal weekly and daily hours of work to allow for summer and winter hours, provided the annual total is not changed.	consistent with the needs of the operational requirements, then such requests shall be implemented. Notwithstanding anything to the contrary contained in this agreement, the implementation of any variation in hours shall not result in any additional overtime work or additional payment by reason only of such variation nor shall it be deemed to prohibit the right of the Employer to schedule any hours of work permitted by the terms of this agreement.
	Audit, Commerce and Purchasing (AV) (CO; PG)	Article 8: hours of work General **8.01** For the purpose of this article: a week shall consist of seven (7) consecutive days beginning at 00:01 hours Monday and ending at 24:00 hours Sunday; the day is a twenty-four (24) hour period commencing at 00:01 hours. **8.02** Employees may be required to submit monthly attendance registers; only those hours of overtime and absences need be specified. **8.03** Where operational requirements permit, the Employer will provide two (2) rest periods of fifteen (15) minutes each per full working day.	Variable hours of work 8.05 Compressed workweek Notwithstanding the provisions of this article, upon request of an employee and the concurrence of the Employer, an employee may complete his or her weekly hours of employment in a period of other than five (5) full days provided that over a period of fourteen (14), twenty-one (21) or twenty-eight (28) calendar days the employee works an average of thirty-seven decimal five (37.5) hours per week. As part of the provisions of this clause, attendance reporting shall be mutually agreed between the employee and the Employer. In every of fourteen (14), twenty-one (21) or twenty-eight (28) day period such an employee shall be granted days of rest on

		8.04 Except as provided for in clauses 8.05, 8.06 and 8.07: the normal workweek shall be Monday to Friday inclusive; an employee shall be granted two (2) consecutive days of rest during each seven (7) day period unless operational requirements do not so permit; the scheduled workweek shall be thirty-seven decimal five (37.5) hours; the scheduled workday shall be seven decimal five (7.5) consecutive hours, exclusive of a meal period, between the hours of 7 am and 6 pm; and subject to operational requirements as determined from time to time by the Employer, an employee shall have the right to select and request flexible hours between 6 am and 6 pm and such request shall not be unreasonably denied.	such days as are not scheduled as a normal workday for him or her. Notwithstanding anything to the contrary contained in this agreement, the implementation of any variation in hours shall not result in any additional overtime work or additional payment by reason only of such variation, nor shall it be deemed to prohibit the right of the Employer to schedule any hours of work permitted by the terms of this agreement. Terms and conditions governing the administration of variable hours of work 8.06 The Employer and the Institute agree that for those employees to whom the provisions of clause 8.05 apply, the provisions of this agreement which specifies days shall be converted to hours. Where this agreement refers to a "day," it shall be converted to seven decimal five (7.5) hours, except in clause 17.02 (bereavement leave with pay), where a day means a calendar day. Whenever an employee changes his or her variable hours or no longer works variable hours, all appropriate adjustments will be made.
	Applied Science & Patent Examination (SP) (FO; PC)	**Article 8: hours of work Clauses 8.02 through 8.05 shall not apply to employees on shift work. Clauses 8.06 through 8.18 shall apply only to employees on shift work. General	Flexible hours 8.03 Upon request of an employee and the concurrence of the Employer, an employee may work flexible hours so long as the daily hours amount to seven decimal five (7.5). Compressed work week

		8.01 For the purpose of this article, a week shall consist of seven (7) consecutive days beginning at 00:01 hours Monday and ending at 24:00 hours Sunday. The day is a twenty-four (24) hour period commencing at 00:01 hours. Two (2) rest periods of fifteen (15) minutes each shall be provided during each normal working day, and three (3) rest periods of fifteen (15) minutes each for each shift scheduled for twelve hours or more; except when operational requirements do not permit. Non-shift work **8.02** The scheduled work week shall be thirty-seven decimal five (37.5) hours and the scheduled work day shall be seven decimal five (7.5) consecutive hours, exclusive of a meal period, between the hours of 06:00 and 18:00. The normal work week shall be Monday to Friday inclusive. (Clauses 8.02 through 8.05 shall not apply to employees on shift work. Clauses 8.06 through 8.18 shall apply only to employees on shift work.)	**8.05** Upon request of an employee and the concurrence of the Employer, an employee may complete required hours of work in a period of other than five (5) full days provided that over a period of twenty-eight (28) calendar days the employee works an average of thirty-seven decimal five (37.5) hours per week. As part of the provisions of this clause, attendance reporting shall be mutually agreed between the employee and the Employer. In every twenty-eight (28) day period such an employee shall be granted days of rest on such days as are not scheduled as a normal work day for the employee. Notwithstanding anything to the contrary contained in this Agreement, the implementation of any variation in hours shall not result in any additional overtime work or additional payment by reason only of such variation, nor shall it be deemed to prohibit the right of the Employer to schedule any hours of work permitted by the terms of this Agreement.
	Architecture, Engineering & Land Survey (NR) (AR; EN)	Article 8: hours of work Clauses 8.01 through 8.06 shall not apply to employees on shift work. Clauses 8.07 through 8.20 shall apply only to employees on shift work. General **8.01** For the purpose of this article, a week shall consist of seven (7) consecutive days beginning at 00:01 hours	Flexible hours 8.03 Upon request of an employee and the concurrence of the Employer, an employee may work flexible hours on a daily basis so long as the daily hours amount to seven decimal five (7.5). Compressed workweek **8.06** Upon request of an employee and the concurrence of the Employer, an employee may complete required

		Monday and ending at 24:00 hours Sunday. The day is a twenty-four (24) hour period commencing at 00:01 hours. Non-shift work 8.02 The scheduled workweek shall be thirty-seven decimal five (37.5) hours and the scheduled workday shall be seven decimal five (7.5) consecutive hours, exclusive of a meal period, between the hours of 7 am and 6 pm. The normal workweek shall be Monday to Friday inclusive.	hours of work in a period of other than five (5) full days provided that over a period of twenty-eight (28) calendar days the employee works an average of thirty-seven decimal five (37.5) hours per week. As part of the provisions of this clause, attendance reporting shall be mutually agreed between the employee and the Employer. In every twenty-eight (28) day period such an employee shall be granted days of rest on such days as are not scheduled as a normal workday for the employee. Notwithstanding anything to the contrary contained in this agreement, the implementation of any variation in hours shall not result in any additional overtime work or additional payment by reason only of such variation, nor shall it be deemed to prohibit the right of the Employer to schedule any hours of work permitted by the terms of this agreement
	Research (RE) (HR)	General **8.01** For the purpose of this article: a week shall consist of seven (7) consecutive days beginning at 00:01 hours Monday and ending at 24:00 hours Sunday; the day is a twenty-four (24) hour period commencing at 00:01 hours. **8.02** Employees may be required to submit monthly attendance registers; only those hours of overtime and absences need be specified.	Variable hours of work for day workers **8.05 Compressed workweek** Notwithstanding the provisions of this article, upon request of an employee and the concurrence of the Employer, an employee may complete his weekly hours of employment in a period of other than five (5) full days provided that over a period of twenty-eight (28) calendar days the employee works an average of thirty-seven decimal five (37.5) hours per week. As part of the provisions of this clause, attendance reporting shall be

		8.03 Day work Except as provided for in clauses 8.04, 8.05 and 8.06: the normal workweek shall be Monday to Friday inclusive; an employee shall be granted two (2) consecutive days of rest during each seven (7) day period unless operational requirements do not so permit; the scheduled workweek shall be thirty-seven decimal five (37.5) hours; the scheduled workday shall be seven decimal five (7.5) consecutive hours, exclusive of a meal period, between the hours of 7 am and 6 pm; and upon the request of an employee and the concurrence of the Employer, an employee may work flexible hours on a daily basis so long as the daily hours amount to seven decimal five (7.5).	mutually agreed between the employee and the Employer. In every twenty-eight (28) day period such an employee shall be granted days of rest on such days as are not scheduled as a normal workday for the employee. Notwithstanding anything to the contrary contained in this agreement, the implementation of any variation in hours shall not result in any additional overtime work or additional payment by reason only of such variation, nor shall it be deemed to prohibit the right of the Employer to schedule any hours of work permitted by the terms of this agreement. **8.06 Winter and summer hours** The weekly and daily hours of work may be varied by the mutual agreement of the Employer and the employee to allow for summer and winter hours provided the annual total is not changed. Terms and conditions governing the administration of variable hours of work for day workers **8.07** The Employer and the Institute agree that for those employees to whom the provisions of clauses 8.05 and 8.06 apply, the provisions of this agreement which specifies days shall be converted to hours. Where this agreement refers to a "day," it shall be converted to seven decimal five (7.5) hours, except in clause 18.02 (bereavement leave with pay), where a day means a calendar day. Whenever an employee changes his variable hours or no longer works variable hours, all appropriate adjustments will be made.

	Health Services (SH) (MD; NU)	**Article 8: hours of work and shift work **8.01** For the purpose of this article, a week shall consist of seven (7) consecutive days beginning at 00:01 hours Monday and ending at 24:00 hours Sunday. The day is a twenty-four (24) hour period commencing at 00:01 hours. Clauses 8.02 to 8.07 do not apply to NU employees on shift work ** **8.02 Hours of work: general** This paragraph does not apply to the DE, MD and NU Groups. The scheduled workweek shall be thirty-seven decimal five (37.5) hours and the scheduled workday shall be seven decimal five (7.5) consecutive hours, exclusive of a meal period, between the hours of 6:00 am and 6:00 pm. The normal workweek shall be Monday to Friday inclusive. Subparagraphs (i) to (v) apply to the NU Group only. For employees engaged in non-shift work, the normal workweek shall be thirty-seven decimal five (37.5) hours and the normal workday shall be seven decimal five (7.5) consecutive hours, exclusive of a meal period, between the hours of 6:00 am and 6:00 pm. When normal hours, other than those provided in subparagraph 8.02(b)(i), are in existence when this agreement is signed, the Employer, on request, will consult with the Institute on such hours of work and in such consultation establish that such hours are required to meet the needs of the public and/or the efficient operation of the	**8.03 Flexible hours** This clause does not apply to employees in the MD and DE Groups. Upon the request of an employee and the concurrence of the Employer, an employee may work flexible hours on a daily basis so long as the daily hours amount to seven decimal five (7.5). **8.06 Compressed workweek** Notwithstanding the provisions of this article, upon request of an employee and the concurrence of the Employer, an employee may complete his weekly hours of employment in a period of other than five (5) full days provided that over a period of twenty-one (21) or a period of twenty-eight (28) calendar days the employee works an average of thirty-seven decimal five (37.5) hours per week. As part of the provisions of this clause, attendance reporting shall be mutually agreed between the employee and the Employer. In every twenty-one (21) day period or in every twenty-eight (28) day period such an employee shall be granted days of rest on such days as are not scheduled as a normal workday for him. Notwithstanding anything to the contrary contained in this agreement, the implementation of any variation in hours shall not result in any additional overtime work or

		service. Where normal hours are to be changed so that they are different from those specified in paragraph 8.02(b), the Employer, except in cases of emergency, will consult in advance with the Institute on such hours of work and, in such consultation, will establish that such hours are required to meet the needs of the public and/or the efficient operation of the Service. It is understood that consultation may be held at the local level and will be referred to the appropriate Employer and Institute levels before implementation. Within five (5) days of notification of consultation served by either party, the Institute shall notify the Employer in writing of the representative authorized to act on behalf of the Institute for consultation purposes. When operational requirements permit, an employee shall not be scheduled to work in excess of fifty-two decimal five (52.5) hours without at least two (2) consecutive days of rest. Subparagraphs (i) to (iii) apply to the DE and MD Groups only. The normal hours of work shall average thirty-seven decimal five (37.5) hours per week over each four (4) week period. Subject to the approval of the Employer, the hours of work shall be arranged to suit an employee's individual duties. A reconciliation of hours of work will be made by the employee and the immediate supervisor for each four (4) week period. In computing the hours of work within the period, vacation and other leaves of absence will account for seven decimal five (7.5) hours per day.	additional payment by reason only of such variation, nor shall it be deemed to prohibit the right of the Employer to schedule any hours of work permitted by the terms of this agreement. Implementation of this clause is subject to Article 46 (variation in hours of work).

		Where operational requirements permit, the normal workweek shall be Monday through Friday. This paragraph only applies to ND-DITs in hospitals.	
ACFO	Financial Management (FI)	18.01 Day work The normal workweek shall be thirty-seven decimal five (37.5) hours from Monday to Friday inclusive, and the normal workday shall be seven decimal five (7.5) consecutive hours, exclusive of a lunch period, between the hours of 7 am and 6 pm. Subject to operational requirements as determined from time to time by the Employer, an employee shall have the right to select and request flexible hours between 6 am and 6 pm and such request shall not be unreasonably denied. 18.02 An employee on day work whose hours of work are changed to extend before or beyond the stipulated hours of 7 am and 6 pm, as provided in clause 18.01, and who has not received at least five (5) days' notice in advance of the starting time of such change, shall be paid for the first (1st) day or shift worked subsequent to such change at the rate of one decimal five (1.5) times the employee's hourly rate of pay. Subsequent days or shifts worked on the revised hours shall be paid for at the straight-time rate, subject to the overtime provisions of this agreement. 18.03 Notwithstanding anything to the contrary contained in this agreement, the implementation of any variation in hours shall not result in any additional overtime work or additional payment by reason only of such variation nor shall it be deemed to prohibit the right of the Employer to	Variable hours of work **18.06** The Employer and the Association agree that the following conditions shall apply to employees for whom variable hours of work schedules are approved pursuant to the relevant provisions of this agreement. **18.07** It is agreed that the implementation of any such variation in hours shall not result in any additional expenditure or cost by reason only of such variation. **18.08 General terms** The scheduled hours of work of any day as set forth in a work schedule, may exceed or be less than the regular workday hours; starting and finishing times, meal breaks and rest periods are subject to the approval of the Employer and the daily hours of work shall be consecutive. For day workers, such schedules shall provide that an employee's normal workweek shall average thirty-seven decimal five (37.5) hours per week over the life of the schedule. The maximum life of a schedule shall be fifty-two (52) weeks. Whenever an employee changes the employee's variable hours or no longer works variable hours, all appropriate adjustments will be made.

		schedule any hours of work permitted by the terms of this agreement.	
AJC	Law Practitioner (LP)	13.01 The following applies to lawyers at the LP-01 and LP-02 levels: The normal hours of work for lawyers shall average thirty-seven decimal five (37.5) hours per week over each four (4) week period. Subject to the approval of the Employer, the hours of work shall be arranged to suit a lawyer's individual duties and to permit the lawyer to carry out his or her professional responsibilities. In making arrangements for hours of work, lawyers will be permitted reasonable flexibility in the times during which they perform their work, including arrival and departure from the workplace, to enable them to balance work and family responsibilities. The normal workweek shall be Monday through Friday, except where a lawyer is required to work on what would normally be a day of rest or a paid holiday in order to carry out his or her professional responsibilities. Where the Employer requires a lawyer to be available in standby during off duty, the lawyer shall be compensated at the rate of one half (1/2) hour leave with pay for each four (4) hour period or part thereof for which the lawyer is required to be on standby duty. A lawyer required by the Employer to be on standby duty shall be available during his or her period of standby at a known telephone number and be available to return for duty as quickly as possible if called. When a lawyer required by the Employer to be on standby duty is called back one or more times during any given	

		week, the lawyer will receive, in addition to paragraph (d) above, four (4) hours of leave. In requiring lawyers for standby, the Employer will endeavour to provide for the equitable distribution of standby duties. No standby or call-back compensation leave shall be granted if a lawyer is unable to report for duty when required. Leave under this article can be carried over but must be used by the end of the next fiscal year. Nothing in this article is intended to prevent lawyers from having access to the Employer's existing policies respecting alternate work arrangements, including compressed workweek, job sharing, telework, self-funded leave and pre-retirement transition leave. Lawyers will submit such attendance and timekeeping reports as may be required by the Employer for the purposes of this article. 13.02 The following applies to lawyers at the LP-03 and LP-04 and LP-05 levels. The normal hours of work for lawyers shall average thirty-seven decimal five (37.5) hours per week over each four (4) week period. Subject to the approval of the Employer, the hours of work shall be arranged to suit a lawyer's individual duties and to permit the lawyer to carry out his or her professional responsibilities. In making arrangements for hours of work, lawyers will be permitted reasonable flexibility in the times during which they perform their work, including arrival and departure from the workplace, to enable them to balance work and family responsibilities.	

		The normal workweek shall be Monday through Friday, except where a lawyer is required to work on what would normally be a day of rest or a paid holiday in order to carry out his or her professional responsibilities. Where the Employer requires a lawyer to be available in standby during off duty, the lawyer shall be compensated at the rate of one half (1/2) hour leave with pay for each four (4) hour period or part thereof for which the lawyer is required to be on standby duty. A lawyer required by the Employer to be on standby duty shall be available during his or her period of standby at a known telephone number and be available to return for duty as quickly as possible if called. When a lawyer required by the Employer to be on standby duty is called back one or more times during any given week, the lawyer will receive, in addition to paragraph (d) above, four (4) hours of leave. In requiring lawyers for standby, the Employer will endeavour to provide for the equitable distribution of standby duties. No standby or call-back compensation leave shall be granted if a lawyer is unable to report for duty when required. Leave under this article can be carried over but must be used by the end of the next fiscal year. Lawyers are eligible for management leave with pay, as the delegated manager considers appropriate. An example of a situation where such leave may be granted is where lawyers are required to work excessive hours.	

		Management leave with pay granted under (a) above can be carried over into the next fiscal year, and is to be used within six (6) months of being granted. Lawyers will submit such attendance and timekeeping reports as may be required by the Employer for the purposes of this article.	

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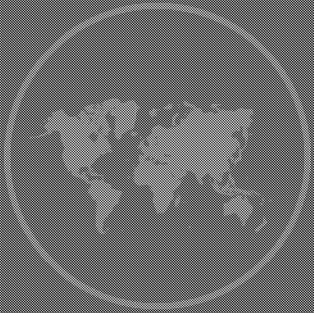
TRANSITION TO A HYBRID MODEL

MANAGER'S GUIDE

ADDENDUM



Canada

Transition to a Hybrid Model – Manager's Guide Addendum

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Message for Directors in team meetings – Explaining the position assessment process

Scene-Setter

- Now that GAC HQ is transitioning to a hybrid model, I'd like to take this opportunity to explain the process.
- It's important to emphasize that we are not going back to pre-pandemic business as usual. The transition to hybrid is really happening, across the entire department.
- *(If applicable)* But we also cannot sustain the level of work-from-home that many of us have grown accustomed to. The Deputy Ministers have been clear that they want and expect an increase in presenteeism across all branches.
- This transition is truly historic, and it's quite remarkable how it is propelling our organization into the 21st century. I'm excited about it, because hybrid really does offer the best of both worlds – we'll have greater flexibility, while still bringing us together to work and deliver as a unit.
- As we consider an optimal hybrid set-up for our team, we should focus on how to harness the days that we are in together, to work collaboratively, and to support those colleagues who are in the office and need to come in. We'll soon be developing a team charter, which will help define some of these aspects going forward.

The position assessment process

- What is the position assessment process, and what will it mean for each of you, and for us as a team?
- What we have heard across the department is that employees want consistency, transparency, and coherence in developing a hybrid model. So, the Department developed a special tool, called the Position Assessment Tool (PAT), designed to do just that. It provides a set of criteria against which to evaluate all positions as fairly as possible to establish the degree of flexibility possible for each position.
- All non-executives positions across the Department have been assessed using the PAT. By now you each should have received your recommended number of days you will be asked to come into the office.
- After today's meeting, Deputy Directors will schedule one-on-one conversations with each of you. That will be your opportunity to discuss the PAT results and raise any concerns you might have as relates to your personal circumstances.
- After that, we'll review at the divisional and bureau level to ensure coherence and consistency in how the tool has been applied. If there are any significant inconsistencies or outliers, we may need to come back and take another look at how we are applying it in this division.

- We understand that some of you will have personal or professional considerations that may be best served by a shift in the number of days you are expected to be in the office. Please raise those with your Deputy Director. We need to ensure that organizational needs are met, not just us as a division and bureau, but as an organization as a whole, and therefore cannot guarantee that every request will be accepted. However, I assure you that I and the management team will do everything we can to make sure everyone thrives in this new model.
- Since the PAT is objective and based on operational needs, our goal is to use that as the start of the conversation. The PAT is one element of the broader framework. But of course, team factors and individual circumstances will be considered too, and that is why the framework includes various different elements (the position, the team, the individual). Some deviation from the PAT's recommended results will be necessary and is expected.
- These first few weeks will be a learning process. But once everyone in our unit has established the number of days they will be working in the office and from home, I am confident that we will fall into a rhythm and we'll all benefit from the greater predictability that will result.

Organizational Need

An important thing I need to emphasize is that while flexibility is important to all of us, delivering results for our organization is paramount.

The work we do at GAC fluctuates throughout the year, and is responsive to global events and developments. What that means is that when we as a unit need to sprint or require surge capacity over a given period, your presence in the office may be required regardless of each your agreed number of in-office days.

Examples of situations where organizational need might drive greater onsite presence from the team are:

  - A high-level visit, event, trade negotiation or summit
  - An election, natural disaster, or humanitarian crisis in the country/region covered
  - A regular busy period, such as the end of fiscal year
  - A high number of absences on the team, such as due to illness or travel

- Likewise, during slow periods (e.g. summer holidays), managers and employees may wish to establish informal arrangements with more work-from-home days. (There is no system to "bank" work-from-home days as one might bank overtime hours or sick days.)
- In other words, the agreed number of days that you will work from home or in-office may not remain constant for every week of the year, and must yield to operational requirements. Managers will do their best to provide as much advance notice as possible when greater on-site presence is required.

- The bottom line is that there must be flexibility in how we interpret the results to ensure operational needs are met.
- *(Optional – additional detail)* HWD is developing a new telework agreement module in HRMS which is very user-friendly and easy to modify, similar to employees submitting leave requests. Once an employee establishes an agreed number of days, he or she will be asked to enter the information into HRMS. The objective of that tool is to ensure that managers have visibility over the work location of their employees, such as for space planning purposes.

Messages for Managers in individual meetings with employees

- *(If applicable)* You will have received the email with the result of the Position Assessment Tool (PAT).
- I'd like to use this opportunity to hear from you in a one-on-one setting to discuss how many days per week you will be expected to work in the office.
- The objective of the PAT is to provide an objective evaluation of tasks applied consistently across the whole Department.
- However, we want to make sure that individual circumstances are taken into consideration to the extent possible, because work-life balance, mental health, and professional development are not just buzzwords – they really matter.
- We (at GAC) have been given an opportunity to design schedules and work routines that work for our team and each member within it. This is quite unique, as many organizations are simply returning to pre-pandemic postures, or mandating a minimum number of days in the office for every employee. At GAC, we've designed a unique model that can be tailored to individuals and positions.
- We have all seen the benefits of working from home. However, the Deputy Ministers have asked all managers to increase presenteeism in the office across the Department. We need to show the Deputy Ministers that we can make this model work and continue to deliver excellence.
- With that in mind, let's talk about your PAT result.
- I want to hear from you. Are you comfortable with the assessment? If not, why not?
  - What factors in your individual circumstances do you think need to be considered? (see section 9 of the Manager's Guide)
  - Thinking about your career goals, are there professional development considerations we should consider? (see section 8 of the Manager's Guide)
- Caveat: I cannot guarantee that everyone on the team will receive the exact degree of flexibility they desire, but I will try my best to ensure that everyone thrives in this new model.

(After conversation)

- As you know, I'll be having similar one-on-one conversations with each members of the team.
- I will need to reflect on each employee's needs, and consider each work arrangement in the context of the broader team.
- After that, I will get back to you, and will be happy to sit down with you again if it would be helpful.

Potential scenarios between manager and staff following PAT results

You should be clear in your meeting that you, as a manager, and the Department do not yet have all the answers on the best way to implement a hybrid model but that you are committed to sharing all the information you have. Reinforce that this is an iterative process and that approaches will be refined as we move forward.

The scenarios below are illustrative of some conversations managers may have with their staff; they are not exhaustive. They have been included with the aim of providing managers with a consistent lens through which to consider certain circumstances. Managers retain the authority to determine what is best for their team.

Scenario 1

Junior members of the team have a recommended outcome of more days on site than their supervisor, for example, 3 days for the junior employees and 2 days for the supervisor. The manager is unsure how to deal with the discrepancy – increase the number of days for the supervisor or decrease the number of days for the junior employees. The supervisor does not want to come into the office more days than the tool recommended.

- The manager should ask the supervisor to consider how their in-person presence can positively contribute to on-boarding, mentoring and fostering team cohesion. Junior employees would benefit from having more senior officers on-site for operational needs, knowledge transfer and hands-on learning. Given the full team considerations, it is recommended that the supervisor increase the number of days to match the junior employees.

Scenario 2

The employee lives in the NCR but wants to telework full time because they live with someone who is immunocompromised (or they are immunocompromised themselves) and have expressed fear of being exposed to the virus.

- The department puts the health and safety of employees first, as it has done since day 1 of the pandemic. During this time of transition to the hybrid model, the manager should consider whether they can meet operational needs with the employee fully teleworking off-site and the impact it may have on the team. In situations with immunocompromised individuals, flexibility should be afforded where possible. It is recommended that the manager and employee liaise with the Labour Relations Centre of Expertise for further guidance on accommodation requests.

Scenario 3

One of the employees has cited caregiving responsibilities for a family member as the reason for requesting full-time telework. They do not want to come into the office for the recommended number of days because it would be too difficult to manage caregiving responsibilities with on-site requirements, even on a hybrid schedule. The employee is a single parent with multiple young children and has been fully performing their job.

- The manager should begin by discussing how the hybrid arrangement still provides flexibility to the employee as it is a departure from the traditional 5 days per week on-site, and that this early conversation is meant to provide sufficient time to employees to make arrangements to be able to return to the workplace. The manager should discuss with the employee how further flexibility could be implemented. For instance, the manager may wish to look at the collective agreement of the employee to determine what options are available, such as flexible hours or a modified schedule, should that be feasible from an operational perspective. The manager should also confirm that the employee has child care arrangements in place. In making their decisions, the manager should consider the operational impact and optics for the other team members. Given the high performance of the employee, allowing flexibility in this case could be recommended.

Scenario 4

An employee that identifies as a member of a marginalized population has expressed their hesitation to come into the office because of the struggles they have experienced by being onsite, and do not want to be faced with situations that may impact their mental health negatively, such as microaggressions.

- The manager should take the time to listen and provide ample space to understand the experiences of the employee. These conversations can be difficult to navigate but approaching the conversation from a place of empathy and embracing the concepts of intersectionality (please refer to the Manager's guide for GBA+ training/more information) can help to navigate the conversation in a constructive and respectful way.

- As a manager, you understand that these are systemic, deep-rooted issues, and a way to tackle these systems of inequality and oppression is to continue to champion diversity (and diverse leadership) in the Department. The value of increased visibility by being onsite would not only benefit the employee's career by broadening the opportunities for greater connection, but also contribute to a more diverse and inclusive Department. This is an opportunity to ensure the Department is representative of the diversity of our staff and population. Ensure that you as a manager understand that representation does not always mean empowerment.

- As a manager you have an opportunity to commit to ensuring a safe, equitable and inclusive workplace by offering mentorship, opportunities for growth and equally important, to listen. You can communicate this to the employee. Well-being comes first nonetheless and if the agreement is for less day per week, it's important to ensure you have provided a space to listen and show the benefits of being onsite.

Questions & Answers that may arise in manager-employee conversations

Responsibility for completion and timelines

Do the conversations have to happen before the end of August? Is that a hard deadline?

- No, this is not a hard deadline given rotation and summer holidays. However, we encourage these to happen sooner than later to facilitate a smoother transition to hybrid for all staff and reduce uncertainty for employees. The department is transitioning to the hybrid model in September and employees need to be given sufficient time to make appropriate arrangements.

What if I am just returning from post in August and going into a new manager role? I won't have enough familiarity with the positions/employees I manage yet to answer these questions.

- It is encouraged for you to have an open conversation with staff, use the PAT results as reference, and have a discussion with your director (or DG). It is also strongly suggested that you discuss this with your predecessor in the context of the handover.

I am leaving my division soon (e.g. given the rotation cycle). Should I still have this conversation or wait for my successor to have it?

- The current manager could still inform the employee of the results of the PAT but the final decision for on-site presence may rest with the new manager, or current director. It will still be useful for you to provide your views to your successor.

I am acting Deputy Director for a limited duration (e.g. 4-6 weeks), should I be holding these conversations?

- Consider asking the director to hold the conversation or wait until the regular manager returns.

I am acting Deputy Director for a longer period of time (e.g. parental leave) but I remain at the substantive level of the employee. How do I reduce any potential tensions (e.g. is it fair for me to assess their individual circumstances). Can I wait until the regular manager is back from leave before having this conversation?

- You can raise this with your Director and request that they schedule the conversation with the employee, with your input.

How much grace period is there between the conversation/agreement with a member of my team and for them to come into the office?

- Given holidays and rotation, it is understood that there may be some transition period, but the majority of employees would be expected to implement their new arrangement as soon as possible after Labour Day.

What if my employee expects his/her personal circumstances to change in the next 1-4 months (e.g. cannot find a daycare spot, waiting for a vacancy in a care facility for elderly parent)? Can they postpone this conversation until then?

- No. It is best to have these conversations now to provide clarity to the employees, manager and wider team given the current context. When the circumstances change, reschedule a conversation and reevaluate to determine if a change in posture is required.

Difference of opinion on the results from the PAT

The employee has been in their role for a long time and feels that they are best placed to assess how much of their duties can be done from home vs. in the office. As a new manager, I am unfamiliar with our team's work. What should I do?

- It is recommended to adhere to the recommendations of the PAT to the extent possible. It was developed to provide coherent and consistent assessment of on-site requirements, regardless of the individual in the position. Manager-Employee conversations regarding personal, professional and team needs should all be considered in determining what on-site presence is required for each individual. You can also seek the advice of your Director or Deputy Director colleagues.

One of the members of my team says she will leave the Department if I do not offer the flexibility they want. What recourse do I have?

- Schedule a follow-up conversation to talk through the circumstances of the employee, understand why they feel this way, grounding the conversation in empathy. Likewise, and in the interests of fairness to all staff, the PAT results are also meant to serve as a guide for the conversations to strike a balance between employee circumstances and the needs of the team. You need to ensure that the team can meet its mandate. The ideal is to find a common ground.

What if I disagree with the agreement reached between my predecessor and a member of my team?

- Have a new conversation with the employee, ground the conversation in empathy and find a mutually amenable solution that serves the interest of the employee and wider team. Make sure the change in posture is not about your preferences as a manager but focused on the needs of the team.

A colleague in another Division is doing the same work as I am, but they have to work less hours onsite, how is that fair?

- The position assessment tool is a vehicle for a consistent and coherent approach to assessing on-site requirements of a position. Layered onto that are manager-employee conversations considering personal, professional and team needs. The job description of some employee may be the same, but when considering the variety of other circumstances and operational requirements, on-site presence may differ.

Deviating from the results of the PAT

Can I ask my team to come on-site full-time or more than the recommended number of days from the results of the PAT and the agreement with the employee?

- There may be situations where on-site sprint work is needed by the team such as a high-level visit, preparation for an event, crisis abroad or others. Operational requirements may supersede the agreement in order to meet the needs of the team and department in delivering its mandate. The PAT was also designed to look at a position without considering the broader team or individual in the position; therefore once the manager considers the full picture, they may need employees on-site with greater presence given several factors.

Can an employee accumulate “extra days” they were asked to be in the office (that went beyond what was agreed upon with management) for future use or say the week after?

- No, the flexible work arrangement is not designed to accumulate days on and off-site, but rather provide a consistent presence for employee and manager predictability.

If the PAT indicates that most of the positions in my division should be 2 days a week in the office, as the manager, do I have the flexibility and discretion to determine that 1 day a week for certain positions will be sufficient for our operational needs at this time?

It is strongly recommended to adhere as closely as possible to the PAT results. However, there are situations where the managers may have a good rationale for deviating lower. These will be validated at the bureau level for approval prior to implementing the flexible arrangement.

Commuting concerns

Different members from my team have very different commuting experiences, can I reassign duties that require onsite presence to those whose commute to the office is easier (or prefer to be more days in the office), and reassign duties that can be done best from home to those who’d like to be offsite?

- It is your discretion to shuffle roles and responsibilities in a way that applies equitably to all and does not negatively impact those who live closest to the office. In doing so, you should ensure that all team members are on board with this approach, and it does not create animosity between colleagues.

Can the employer cover the added expenses I now have to incur because of being onsite (e.g. time, commuting, transportation costs, lunch)?

- Under regular operating circumstances, no, covering these expenses will not be possible. Expenses will only be covered in-line with collective agreements.

Health and safety

Will employees be expected to "make up" for lost days in presence/at office, when they may stay home due to cough/cold?

- No, employees can take sick leave as it has always been the case and there is no expectation to “make up” for onsite days.

Broader questions on the rationale to implement hybrid and onsite presence

Why are we starting hybrid now, when COVID remains a risk?

- The health and safety of employees will always be paramount. With increased immunity from vaccination and public health measures in place, we feel ready to move to a hybrid model. The Department now has measures in place to implement full remote work in the event there is another public health crisis.
- While the pandemic is not completely behind us, we also need to start building towards the future workplace we want at GAC, and the Department has determined that for positions in Canada, the hybrid model blends the best of both worlds: the in-person presence needed to deliver on our mandate as an organization, and the flexibility we benefited from during the pandemic.
- For parents with young children, having these conversations in the lead up to September is useful to coincide with the school year, as many employees might need to make childcare arrangements.

An employee asks what the benefits are of being onsite

1. Harnessing teamwork – GAC’s success is based on us working together effectively. The best teams are the ones built on trust, camaraderie, respect and openness. While digital platforms have provided us with different ways of connecting, and we should continue to maximize these tools, coming together in person is a key building block of building community and teamwork.
2. Promoting the growth and development of our employees – We want a workplace that supports personal and professional development through mentoring, hands-on learning, teamwork and performance management. There are clear benefits to doing these activities in person.
3. Facilitating day-to-day work – This includes solving complex, multi-faceted problems, providing timely feedback and being there for each other. These things that we all do on a daily basis—and have somehow managed to continue to do virtually—come much more naturally in person.

What are other departments doing? Some departments are rigid, but I have also heard of many who are allowing as much more flexibility to employees.

- Departments have taken into account different approaches to hybrid work, but so far no overarching decision has been made by Treasury Board for the entire Federal government. For GAC, the PAT is part of a broader assessment process. As a foreign ministry, we don't neatly fit the mould of most public service organizations. For many of us, our clients and interlocutors are all over the world, our corporate services are closely engaged in the delivery of our mandate, and we report to three ministers. The breadth and scope of our various business lines mean that there were many types of situations to consider in developing the Hybrid Assessment Framework.

Other questions

I was recently promoted, and this is my first time managing. Is there any training available to me to help manage a hybrid team?

- The Manager's Guide and addendum have been developed by DMEX to assist managers with employee conversations and with considering individual, professional and team considerations. In addition, DMEX is working with CFSI to organize training sessions in the Fall for deputy directors who were unable to attend the sessions in the Spring. There is also an MS Teams Chat for managers to have the safe space to ask questions and learn from peers who are also navigating this transition.

Who will enforce office presence? Will the department track our Pass swipes?

- Managers are responsible for knowing where their staff are working each day as part of the occupational health and safety requirements. The Department is using entry data to get a sense if we are working in a hybrid mode and setting ourselves up for successful implementation into the new environment. The Department is not tracking if individuals are coming in as per their agreement, but managers should be working with their team members to ensure implementation to hybrid.

How to have a meaningful conversation in uncertain times: the coaching approach

For most of us, returning to the workplace comes with its share of concerns, uncertainties and fears. It’s a new transition that will once again require us to demonstrate resilience and adaptability. As managers, you play a key role in ensuring that this new transition is a success. It’s your responsibility to provide employees with guidance at a pace that suits them and helps them navigate the stages of the transition during this period of change. Although each person will experience the transition differently, the stages are quite similar (The Scott and Jaffe Change Model).

1. Denial: Acting as if nothing has changed by focusing on the past.
Needs: Information and clarification on the changes to come and time to understand and accept them.

2. Resistance: Displaying behaviour or attitudes that demonstrate a refusal to support the proposed change.
Needs: To be heard, to voice disagreement and concerns, but also to be reassured and convinced of the change’s benefits.

3. Exploration: Showing openness and enthusiasm to implement the change and innovate, despite concerns.
Needs: Actions/results, time for trial and error while being supported, equipped and informed of progress.

4. Commitment: Accepting and incorporating the change.
Needs: Reinforcement, autonomy, acknowledgement and time to reassess the change and modify needs.

Even though changes are tough, and each employee experiences the situation in their own way, the stages of the transition can provide an opportunity to prepare for meaningful conversations, despite the anticipated challenges. Now more than ever, managers need to apply the principles of empathetic leadership during conversations with their teams.

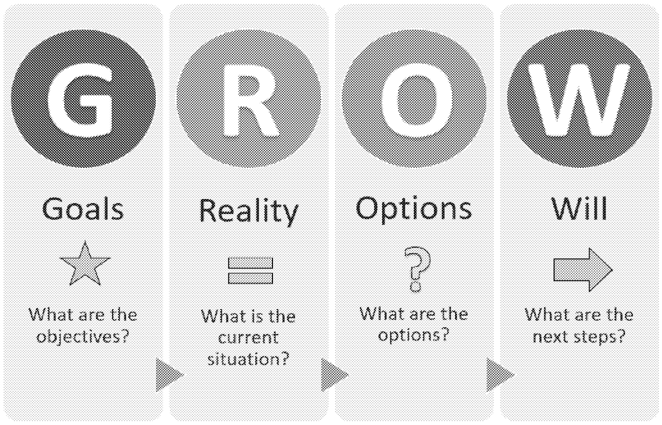
What are the key elements of preparing for a meaningful conversation with your employees?

Displaying empathy: Empathy is the ability to put yourself in someone else’s shoes, understand their emotions, thoughts and feelings, and give the person validation. Empathy is the ability to listen without judging and without downplaying the situation or redirecting the conversation to your own experiences.

Listening and being curious without judging: Don't condemn actions, thoughts and feelings by having preconceived ideas and attaching labels.

Being open and supportive: Encourage and support positive behaviour and innovation through trial and error.

Guided conversations inspired by the GROW coaching and mentoring model
The GROW model is usually used in one-on-one coaching conversations, but it's been adapted to be used in group conversations on the same topic. You can use this model as a framework for your group conversations by basing them on GROW's 4 components:



To help you prepare for your conversations, we've defined each component of the GROW model and provided an example and an approximate amount of time for each one. This will help to better guide you based on your team's needs.

G (Goals): What are the goals of your conversation or meeting?
Example: As a team, finding ways to change our work practices during the return to the workplace.
Portion of meeting time required: 10%

R (Reality): What's the current situation for each of your employees?
Example: What is your biggest challenge at the moment?
Portion of meeting time required: 15%

O (Options): What options do your employees have?

Example: Given the current situation, what needs to be reinvented? What are your main assets at this difficult time?

Portion of meeting time required: 60%
*This component is especially important because it allows you to explore innovative avenues.

W (Will): What will each employee do, try or change next in order to move forward in the right direction?
Example: What did you learn today that will help you deal with the current situation? How can I support you?
Portion of meeting time required: 15%

End the conversation by thanking employees for their participation and reiterating that you're available to support them or continue the conversation with each of them individually.
Each employee's ability to adapt and be resilient is different. Everyone will go through the stages of the transition at their own pace (1-denial, 2-resistance, 3-exploration, 4-commitment), and this model may help you establish a framework for meaningful group or one-on-one conversations.

You can contact conflict management services (ZIBR) for personal support or for support with your teams. We encourage you to check out the Workplace effectiveness intranet page to learn more about the services offered.

Sources:
Canada School of Public Service. Finding Opportunities in Challenging Times: Guide to meaningful conversations: A Coaching Approach
Canada School of Public Service. Leading with Empathy Through the Easing of COVID-19 Restrictions

Helping People through Transition

The pace of change and level of complexity in our work environment is increasing. Technological advancements abound, and citizens look more and more to governments to effectively anticipate and respond to emerging needs. This reality is intensified when we find ourselves transitioning to new work arrangements that require a fundamental shift in mindset.

As we navigate complex changes, we are challenged and empowered to evolve the way we work, explore our comfort zone, and enhance our capacity to transition.

Managing change and transition is not an easy task, but it can be more effective if we:

- understand that the responses to change are natural
- are proactive about strategically managing these responses

The reality of organizational change

- Change is continuous and inevitable. It can sometimes be challenging.
- Most people do not like change. It is disruptive and irritating and can require constant effort to navigate.
- Understanding what goes through people's minds when they are confronted with change can help you to better support them.
- The ways in which most people react to change are predictable. Understanding some of the common behaviours can help you navigate change in your organization more effectively.

Most common reactions	Strategies to support others
Change creates discomfort, which can make us feel ill at ease, confused, irritated or fearful.	Acknowledge people's feelings and reactions to change, including our own. Create a safe space that allows people to change at their own pace. Recognize that our own capacity for change may be different from the capacity of others. Establish an environment of trust where it's acceptable to make mistakes and to learn from one another.
Before we are able to accept change, we typically need to come to terms with what is different.	Be patient. Acknowledge what is different and how this feels. Allow time for grief and for gradual acceptance of the new reality.
Some people might feel they are not equipped to handle the change, lacking the tools, skills or resources.	Provide the necessary resources to help them succeed: • Training • Coaching or mentoring • Ongoing support, including the Employee Assistance Program and the Centre of Expertise on Mental Health in the Workplace.

Everyone reacts to change at their own pace and according to their own level of readiness.	Find ways to bring people together using the experiences they have in common. Enable team members to work collaboratively and effectively support each other through change. Show empathy and let people know they are not alone. Gather information that will help people move towards the desired change. The early adopters can help you, so work closely with them. Be patient—change takes time!
Incessant change is exhausting—there's only so much change that a person can handle at once.	Prioritize change initiatives. Create a roadmap and strategies for change over time. Try to manage change in small increments whenever possible. Support people to help them succeed. Keep the lines of communication open. Celebrate success—this helps build the confidence needed to make change happen.
Many people will revert to old habits, given the opportunity—it's human nature to return to what we know best.	Provide regular reminders to ensure that instructions, expectations and required actions are clearly understood. Ensure that everyone has the tools and resources they need to meet expectations.

Fox, Jason

From:	Carter-Whitney, Ben
Sent:	Friday, August 12, 2022 5:08 PM
To:	Hardy, Elizabeth
Cc:	Murphy, Lauren; Kakisingi, Raissa; Walton, Christine; Fox, Jason; Smith, Emily; Bledig, Lisa
Subject:	Hybrid Work GBA Plus Workshops - Update and Draft Report

UNCLASSIFIED / NON CLASSIFIÉ

Hi Liz,

Jason asked that we give you an update on the GBA Plus workshops that were conducted in partnership with WAGE throughout the month of July, and offer you a chance to review the current draft of the report we've put together based on those sessions.

Here's a SharePoint link to the draft report for your preliminary review. This was developed based on what we heard in the sessions, and on the research and preliminary observations that we had put together going into the workshop sessions.

The report is currently out with workshop attendees for their validation and input. We'll also be sharing with our R&E team next week for awareness. Our hope is to get all input back by the end of next week so that we can finalize this document and bring it to ADM Flex in early September. From there, we are developing a communications approach to publish the report and share it with departments and beyond. This could reasonably happen by late September or early October, depending on when we go to ADM Flex and what we hear from them.

While work on this file (and on the report) is still very much ongoing, we wanted to give you line of sight into where things sit. Please let me know if you'd like to set up a briefing to further discuss the process to date or next steps.

Thanks!
Ben

Ben Carter-Whitney (he, him, il)

Program Advisor, Research and Strategy
Office of the Chief Human Resources Officer
Treasury Board of Canada Secretariat / Government of Canada
ben.carter-whitney@tbs-sct.gc.ca / 613-293-8130

Conseiller en programmes, Recherche et stratégies
Bureau de la dirigeante principale des ressources humaines
Secrétariat du Conseil du Trésor du Canada / Gouvernement du Canada
ben.carter-whitney@tbs-sct.gc.ca / 613-293-8130

Fox, Jason

From:	Gareau, Denise (FEGC/WAGE) <Denise.Gareau@fegc-wage.gc.ca>
Sent:	Friday, August 19, 2022 1:55 PM
To:	Fox, Jason
Cc:	Chultem, Myagmartseren (FEGC/WAGE); Nadeau, Julie (FEGC/WAGE); Bureau de la DG - Recherche, Résultats et Livraison / DG's Office - Research, Results & Delivery (FEGC/WAGE); Carter-Whitney, Ben; Smith, Emily; Corinaldi, Beverley
Subject:	WAGE Feedback on OCHRO's GBA Plus Workshops Report - Aug 11 - EN (002)
Attachments:	GBA Plus Workshops Report - Aug 11 - EN (002).docx

Hi Jason,

Attached are WAGE's comments on the latest version of the workshop report. The feedback does not pertain to the content, which is good and really comprehensive, rather there are a few suggestions to make the key messages more visible because the document is a bit complex – I thought a few text boxes, summaries and/or key recommendations might help in that regard (see attached).

I was also wondering if there were more discussions about next steps? We had thought about some upcoming meetings of the ADM Committee but I don't think we landed on a date. Any insights on that would be appreciated.

By the way --- great job on the report it has some great stuff in it.

Have a great weekend,

D

Denise Gareau

Directrice, Direction générale de la recherche, des résultats et de la livraison
Femmes et Égalité des genres Canada / Gouvernement du Canada
denise.gareau@fegc-wage.gc.ca / Tél. : 819-938-1132 / Tél. cell. : 343-542-2284

Director, Research, Results and Delivery Branch
Women and Gender Equality Canada / Government of Canada
denise.gareau@fegc-wage.gc.ca / Tel: 819-938-1132 / Cell: 343-542-2284

Pages 348 to / à 360

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Hybrid Approaches across the Government of Canada – September 2022

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Administrative Tribunals Support Service of Canada

Profils hybrides des ministères

Situation actuelle : Veuillez fournir un bref aperçu des plans hybrides de votre ministère pour l'automne 2022. Nous comprenons que les ministères en sont à diverses étapes de planification et de mise en œuvre, et que les plans continuent d'évoluer. Si l'information n'est pas disponible pour certaines des questions, veuillez l'indiquer et fournir une estimation si possible.

Nom et taille de l'organisation	Nom de l'organisation : Services canadien d'appui aux tribunaux administratifs (SCDATA) Nombre d'employés : 630 Votre organisation a-t-elle des bureaux régionaux? Oui Vos bureaux régionaux sont-ils des espaces de coworking GC ? Non
Évaluations des postes	Est-ce que votre organisation a évalué la compatibilité des postes avec le travail hybride? L'exercice d'évaluation de la flexibilité des postes est présentement en cours et devrait être complété d'ici la fin du mois de septembre. *Dans l'affirmative*, Quel pourcentage des postes ont été déterminés comme étant des postes où les employés doivent être présents au bureau à temps plein? Les données ne sont pas encore disponibles. Cependant, il est attendu que la majorité des postes seront éligibles au télétravail la plupart du temps. Quel pourcentage des postes ont été déterminés comme étant des postes compatibles avec le travail hybride, où les employés peuvent consacrer une certaine partie de leur temps au télétravail et doivent travailler sur les lieux le reste du temps? Les données ne sont pas encore disponibles. Cependant, il est attendu que la majorité des postes seront éligibles au télétravail la plupart du temps. Quel pourcentage des postes ont été déterminés comme étant des postes compatibles au télétravail à temps plein? Les données ne sont pas encore disponibles. Cependant, il est attendu qu'une grande proportion des postes seront éligibles au télétravail à temps plein.

	Quelles considérations ont été appliquées pour déterminer un poste entièrement éloigné (par exemple, embaucher à l'extérieur du RCN, pénuries de compétences, considérations relatives à la diversité et à l'inclusion, etc.) L'exercice d'évaluation de la flexibilité des postes n'offre pas aux gestionnaires la possibilité d'évaluer un poste comme étant « entièrement éloigné ». Les gestionnaires ayant des postes dont les tâches peuvent être faites entièrement à distance pourront déterminer au cas par cas les situations où l'embauche d'employés à l'extérieur de la région d'affection habituelle fait du sens du point d'un vu opérationnel.
Mise à l'essai	En ce moment, est-ce que votre ministère effectue la mise à l'essai* d'un ou de plusieurs modèles hybrides ou d'autres aspects à l'appui de la mise en œuvre du travail hybride? Oui Si vous avez répondu non, veuillez expliquer pourquoi? Dans l'affirmative: Sur quoi porte la mise à l'essai de votre organisation? Le SCDATA pilote à l'heure actuelle un modèle de travail hybride flexible où le choix du lieu de travail est déterminé par les besoins opérationnels (besoins du poste et besoins de l'équipe). Les préférences de seront également pris en compte lorsque possible. Quel est le calendrier de la mise à l'essai? Septembre à décembre 2022 Quel pourcentage des employés participent? 100% La participation est-elle facultative ou obligatoire? Facultative De quelle façon les données sont-elles recueillies? Un sondage auprès des employés sera lancé dans les prochaines semaines. Des consultations avec les gestionnaires et les communautés de pratiques auront lieu. De plus, un comité composé de tous les membres de la haute gestion ainsi qu'un groupe de travail ont été mis sur pieds avec comme mandat d'établir la direction et les outils pour le futur du travail. Cette structure permet de discuter des orientations et prendre des décisions sur les différents aspects du dossier et de la manière dont celles-ci seront communiquées au reste de l'organisation. Quelles mesures de résultats* votre organisation utilise-t-elle ? *Les indicateurs des résultats désignent les aspects des résultats de la mise à l'essai qui éclaireront les décisions futures. Dans le but d'orienter nos activités de mise à l'essai du travail hybride à l'échelle du gouvernement, nous voulons en savoir davantage au sujet de ce qui est important pour les*

	organisations. En voici quelques exemples : la diversité et l'inclusion, la santé mentale, la rétention des talents, l'intégration, la cohésion sociale. Les indicateurs de résultats pour la mise à l'essai du modèle hybride pour le SCDATA sont : L'efficacité L'inclusion et la cohésion sociale Le bien-être *Êtes-vous intéressé à vous joindre à l'initiative d'expérimentation " Hybride en boîte " du BDPRH ?* Notre organisation a eu des conversations avec l'équipe du BDPRH au sujet de cette initiative. Le SCDATA a conclu qu'il n'avait pas une masse critique d'employés suffisamment grande qui accède aux espaces de travail pour tirer des données concluantes du sondage du BDPRH.,. Dans l'affirmative, veuillez fournir le nom d'une personne-ressource :
Modèles hybrides	Votre organisation est-elle passée à un modèle de travail hybride? Oui Maintenant, combien de jours les employés travaillant entièrement à distance durant la pandémie doivent-ils venir travailler au bureau? Si votre organisation teste plusieurs modèles, indiquez-en autant que possible : Une fois par mois ou moins D'un à trois jours par mois Un jour par semaine Deux jours par semaine Trois jours par semaine Quatre jours par semaine Cinq jours par semaine (à temps plein) Ne s'applique pas : On n'a pas indiqué aux employés qu'ils devaient travailler sur les lieux de façon régulière. Différentes exigences en fonction de l'emplacement des employés Autre : Différentes exigences en fonction des besoins opérationnels. Si vous avez sélectionné plusieurs modèles hybrides ci-dessus, veuillez inclure des informations supplémentaires sur les modèles que vous testerez et sur la manière dont ils s'appliquent à l'ensemble de votre organisation : Comment choisit-on les jours où l'employé doit travailler au bureau?

	Les employés choisissent eux-mêmes les jours où ils veulent travailler sur le lieu de travail. Il y a des jours d'équipe où tous les employés de l'équipe doivent travailler au bureau. Une combinaison des réponses a) et b). Autre : De quelle façon votre organisation a-t-elle choisit les modèles hybrides? Évaluations des profils des postes Emplacement des employés (les employés de la RCN travaillent au bureau) Précédent établi par d'autres organisations gouvernementales Mobilisation des employés /Exercices de chartre d'équipe Autre : Embauche d'une firme externe responsable de tenir des consultations à l'interne et avec les clients du SCDATA (les tribunaux) sur les modèles de travail qui seraient privilégiés en post pandémie. Votre organisation a-t-elle adopté une perspective de l'ACS+ lorsqu'elle a choisi les modèles de travail hybrides? Une analyse est en cours et sera complétée d'ici la fin de la période de mise à l'essai.
Biens immobiliers et technologie	Quelle est la configuration actuelle de votre milieu de travail? Le SCDATA compte sept lieux de travail, certains ont une configuration traditionnelle soit des cubicules assignés qui seront dorénavant non assignés, et d'autres seront reconfigurés en milieu de travail axés sur les activités (ABW). **Votre organisation a-t-elle envisagé de créer davantage d'espaces de travail collaboratifs et/ou de salles de conférence pour mieux faciliter les réunions hybrides ?** Oui, le SCDATA examine les possibilités afin de convertir certains de ses espaces traditionnelles en des espaces collaboratifs. **Envisagez-vous de réduire l'encombrement de votre bureau ?** **Oui, la majorité espaces ont dépersonnalisés et désencombrés afin d'ouvrir les espaces à qui compte désire y accéder.** **Avez-vous investi dans des technologies pour vous adapter à un environnement hybride ? Par exemple, la technologie des réunions dans les salles de réunion, les systèmes de réservation en ligne du lieu de travail, etc.** **Oui** **Si oui, veuillez énumérer : caméras dans salles de réunion et les salles d'audiences, stations d'accueil universelles, système de réservation en ligne de SPAC est présentement à l'étude (Archibus)**
Présence sur le lieu de travail	Avez-vous un outil qui vous permet d'effectuer le suivi du pourcentage des employés de votre organisation qui travaillent sur le lieu de travail de façon hebdomadaire?

	Oui Dans l'affirmative : Les données disponibles par dans le système des cartes d'accès. Veuillez préciser le nom de l'outil : Varie selon l'édifice Veuillez préciser les dernières données dont vous disposez sur : _0_ % des employés qui travaillent au bureau à temps plein _2_ % des employés qui suivent un modèle de travail hybride _98_ % des employés qui font du télétravail à temps plein Période à laquelle les données se réfèrent : mai à juillet 2022
Défis	Quels sont vos trois principaux obstacles (p.ex., politiques du SCT, bureaux non assignés, le nombre d'employés est plus grand que les bureaux disponibles, autres) affectant la transition vers un lieu de travail hybride ? 1. L'argument des biens fait d'accéder les lieux de travail est difficiles à articuler et à faire valoir auprès des employés. Le bien-être, les coûts, l'efficacité, le temps de déplacement et l'équilibre travail famille sont souvent invoqués comme étant les principales raisons qui retiennent les employés dans leur lieu de télétravail. 2. Bande passante : le SCDATA doit restreindre l'utilisation de la vidéo pour les rencontres de type hybride qui ont lieux à partir des espaces de travail. 3. Certains lieux de de travail traditionnels doivent être -modernisées.
Mobilisation	Avez-vous consulté vos employés au sujet de la transition vers le travail hybride? Dans l'affirmative, quels sont les principaux points à retenir? Oui, le télétravail la plupart du temps reste le modèle privilégié par les employés pour les raisons invoquées plus haut. Il y a très peu d'intérêt à accéder les milieux de travail autres que pour des raisons opérationnelles. **Avez-vous consulté des groupes d'équité en matière d'emploi de votre organisation? Oui** Avez-vous consulté vos agents négociateurs? Oui

Agriculture and Agri-food Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Agriculture and Agri-Food Canada

	Number of Employees: 5170 NCR: 2260 (43.7%) Regions: 2910 (56.3%) Does your organization have regional offices? Yes/No Are your regional offices GC co working spaces? Yes/No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes/No 1) At the onset of the pandemic we undertook a position assessment for our research and development staff given urgent requirements to access worksites to deliver mandate. This was done across 7 job categories covering 2582 employees. 2) When restrictions to access worksites were lifted, AAFC developed guidance and considerations for managers to ensure a consistent approach is taken across the Department in determining hybrid profiles. This guidance considered nature of work, operational/team requirements and employee circumstances. Questions/answers would generate a hybrid profile which would serve as a guide for further employee/manager conversations regarding work arrangements. Results from this exercise will be available later this fall. If yes, What percentage of positions were assessed as having full-time in-office requirements? Of the 2582 identified in 1) – 28% were identified as FT. What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? Of the 2582 identified in 1) – 68% were identified as PT. What percentage of positions were assessed as compatible with fully remote work / telework? Of the 2582 identified in 1) – 4% were identified as FT TW. What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) Considerations included nature of work, operational/team requirements and employee circumstances (which included work location, accommodation needs). *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work?

Yes / No

If no, why?
If yes:
What is your organization experimenting with?
In the first twelve months of the pandemic we re-integrated most employees at our 22 research and development centres across the country (the 2582 referred to above).

In May 2022 – following the lifting of restrictions to access worksites, AAFC launched a 12 month experimentation process to test hybrid across the entire organization - where on on any given day, we will have employees onsite and others teleworking. The hybrid posture would be driven by work activities, operational requirements and employee circumstances. To support this effort, the following work is underway:
Creation and equipping of unassigned spaces including collaborative spaces to accommodate more onsite presence as well as an anticipated evolution in the type of onsite activity.
Roll out of guidance and considerations to facilitate employee/manager conversations and determination of hybrid profiles (onsite vs telework). This was accompanied by rollout of telework agreements.
Work arrangements and onsite presence would be driven by work activities, operational requirements and employee circumstances.
Rollout of guidance to develop and use team charters.
Equipped boardrooms to facilitate hybrid meetings.

The objective is that with work arrangements in place, spaces to welcome more employees on-site, team charters and digital tools to facilitate collaboration, the fall will mark the time when the entire organization is able to fully experiment with flexible hybrid (onsite driven by mandate delivery).

Senior management has set expectation for greater on-site presence/cadence through extensive engagement and further tools to facilitate experimentation including a comprehensive feedback mechanism to capture onsite experience. AAFC has also pivoted its entire governance machinery to fully hybrid.
What is the experimentation timeframe?
AAFC launched a 12 month experimentation (May 2022 – May 2023). May to Fall was focussed on readiness and starting experimentation. Fall to May 2023 marks the time when the entire organization is able to fully experiment with flexible hybrid (onsite driven by mandate delivery).
What percentage of employees are participating?
100%
Is participation voluntary or mandatory?
All ADMs have been asked to lead experimentation and ensure plans in place.

How is data being collected?

Data will be collected through the following mechanisms

	Regular engagements with employees – regular DM townhalls with all-staff and some targeted with executives. DGs also host regular "open mic" town halls which are open to all employees and are designed to provide updates and answer questions. Targeted engagements with communities like Unions, Youth network, diversity, inclusion and equity networks (visible minorities, persons with disabilities, women in STEM, indigenous network circle and gender and sexual diversity inclusion network) and Manager's community to ensure a diversity of perspectives are shaping our way forward. Online questionnaire to capture hybrid experience: the online questionnaire was launched this summer and we've received over 500 entries – it captures feedback from employees on areas like onsite experience, hybrid meetings, target experiments regarding networks and digital tools. We are also working TBS' experimentation team to onboard their survey tools to get a Department wide baseline regarding our experimentation posture. What outcome measures* is your organization using: AAFC's Office of Audit and Evaluation helped develop a logic model and performance indicators to support our 12 month experimentation period. This will enable AAFC to tell the performance story along our flexible hybrid journey and provides a frame to capture data on three broad thematic areas: people, space and digital – each with its own set of activities, outputs and outcomes. The ultimate outcome is a "healthy, inclusive, engaged and productive workplace where staff have required equipment and support to collaborate across Canada to effectively deliver AAFC programs and services". A sample of short/term outcomes touch on areas like delivery of programs/services, employee health/wellness, accessibility, diversity/inclusion, regional engagement and staffing. **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. As per above, we are working with TBS' experimentation team to onboard their survey tools to get a Department wide baseline regarding our experimentation posture. If yes, please provide a contact name:
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)?

AAFC has a distributed workforce (more than 50% not in NCR) – ~50% of the organization is already on-site at least part of the time and we expect that number will continue to increase. We are experimenting with hybrid model where work onsite is driven by work activities, operational requirements and employee circumstances

How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply:

Once a month or less
One to three days a month
One day a week
Two days a week
Three days a week
Four days a week
Five days a week (full time)
Not applicable: Staff have not been instructed to work on-site at a regular cadence
Different requirements based on employee location
Other: Employees who worked full-time during the pandemic are being asked to experiment with hybrid, with a regular cadence of onsite without any set parameters.

If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization:

How are the on-site days chosen?

Employees individually decide which day(s) to come on-site
There are fixed "team days" where everyone in the team comes on-site
A combination of a) and b) – the cadence will be determined between employees and managers and will be supported by team charter exercises.
Other:

How did your organization choose hybrid models?

Position profile assessments?
Employee location (NCR employees come into the office)
Precedence set by other government organizations
Employee engagement / Team charter exercises
Other: hybrid posture will vary across department given that assessments will factor in work activities, operational requirements and employee circumstances.

Did your organization apply a GBA+ lens when choosing hybrid work models?

We have undertaken targeted engagements with our women in STEM network and Sexual Diversity inclusion network – both of which support our hybrid model.

Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: All of the above **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **We have designed some new collaborative spaces in the NCR which are receiving positive reviews from employees. Given this feedback we will continue to look at modernization opportunities across our portfolio.** **Are you planning to** reduce your office footprint? Yes / No AAFC is looking to reduce its footprint in leased facilities as leases expire and where space reduction is feasible and supported by Flexible Hybrid. Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes / No If yes, please list **Deployed the SSC cloud video interop solution to allow existing equipment to connect to the network** **Implemented a boardroom modernization pilot to experiment with different Meeting Teams room (MTR devices) and start the process of improving the boardrooms to a more complete experience.** **We have implemented an interim booking solution using the M365 booking tool while our corporate management team implements an Archibus solution** **We are deploying the full suite of modern tools in the M365 environment to enable employees to work more collaboratively in a hybrid environment**
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes / No We have a different tools to capture onsite presence across sites/teams. We are looking into solutions to consolidate and get a more accurate daily posture. We will also complete rollout of telework agreements by end of calendar year – which will allow us to get a better sense of the hybrid/full time telework numbers. If yes: Please specify the name of the tool: Please specify the latest data / estimate you have on: _25_% of employees in office full time _35_% of employees in hybrid work _40_% of employees full time teleworking (with ad hoc onsite) * we expect this number to drop over time given recent request for regular onsite cadence. Time period the data refer to: ___Aug 2022______
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Diverse nature of our mandate / operational realities (very distributed) means no one-size fits all. 2. Change culture

	3. Supply chain challenges to ensure spaces equipped to facilitate hybrid
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Yes, we regularly engage with employees. Hybrid is a standing item at all-staff and management town halls. We also hold monthly drop-in sessions for all staff where all employees can come and get latest update, ask questions. Key takeaways include: Strong majority of the organization supports AAFC's approach Hybrid allows us to continue to be productive and deliver on mandate Employees enjoying re-connecting in-person with partners, stakeholders and colleagues. Still fears of snapping back to pre-pandemic ways Equipment/tools still major factors in influencing employee experience. **Have you consulted with Employment Equity Groups within your organization?** Yes Have you consulted with your Bargaining Agents? Yes

Atlantic Canada Opportunities Agency

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: *Atlantic Canada Opportunities Agency* Number of Employees: *597* Does your organization have regional offices? *Yes, ACOA has regional offices in the Atlantic provinces and one unit located in Ottawa.* Are your regional offices GC co working spaces? *No.*
Position Assessments	Did your organization assess positions for compatibility with hybrid work? *No – since our mandate lends well to hybrid work, we have not proceeded with a full assessment for compatibility of positions toward this model. We have however assured that certain positions such as Information Technology Officers, Administration officers including Records Clerk are in the office on a full-time basis to assure in person service availability at all times.* If yes, What percentage of positions were assessed as having full-time in-office requirements? What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? What percentage of positions were assessed as compatible with fully remote work / telework? What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.)

	We acknowledge that positions assessed for full time remote are not always offered this option.
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? *Yes* If no, why? If yes: What is your organization experimenting with? *Over the summer months, ACOA has informally tested working from the office in various locations and we have now implemented employees working from the office a minimum of one day per week starting the week of September 6. In most regional offices, specific days have been determined as being the days employees should be coming in. Unassigned seating is also being implemented in all ACOA offices and collaborative spaces have been added in most offices.* What is the experimentation timeframe? *The 'one day a week' format will continue for the next 6 months as a minimum.* What percentage of employees are participating? *Approximately 90% (as the other 10% are in one of our main offices full time)* Is participation voluntary or mandatory? *Mandatory* How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results *Mostly done via survey. The Agency also has implemented an automated reservation system that will also allow to identify the number of employees coming in in a given period of time via a series of dashboards.* What outcome measures* is your organization using: *Satisfaction level of employees, impact on mental health and organizational culture. All will be measured via surveys and open discussions with employees.* **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations.

	Yes / No / My organization is already a partner Yes, we would be interested in participating If yes, please provide a contact name: Stephane Lagacé, VP-Finance and Corporate Services
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? *Yes.* How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month *One day a week* Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: *ACOA's expectation is that employees are to now work from the office one day per week. However, some employees have expressed the desire to work in the office five days a week.* How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: *The chosen model is based on both employee engagement and best practices heard from other departments. ACOA's goal is to have employees working periodically from the office to create a new normal and continue in person collaboration.*

	Did your organization apply a GBA+ lens when choosing hybrid work models? *A GBA+ lens was not formally applied in that we are considering individual needs and concerns of employees on a case-by-case basis.*
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: *Our office spaces are configured differently based on various regional realities and timelines for refits. The set-ups include a mix of assigned seating for certain position incumbents and full-time office workers, hoteling stations for unassigned offices and workstations.* **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** ***Yes, most regions have added some collaborative and meeting spaces.*** **Are you planning to** reduce your office footprint? *Yes – we will be evaluating our footprint and reducing in many of our regions and Head Office in line with lease renewals timelines.* Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) *Yes – given additional new collaborative and meeting spaces, we have various technologies and equipment adapted to a hybrid* If yes, please list *- Automated reservation system linked to Microsoft Outlook* *- Purchases of universal docking stations, Owl devices, CISCO Systems, etc* *- Set up of TEAMS access in main boardrooms and VP/DG offices*
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? *Yes – our online hotel booking application (Resource Central) will allow us to track for the regions that are using it. Since we have only implemented the mandatory one day per week in the office recently, we will be able to track better in the coming weeks. In addition, the launch of the online telework application will help us have data of those who are working form the office full-time.* If yes: Please specify the name of the tool: *Resource Central.* Please specify the latest data / estimate you have on: 10% of employees in office full time 90% of employees in hybrid work _0_% of employees full time teleworking (will not authorize full time teleworking unless a duty to accommodate requet)

	Time period the data refer to: Last 6 months
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? *1. Employee prefer to work from home vs from the office including some resistance to change.* *2. Commuting time, parking.* *3. Sense that an entitlement has been lost (working full time from home)*
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** *Yes, we have conducted employee pulse surveys and some key takeaways are that employees want flexibility, they want to be involved in the solutions and decisions, and they appreciate collaborative spaces with helpful IT solutions and support.* **Have you consulted with Employment Equity Groups within your organization?** *Employees belonging to Employment Equity Group in our organization were consulted with the surveys shared.* Have you consulted with your Bargaining Agents? *Bargaining Agents were consulted and are kept informed through Labour Management Consultation Committees at the regional levels. Bargaining Agents are also consulted and kept informed through their Occupational Health and Safety Regional and Policy Committees.*

Canada-Newfoundland and Labrador Offshore Petroleum Board

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: C-NLOPB Number of Employees: 103 Does your organization have regional offices?

	Yes/No Are your regional offices GC co working spaces? Yes/No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes/No If yes, What percentage of positions were assessed as having full-time in-office requirements? 0% What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 100% What percentage of positions were assessed as compatible with fully remote work / telework? 0% What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) Remote access to various software Collaboration within/between departments was a major consideration. *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes / No If no, why? If yes: Remote Work Policy (hybrid model) is currently in place. What is your organization experimenting with? Our organization tested a hybrid model over the last six months (approx.) and it worked quite well. There is now a policy in place supporting hybrid work. What is the experimentation timeframe? What percentage of employees are participating? 100% Is participation voluntary or mandatory? Voluntary How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results N/A What outcome measures* is your organization using:

	N/A **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes / No / My organization is already a partner If yes, please provide a contact name:
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes / No / Soon to implement How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: Employees can work remotely for a maximum of 10 days per month. If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: How did your organization choose hybrid models?

	Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Did your organization apply a GBA+ lens when choosing hybrid work models?
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles and offices Activity Based Workplaces Other: **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **Are you planning to** reduce your office footprint? Yes / No Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes / No If yes, please list IT equipment (iPads, laptops, virtual meeting apps)
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes / No If yes: Please specify the name of the tool: Please specify the latest data / estimate you have on: 10% of employees in office full time 90% of employees in hybrid work 0% of employees full time teleworking Time period the data refer to: __current_______
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. N/A 2. 3.
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** It supports work life balance **Have you consulted with Employment Equity Groups within your organization?**

	N/A Have you consulted with your Bargaining Agents? N/A

Canada-Nova Scotia Offshore Petroleum Board

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Canada-Nova Scotia Offshore Petroleum Board Number of Employees: 18 Does your organization have regional offices? Yes/No Are your regional offices GC co working spaces? Yes/No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes/No If yes, What percentage of positions were assessed as having full-time in-office requirements? 5.5% What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 38.9% What percentage of positions were assessed as compatible with fully remote work / telework? 55.5% What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) Job duties are suited for remote work. Individual has skill set to work remotely. *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes / No

	If no, why? – we have moved forward with our current arrangement. We will assess and adjust as necessary. If yes: What is your organization experimenting with? What is the experimentation timeframe? What percentage of employees are participating? Is participation voluntary or mandatory? How is data being collected? – Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results What outcome measures* is your organization using: **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes / No / My organization is already a partner If yes, please provide a contact name:
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes / No / Soon to implement How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location

	Other: If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Did your organization apply a GBA+ lens when choosing hybrid work models? No
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: Individual offices for hybrid staff **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** Yes – team meeting rooms **Are you planning to** reduce your office footprint? Yes / No Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes / No If yes, please list **Boardrooms are equipped with technology to allow for hybrid meetings.** **employees can book a hoteling office or teams meeting rooms through outlook calendar**
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes / No If yes: Please specify the name of the tool: Please specify the latest data / estimate you have on: __% of employees in office full time __% of employees in hybrid work

	__% of employees full time teleworking Time period the data refer to: _________
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. We have a small employee number. Ensuring that there is always more than one person in the office can be a challenge. 2. Fairness – employees who are working hybrid comparing to those working at home 100% of the time and vice versa. 3.
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** We have done an employee survey with staff. Employees like the work-life balance of hybrid working. They enjoy coming into the office to get social interaction and enjoy being home to focus in on work tasks. **Have you consulted with Employment Equity Groups within your organization? – No** Have you consulted with your Bargaining Agents? – We are a non-union organization.

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Canada Border Services Agency

Departmental Hybrid Profiles: Canada Border Services Agency (CBSA)

Current Status:

Throughout the COVID-19 pandemic, the Agency has leveraged the opportunity to collaboratively plan and build the foundation for the future of work – starting with the creation of a Hybrid Work Model (HWM) at the CBSA. During this critical time, the Agency engaged with other government departments (OGDs) to share valuable feedback and lessons learned, worked collaboratively with enabling partners to proactively plan, and engage with our employees at all levels to ensure we are building an inclusive and agile model that is representative of our unique operating environment.

Since June 2022, the CBSA has begun gradual implementation of its new HWM by bringing employees back to the workplace and promoting a balance of in-person and telework work arrangements, where possible.

In an effort to experiment in this new space, CBSA created Job Flexibility Profiles (JFPs), where jobs are assigned a profile of flexibility for remote work vs in-person presence according to the nature of work and responsibilities including team dynamics. The JFPs were designed in-line with guidance from the Office of the Chief Human Resources Officer (TBS-OCHRO). The commitment to senior leaders was to re-evaluate the effectiveness of JFPs after a six-month period (post full implementation).

Beginning in July 2022, the Agency began gradual implementation and experimentation with JFPs – providing a basis for regular and sustained office presence by the fall, that is grounded in operational requirements and purpose-driven workplace activities.

The Agency has implemented a number of key interventions to maintain oversight and rigour in our return to workplace and hybrid work model implementation, including:

Implementation of Governance: Starting in April 2021, the Agency created a number of forums to make timely and collaborative decisions related to the HWM, such as DG, Director-level and enabler-specific (i.e. HR, Accommodations, etc.) working groups, as well as a dedicated Task Force and Weekly President/EVP and VP level forum.

Clear Return to the Workplace Plans: In support of implementation, VPs and Regional Director Generals (RDGs) continue to champion efforts to support the implementation of the HWM, through the creation of tailored and comprehensive return to workplace plans specific their individual operational realities and workforce needs.

Monitoring and Reporting: The Agency has begun gathering weekly workplace occupancy data of CBSA office locations (excluding ports of entry) to better understand patterns with the support of IT and Security and projectized its HWM team, with clear integrated project plans and artifacts to support governance and demonstrate progress.

Ongoing Communications and Engagement: The CBSA has continued to embed and dedicate communications, change management and culture experts into project teams, working groups and governance to ensure that our vision and plans capture the diverse needs of our employees. As a result, the Agency has implemented a number of tactics such as monthly sponsor messages to employees and managers; launch of a HWM intranet (Atlas) page to provide timely, accessible, and self-service information, guidance and tools; quarterly engagement sessions for employees and dedicated Hybrid Help Hours for managers (weekly throughout August and September) and more.

Experimentation: The CBSA continues to experiment in this new space, which is reliant on regular and sustained workplace presence and the valuable feedback of our employees at all levels. To support GoC efforts and pave the way for the future of work, the Agency has partnered with TBS-OCHRO to support Hybrid-in-a-Box experimentation efforts which began in August 2022.

Name and size of Organization	Organization Name: Canada Border Services Agency Number of Employees: 16,191 (including students) as of August 31, 2022 Does your organization have regional offices? Yes Are your regional offices GC co working spaces? No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes If yes, What percentage of positions were assessed as having full-time in-office requirements? 49% What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 51% What percentage of positions were assessed as compatible with fully remote work / telework? 0% - Currently, the Agency does not have a job flexibility profile (JFP) that is 100% remote/telework, 100% of the time. However, CBSA has a 'Mostly Off-site' JFP (27% of the Agency) which is conducive to telework 4-5 days per week. What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) All jobs in the Agency were assessed under the same criteria, which surrounds the nature of work and operational requirements of the position. However, there are instances in the Agency where regional employees (such as nationalized positions) reside across the country, and report to the NCR. No decision/position has been made to-date on the eligibility for fully remote/telework in these instances – with discussions currently underway on risks/mitigations, purpose-driven activities in the workplace, travel, etc. **We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes If no, why? N/A If yes: What is your organization experimenting with? The Agency is currently a partner in TBS 'Hybrid-in-a-box' experimentation initiative. This is our main source of experimentation. However, in our implementation phases and return to workplace plans, the Agency is exploring fixed versus scheduled days in the workplace and ensuring a regular and sustained workplace presence to test technological tools, assess gaps, etc. to inform plans and make adjustments as required. What is the experimentation timeframe? Aligned to TBS experimentation (expected Fall 2022 through Winter 2023)

	What percentage of employees are participating? Over 300 employees across the Agency, equalling 1.8% of the Agency or 3.5% of positions conducive to flexible work arrangements. Is participation voluntary or mandatory? Voluntary How is data being collected*? Aligned to TBS experimentation using baseline survey and periodic surveying. What outcome measures** is your organization using? Aligned to TBS experimentation Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? My organization is already a partner *Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. If you have employee pulse data, please share aggregate results ***Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.*
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Currently in implementation How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: The CBSA has established the following four Job Flexibility Profiles (JFPs): On-site only (49% of the Agency): Telework not possible / full-time on-site presence required. Ad-hoc telework may be permitted Occasional telework (11% of the Agency): Telework possible 1-2 days per week / workplace presence 3-4 days per week Moderate telework (13% of the Agency): Telework possible 3 days per week / workplace presence 2 days per week Mostly off-site (27% of the Agency): Telework possible 4-5 days per week / workplace presence required 1 day per week, a few times per month or when operationally required to facilitate team cohesion, culture, employee development and well-being, etc. Notes: JFPs are the maximum flexibility an employee within a position may be offered, and serve as a baseline for flexibility discussions. Managers may wish to increase workplace presence as operationally required. Employees may wish to forego flexibility offered, and report to the workplace full-time.

	If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed “team days” where everyone in the team comes on-site A combination of a) and b) Other: Managers and employees decide on days together How did your organization choose hybrid models? Position profile assessments: The Agency created four (4) possible flexibility levels aligned to the unique needs of the CBSA, and established a process for the assessment of all positions aligned to the 4 possible flexibility levels. Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Through consultation with OGDs, and monitoring guidance from Central Agencies, the Agency was able to align to best practices, wile determining a process that worked the best for CBSA’s environment/operating context. Did your organization apply a GBA+ lens when choosing hybrid work models? No specific assessment has been performed to-date. However, the Agency continues to consider and capture gender and diversity issues/challenges, etc. as part of risks and mitigations, project plans, vision, etc.
Real Property & Technology	How is your office space currently configured? Currently, the majority CBSA’s national office portfolio is configured with traditional assigned cubicles (pre-workplace 2.0). CBSA has been transitioning to activity based workplaces for general office workers and aims to modernize 1% of the office portfolio every year to meet the latest Gcworkplace standard. Planning activities for office consolidation and modernization projects are advancing. **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings? In the NCR, CBSA is converting 3 more floors to meet the Gcworkplace standard by March 2024. This will give the Agency a total of 7 floors with modern and collaborative workspaces. A number of projects across the country are in the planning stages that will see CBSA relocating to modern office accommodations. In addition we have invested in equipment to enable meeting participants in the office to connect to MS Teams from the boardrooms.** **Are you planning to** reduce your office footprint? Yes, the CBSA has strategies in place for every region to meet our business needs and help meet government policy objectives on greening and accessibility. CBSA has larger office modernization projects planned in Ottawa and Toronto that are awaiting a source of funds.

Portfolio	Current State *source: NAS March 2, 2022 + FIMC June 16, 2022	End State *source: NAS March 2, 2022 + FIMC June 16, 2022
National Capital Region	NCR: 86, 820m2 7 buildings	NCR: 43,800m2 4 buildings (2028-30)
	Total m2: 86,820 m2	Total: 43,800 m2

Western Portfolio	Pacific: 16,415m2 8 buildings Prairie: 10,971m2 7 buildings	Pacific: 13,462m2 6 buildings (2030-31) Prairie: 11,512m2 7 buildings (2027-28)
	Total: 27,386 m2	Total: 24,974 m2
Central Portfolio	NOR: 6,537m2 8 buildings SOR: 12,540m2 7 buildings GTA: 25,964m2 10 buildings	NOR: 6,541m2 7 buildings (2028-30) SOR: 11,675m2 6 buildings (2030-31) GTA: 21,516m2 8 buildings (2030-31)
	Total: 45,041 m2	Total: 39,732 m2
Eastern Portfolio	QUE: 27,979m2 16 buildings ATL: 9,182m2 14 buildings	QUE: 26,180m2 15 buildings (2025-26) ATL: 10,246 13 buildings (2026-27)
	Total: 37,161 m2	Total: 36,426 m2

Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes.

Accommodations

Through a service level agreement with PSPC, the Archibus system will be piloted in select modernized floors in six cities across Canada beginning this fall. The pilot will evaluate whether the service level agreement will meet the needs of the agency or procurement of an online workplace booking system will be necessary. The CBSA will also experiment with unassigned seating, supported by Archibus, in three non-modernized workspaces in the NCR as well. We have invested in new docking stations and monitors to enable users to connect their computers in the office and be functional to perform their duties. More investment is required to satisfy the needs of the agency.

Information Management (IM) and Digital Workplace (DW)

In support of the depersonalization of the workplace and development of the hybrid shared environment, IM is leading a paper clean-up exercise that will focus on the disposition of transient paper information and the identification of records for on-going storage and /or digitization.

In parallel to the paper clean-up, the Digital Workplace initiative will begin identifying paper generating business processes for conversion to digital. Over the next two years, the DW will continue to introduce new tools including advanced MS Teams, 365 Applications (Office suite), the integration of Microsoft tools and GCDocs, desktop modernization, and support for employee mobility through availability of digital information, etc. Experimentation will begin with digital productivity tools including tablets, styluses, and enhanced boardroom technology. Significant engagement, change

	management, and training is planned to drive adoption and effective use of new tools and processes.
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? No. The Agency does not currently have a 'tool' in place to track organization-wide occupancy data. However, we are leveraging internal data (e.g. security pass swipes, etc.) as a method of tracking a sample of workplace occupancy to support forward planning. This is currently only available/being reported on in NHQ and select regional offices (not points of entry), and does not yet layer work models. If yes, please specify the name of the tool: N/A Please specify the latest data / estimate you have on: N/A __% of employees in office full time __% of employees in hybrid work __% of employees full time teleworking Time period the data refer to: _________
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? Top 3: HR Policies: Many HR policies are not inclusive of a hybrid work model (i.e. telework, position location, etc.). For example: During the pandemic some employees may have moved outside of their designated work location; or managers have hired employees outside the designated work location either without discussion of relocation/costs etc., or under 100% telework opportunities (e.g. hiring of regional employees in NHQ for full-time telework) Nationalized employees (residing across Canada but report to the NCR) Accommodations: Current physical workspaces are not yet equipped to support the HWM. For example: Lacking equipment: working/available docking stations, cables and monitors Guidance and support for ergonomic equipment (i.e. proper chairs and desks) Depersonalization is underway, but efforts take time and proper supports Lack of lockers/storage for personal effects for swing (hoteling) spaces Technology and Information Mgmt.: Employees are not equipped with the proper technology and infrastructure to be efficient in a HWM, whether on site or working remotely. Lack of WiFi capabilities Lack of knowledge and instructions to utilize equipment available within boardrooms to host hybrid meetings Depersonalization efforts include the retention and/or proper disposal of information (i.e. physical files, etc.). Many floors still require proper clean out, archiving, shredding or digitizing documents
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways? The following outlines some of the employee sentiments captured as part of our HWM implementation (through a variety of engagements, surveying cultural ambassadors, Hybrid Help Hour sessions for managers, etc.):** **Strengths:**

	Clear Sponsorship and Governance: At the beginning of planning, the Agency established a clear sponsorship role for the future of work (and hybrid work model), which has contributed to consistent (i.e. monthly) communication to employees on status, next steps, etc. The Agency also established various working groups at the working, Director and Director General levels to feed senior management committees for decision making and oversight. **Creation of Job Flexibility Profiles (JFPs): In Fall 2021, the Agency established a clear process for the fair and consistent assessment of every job. This process included comprehensive tools, managerial guides, engagement activities and more to support roll-out, which has been perceived well by employees at all levels due to the rigourous process.** **Managerial Supports: The Agency has ensured managerial supports throughout the planning and implementation process through module-based managerial guides (7 released to-date) on the most pressing topics for our people managers. In addition, the Agency has launched a weekly Hybrid Help Hour with enabling partners (i.e. Accommodations, IT, etc.) to support implementation through a dedicated time to drop in and ask the questions they need to know most.** Challenges: **Awareness: Employees lack the understanding of the shift from pandemic to a hybrid work model and the "why" (i.e. employees have been working 'fine' from home the last 2 years, why do we need to change?). This creates challenges in employee engagement, etc.** **Communication: With the changing COVID-19 environment and leveraging of lessons throughout our implementation journey, communication continues to be a challenge (i.e. miscommunication, confusion, lack of consistent messaging across the Agency, etc.).** **Application of JFPs: Implementation of our JFPs continues to be a challenge within our operating environment given the flexibility to apply them within the various landscapes. Challenges exist with differing leadership styles (i.e. rigid application versus flexible), as well as employees who may be unhappy with their flexibility level.** **Have you consulted with Employment Equity Groups within your organization? Yes. The Agency continues to consult our various advisory committees, integration of EEDI experts in our various working groups, and ensure appropriate SMEs are consulted on all corporate documentation.** Have you consulted with your Bargaining Agents? The Agency continues to consult with the National Labour Management Consultation Committee (NLMCC) and Policy Health and Safety Committee (PHSC) to provide project updates and seek feedback/support. The CBSA also ensures local union engagement (e.g. CIU) as part of regional implementation efforts.

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Canada Economic Development for Quebec Regions

Profils hybrides des ministères

Situation actuelle : Veuillez fournir un bref aperçu des plans hybrides de votre ministère pour l'automne 2022. Nous comprenons que les ministères en sont à diverses étapes de planification et de mise en œuvre, et que les plans continuent d'évoluer. Si l'information n'est pas disponible pour certaines des questions, veuillez l'indiquer et fournir une estimation si possible.

Nom et taille de l'organisation	Voici un lien qui peut vous être utile : Taille de l'organisation Nom de l'organisation : Développement économique du Canada pour les régions du Québec Nombre d'employés : 386 Votre organisation a-t-elle des bureaux régionaux? Oui / Non Vos bureaux régionaux sont-ils des espaces de coworking GC ? Oui / Non
Évaluations des postes	Est-ce que votre organisation a évalué la compatibilité des postes avec le travail hybride? Oui / Non Dans l'affirmative, Quel pourcentage des postes ont été déterminés comme étant des postes où les employés doivent être présents au bureau à temps plein? Lors de notre évaluation initiale, seulement quelques postes ont été identifiés comme étant des postes où les employés doivent être présents au bureau à temps plein. Quel pourcentage des postes ont été déterminés comme étant des postes compatibles avec le travail hybride, où les employés peuvent consacrer une certaine partie de leur temps au télétravail et doivent travailler sur les lieux le reste du temps? 90 % des postes ont été identifiés hybrides Quel pourcentage des postes ont été déterminés comme étant des postes compatibles au télétravail à temps plein? 10 % des postes ont été identifiés comme compatibles avec le télétravail temps plein (mais ils ne sont pas nécessairement comblés de cette façon)

	Quelles considérations ont été appliquées pour déterminer un poste entièrement éloigné (par exemple, embaucher à l'extérieur du RCN, pénuries de compétences, considérations relatives à la diversité et à l'inclusion, etc.) Accès à des documents classifiés / GCSI Soutien technique sur place Accès à de l'équipement sur place Travail avec dossiers papier Réseautage et réunions en personne *Nous reconnaissons que les employés occupant des postes compatibles au télétravail à temps plein n'ont pas toujours l'option de travailler de cette façon.*
Mise à l'essai	En ce moment, est-ce que votre ministère effectue la mise à l'essai* d'un ou de plusieurs modèles hybrides ou d'autres aspects à l'appui de la mise en œuvre du travail hybride? Oui / Non Si vous avez répondu non, veuillez expliquer pourquoi? Dans l'affirmative: Sur quoi porte la mise à l'essai de votre organisation? Nous évaluons l'aménagement des lieux (places non assignées, espaces collaboratifs), les outils technologiques (que ce soit pour faciliter les réunions hybrides ou réserver une place), les façons d'avoir des réunions hybrides efficaces, d'intégrer les nouveaux employés et de maintenir la cohésion d'équipe dans ce nouveau contexte. Quel est le calendrier de la mise à l'essai? Mars 2022 à septembre 2022 Quel pourcentage des employés participent? 100% participent maintenant depuis le 26 juillet La participation est-elle facultative ou obligatoire? Participation obligatoire, peu importe le mode de travail (tout le monde doit participer à l'évaluation des outils, réunions hybrides, etc.). De quelle façon les données sont-elles recueillies? Il peut s'agir, par exemple, de sondages aux employés, de données administratives et de données sur les systèmes des RH, de données sur les systèmes de TI, etc. * Si vous avez des données sur le ressenti des employés, veuillez partager les résultats agrégés. Les données sont recueillies avec l'aide des sondages et au moyen d'un outil de réservation.

	Quelles mesures de résultats* votre organisation utilise-t-elle ? Voici les principaux indicateurs La moyenne/jour d'employés qui visitent un bureau Le taux de fréquentation des employés au bureau La distribution du taux d'achalandage par jour dans la semaine Le nombre et la nature des activités ou réunions organisés en personne Santé mentale et bien-être Groupes d'équité *Les indicateurs des résultats désignent les aspects des résultats de la mise à l'essai qui éclaireront les décisions futures. Dans le but d'orienter nos activités de mise à l'essai du travail hybride à l'échelle du gouvernement, nous voulons en savoir davantage au sujet de ce qui est important pour les organisations. En voici quelques exemples : la diversité et l'inclusion, la santé mentale, la rétention des talents, l'intégration, la cohésion sociale.* *Êtes-vous intéressé à vous joindre à l'initiative d'expérimentation " Hybride en boîte " du BDPRH ?* Dans le cadre de cette initiative, l'équipe de recherche et d'expérimentation du BDPRH administrerait de façon centralisée une évaluation des modèles hybrides que vous testez et vous fournirait un résumé ministériel ainsi qu'une synthèse des résultats des autres organismes participants à l'échelle du gouvernement du Canada. Oui / Non / Mon organisation est déjà un partenaire Dans l'affirmative, veuillez fournir le nom d'une personne-ressource : Allen Dufour
Modèles hybrides	Votre organisation est-elle passée à un modèle de travail hybride? Oui / Non / Mis en œuvre à venir bientôt Maintenant, combien de jours les employés travaillant entièrement à distance durant la pandémie doivent-ils venir travailler au bureau? Si votre organisation teste plusieurs modèles, indiquez-en autant que possible : Une fois par mois ou moins D'un à trois jours par mois Un jour par semaine Deux jours par semaine Trois jours par semaine

	Quatre jours par semaine Cinq jours par semaine (à temps plein) Ne s'applique pas : On n'a pas indiqué aux employés qu'ils devaient travailler sur les lieux de façon régulière. Différentes exigences en fonction de l'emplacement des employés Autre : en fonction des besoins opérationnels (modèle G de l'étude "Hybride en boîte") Si vous avez sélectionné plusieurs modèles hybrides ci-dessus, veuillez inclure des informations supplémentaires sur les modèles que vous testerez et sur la manière dont ils s'appliquent à l'ensemble de votre organisation : Comment choisit-on les jours où l'employés doit travailler au bureau? Les employés choisissent eux-mêmes les jours où ils veulent travailler sur le lieu de travail. Il y a des jours d'équipe où tous les employés de l'équipe doivent travailler au bureau. Une combinaison des réponses a) et b). Autre : en fonction des besoins opérationnels et des activités (accueil, formation, etc.) ou réunions planifiées De quelle façon votre organisation a-t-elle choisit les modèles hybrides? Évaluations des profils des postes Emplacement des employés (les employés de la RCN travaillent au bureau) Précédent établi par d'autres organisations gouvernementales Mobilisation des employés /Exercices de charte d'équipe Autre : Toutes ces réponses Votre organisation a-t-elle adopté une perspective de l'ACS+ lorsqu'elle a choisi les modèles de travail hybrides? Oui nous utilisons une approche ACS+, y compris pour le développement des outils de mesure (sondages)
Biens immobiliers et technologie	Quelle est la configuration actuelle de votre milieu de travail? Postes de travail à la carte Modèle traditionnel de cubicules assignés Lieux de travail basés sur l'activité Autre : Les bureaux ne sont pas assignés. Les employés doivent les réserver par le biais d'une application. **Votre organisation a-t-elle envisagé de créer davantage d'espaces de travail collaboratifs et/ou de salles de conférence pour mieux faciliter les réunions hybrides ?** Oui/Non

	Envisagez-vous de réduire l'encombrement de votre bureau ? **Oui / Non** **Avez-vous investi dans des technologies pour vous adapter à un environnement hybride ? Par exemple, la technologie des réunions dans les salles de réunion, les systèmes de réservation en ligne du lieu de travail, etc.** **Oui / Non** **Si oui, veuillez énumérer** Intégration des salles de réunion avec Microsoft 365 Développement d'un outil de réservation Amélioration de la bande passante dans les bureaux Achat de caméras 360 pour les rencontres hybrides
Présence sur le lieu de travail	Avez-vous un outil qui vous permet d'effectuer le suivi du pourcentage des employés de votre organisation qui travaillent sur le lieu de travail de façon hebdomadaire? Oui / Non Dans l'affirmative : Veuillez préciser le nom de l'outil : Une application de réservation Outlook. Veuillez préciser les dernières données dont vous disposez sur : _1_ % des employés qui travaillent au bureau à temps plein _65_ % des employés qui suivent un modèle de travail hybride _34_ % des employés qui font du télétravail à temps plein Période à laquelle les données se réfèrent : Août 2022
Défis	Quels sont vos trois principaux obstacles (p.ex., politiques du SCT, bureaux non assignés, le nombre d'employés est plus grand que les bureaux disponibles, autre) affectant la transition vers un lieu de travail hybride ? Technologies en place et aménagements pas adaptés au mode hybride Coûts et approvisionnement des aménagements et outils technologiques Résistance des employés
Mobilisation	Avez-vous consulté vos employés au sujet de la transition vers le travail hybride? Dans l'affirmative, quels sont les principaux points à retenir? Oui nous avons consulté les employés et les représentants syndicaux régulièrement par le biais de sondages, de rencontres d'équipes, de réunions bi-hebdos avec la présidente et quelques séances d'information pour ceux qui ont participé à nos pilotes. La majorité des employés préfèrent travailler de la maison à temps plein ou en mode hybride. Les coûts associés aux déplacements, la perte de productivité et la peur de la Covid sont souvent mentionnés dans les freins au retour. Plusieurs disent ne pas voir la valeur ajoutée de venir au bureau.

	Ceux et celles qui viennent régulièrement apprécient les efforts qui ont été faits pour répondre à leurs préoccupations ou pour améliorer les outils technos à leur disposition. Ils apprécieraient voir plus de collègues sur place. **Avez-vous consulté des groupes d'équité en matière d'emploi de votre organisation?** Oui Avez-vous consulté vos agents négociateurs? Oui. Les représentants syndicaux font partie de notre comité Avenir du travail.

Canada Energy Regulator

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Departmental Hybrid Profile: Canada Energy Regulator

Current Status [Please provide a brief overview of your department's hybrid plans for fall 2022] 1:

The Canada Energy Regulator (CER) is testing a principles-based hybrid workplace model through a six-month pilot ending on October 31, 2022. The model was approved by the Chief Executive Officer (CEO), in consultation with the Board, for its potential to enable the organization to build a more flexible, supportive, inclusive and adaptive workplace during and post-pandemic.

The pilot supports data gathering, while reducing risks, to determine whether we are going in the right general direction, potentially with some tweaks or if an alternative model should be attempted. The assessment is structured around five key topics explored through a variety of quantitative and qualitative data points — e.g., user data, corporate performance trends, internal surveys, benchmarking, management insights and research (see response toe section three "Exploration" below for details).

1 We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

1. Name and Size of Organization

Organization Name: Canada Energy Regulator

Number of Employees: 561

Does your organization have regional offices? Yes, three regional offices

- Eastern Regional Office (Montreal)
- Pacific Regional Office (Vancouver)
- Northern Regional Office (Yellowknife)

Are your regional offices GC co working spaces? No

2. Position Assessments

Did your organization assess positions for compatibility with hybrid work? Yes

If yes, what percentage of positions were assessed as having full-time in-office requirements? Less than 2%

What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? Approximately 71%

What percentage of positions were assessed as compatible with fully remote work / telework? Approximately 27%

What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.)

For the Pilot only, positions were determined to be "fully remote" by leaders when there are minimal and infrequent operational requirements for "fixed" or "as needed" attendance in the office or in-person (e.g., once a quarter).

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"Fixed" attendance: Functions and activities that require in-person presence as directed by leaders

- Access to physical records (e.g., records, mailroom, letters of credit)
- Access to equipment and rooms (facilities management, site security, regular and planned maintenance)
- In-person service needs (e.g., Service Desk, Reception)
- Other reasons as defined by leaders

"As needed" attendance: Functions and activities that require in-person presence as directed by leaders

- On-site events (e.g., quarterly Board of Directors meetings, second language testing)
- Off-site activities with third-parties (e.g., hearings, engagement, inspections)
- Maintenance, emergencies (as required only, e.g., unplanned IT maintenance, physical EOC activation)
- Meetings, relationship building activities, and other interactions warranting in-person attendance
- Other reasons as defined by leaders

More broadly — prior to the pandemic and up to now, business cases to staff positions on a fully remote basis include:

- Exceptional expertise

- Skill shortages
- Regional proximity — NCR and communities we serve
- Reconciliation commitments
- Employment Equity, Diversity and Inclusion considerations

We acknowledge that positions assessed for full time remote are not always offered this option

3. Experimentation

Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes

If no, why? N/A

If yes: What is your organization experimenting with? A principles-based model (see current status)

What is the experimentation timeframe? March 24, 2022, to October 31, 2022

What percentage of employees are participating? 100%

Is participation voluntary or mandatory? Mandatory

How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results What outcome measures* is your organization using:

See table below. Please note that this summary is provided as a general reference only as we are completing the Pilot and its assessment.

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*Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.

Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations.

Yes

If yes, please provide a contact name: marc.drolet@cer-rec.gc.ca

4. Hybrid model(s)

Has your organization shifted to a hybrid work model(s)?

Yes, a principles-based model as part of a Pilot ending October 31 (see current status).

Other options contemplated through extensive research, internal consultation and a technical assessment included: Status quo (i.e., return to pre-pandemic approach with ~10% Teleworkers and ad hoc remote work allowed) and a simplified hybrid model with two to three fixed or core days into the office per week.

How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply:

Most positions (73%) have some requirement to come into the office and/or conduct face-to-face activities.

Based on job flexibility profiles, the most common estimated number of days per month on in office and/or face-to-face meetings are as follows:

- 2-5 days per month (51%)
- 2-3 days per month (25%)
- 1 day or less per month (18%)

How are the on-site days chosen?

a. Employees individually decide which day(s) to come on-site

b. There are fixed “team days” where everyone in the team comes on-site

c. A combination of a) and b)

d. Other: a combination of operational requirements, a) and b)

How did your organization choose hybrid models? • Research, staff consultation, assessment of positions for suitability and the establishment of key principles with one being flexibility.

Did your organization apply a GBA+ lens when choosing hybrid work models? • We undertook a GBA Plus assessment of how remote work was affecting different groups which informed the approach to hybrid.

5. Real Property & Technology

How is your office space currently configured?

- Hoteling workstations
- Traditional assigned cubicles
- Traditional assigned offices
- Activity Based Workplaces

Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?

- Yes, most likely, depending on Pilot outcome.

Are you planning to reduce your office footprint?

- Yes, most likely, depending on Pilot outcome.

Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.)

- Yes, examples include:

o MS Teams integration to all meeting rooms

o Portable interactive white board and touchscreen

o New Office Space Booking Application

o Temporary office equipment rental to test collaboration zone ideas

6. Onsite Presence

Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis?

o Yes

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If yes: Please specify the name of the tool:

o NSpace (desk/office/room booking app), C-Sure 9000 (swipe card access security reports), and Sign-in sheets at Building Security

Please specify the latest data / estimate you have on:

__% of employees in hybrid work

__% of employees full time teleworking

Time period the data refer to: _________

Based on data for the period of the pilot, all employees are involved in the hybrid approach. Based on employee visits to the Calgary office each month most are not full-time teleworking. Employee visits range from 1,852 visits by 326 people up to 2,405 visits by 401 people, therefore 58-71% of employees have in-office days and would not be considered full time teleworkers.

On average, 93 – 120 visits/employees per workday.

7. Challenges

What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace?

- Resolving identified Policy gaps (e.g., location of work and business travel entitlements,
- Acquiring sufficient data to support long-term decision making on key themes such as culture, inclusivity, and productivity
- Uncertainty with pandemic and misalignment with Government of Canada wide

8. Engagement

Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways? Have you consulted with Employment Equity Groups within your organization? Have you consulted with your Bargaining Agents?

Extensive consultation was conducted with staff (leaders and employees), equity-deserving groups and the Union as part of the selection of the model for the Pilot (see What We Heard report as an example). Engagement with these groups was conducted through preparations and continues throughout the Pilot's implementation and assessment phases.

Key Takeaways (initial consultation):

• Alignment on Flexibility: Overall, staff, EDGs and the Union demonstrated a high level of interest in exploring workplace flexibility. Few would prefer to return to our original, pre-pandemic state. Most employees

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and leaders (>81%) agreed that greater flexibility fosters productivity and see similar benefits associated to remote and in-person work.

• Flexible Work Models: Overall, staff, EDGs and the Union expressed preferences for adoption of a principles-based approach rather than a blanket policy with mandated fixed days (one-size fits all) to enable the organization, teams, and individuals to achieve the full potential of remote and hybrid options.

• Supporting Diversity and Inclusion: GBA Plus findings and consultation with EDGs supported adoption of a principles-based approach.

• Women employees see significantly more value in having more flexible work hours to complete certain tasks — greater share of caregiving responsibilities may be a factor.

• Indigenous employees place overall higher value on flexibility, and see it as a way to nurture their connections to their communities, the land and caregiving responsibilities.

• Employees with disabilities see a high value in remote work options — consistent with research on barriers to workforce participation (e.g., mobility/commute challenges).

• People Practices: While a majority (81%) of leaders feel equipped to manage and lead in a remote or hybrid workplace, challenges remain. Atop of the list: how to create a positive team culture and effectively onboard new or returning employees. Leaders see flexibility as the key to support and empower team members, and as a way to attract top talent.

• Digital and Physical Workspaces: How to continue evolving our technology practices (e.g. online etiquette, information management) and new collaboration tools was staff mind. Although employees were more divided on the topic of shared workspaces, many relished the idea of quiet zones and more welcoming collaboration areas. EDGs and the Union expressed concerns about meeting accommodation needs of employees at the office and in their remote work locations.

Canada Revenue Agency

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Current Status at the Canada Revenue Agency:

The Canada Revenue Agency (CRA) is implementing a national hybrid work model that is based on, first and foremost, the operational requirements of the Agency. The first iteration of the Agency's hybrid model will be implemented through the various phases of the Agency Transition Plan(see below). This robust plan allows for a gradual increase of on-site presence based on business and operational needs. The CRA hybrid model allows some employees to work remotely on a full-time basis, some to work from the CRA's worksites on a full-time basis, and others to work a combination of the two. This model is in alignment with the flexible first work arrangement model proposed by OCHRO in their current Guidance on optimizing a hybrid workforce (September 2022) and reflects one the recommended models of the TBS Hybrid-in-a-Box framework which is non-prescriptive in terms of both intensity and flexibility. It is important to note that some CRA employees have been working at CRA worksites full time right from the start and throughout the pandemic to deliver services to Canadians.

Below, we have included a copy of our reporting dashboard which is used to measure readiness to move to the next phase of the transition plan. The Agency entered the preliminary phase on July 18, 2022 and Phase 1 on Sept 12, 2022. We anticipate going to Phase 2 when the Public Health measures of masking and maintaining 2m distancing are relaxed.

Name and Size of Organization	This link may be helpful: Size of organization Organization Name: Canada Revenue Agency Number of Employees: 58,095 including term and students as at July 1, 2022. Does your organization have regional offices? Yes Are your regional offices GC co working spaces? No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? The Agency created a working group to assess the compatibility of positions with hybrid work. The working group found that in a larger, diverse organization as ours, the same position could have different operational requirements depending on team roles and responsibilities. As a result, the CRA applied a flexible first approach, where the requirement to be on-site is driven by the nature of the activities performed. This led to the development of a framework of mandatory and discretionary criteria for on-site presence.

	Mandatory criteria describe the tasks performed by employees that must be done on-site. Some of these activities are legislative requirements, and others are current operational requirements. There are four categories of mandatory on-site criteria: Paper/payment based activities Security and/or technological requirement On-site support activities Confidentiality Discretionary criteria describe the tasks that may also **need** to be done on-site depending on the circumstance and based on the guidance that will be in place at the national, branch, program, and regional level. There are two categories of discretionary on-site criteria: Training/learning: training and onboarding On-site collaboration: Meetings, planning, teambuilding, town halls In order to maintain consistency across the agency, the application of these criteria are governed by guidance documents produced at the National level, and then at each branch, program and regional level. In addition, the CRA has decided to conduct a pilot project for a segment of positions that could be conducted fully remotely. Please refer to our response to question #3 for additional details. What percentage of positions were assessed as having full-time in-office requirements? Throughout the pandemic, there have been CRA employees on-site full time to deliver the tax and benefits program. Based on the latest Virtual Work Agreement Arrangements, 9% of CRA employees, which equates to approximately 5,000 employees, are working full-time at a CRA site. The attached dashboard for the week of September 8, 2022 identifies on-site presence of just under 4,000. What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? Based on the latest Virtual Work Agreement Arrangements, 76% of CRA employees hold positions that could be compatible with a combination of in-office and remote work. What percentage of positions were assessed as compatible with fully remote work / telework? Based on the latest Virtual Work Agreement Arrangements, 15% of CRA employees, which equates to approximately 8,000 working fully remotely. What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) The mandatory and discretionary criteria as described above were used to determine if an employee could work fully remotely in addition to considerations of being able to hire from remote communities (not within commuting distance to a CRA office). These criteria and considerations help to promote diversity, inclusion, and hiring outside of the National Capital Region (NCR). The CRA has 69% of its workforce in the regions (as of Aug 1st 2022), which is a contributing factor to be able to hire where the talent is. Considering the competitive labour market, where the vast majority of CRA employees could work in private industry (banks, professional firms, insurance companies, high technology companies etc.), the CRA must be able to attract talent from anywhere in order to effectively deliver on its mandate.

Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes If no, why? If yes: What is your organization experimenting with? 1. 100% Remote - CRA has launched a pilot project to determine the viability of having specific positions 100% virtual on a full time basis, to attract candidates from areas that usually don't qualify to apply to CRA jobs due to the physical distance from a CRA office (such as Indigenous communities, Northern communities, etc.). This pilot project also helps to advance the greening government priority of the Government of Canada. 2. Beyond Geographical Boundaries - Pilot on virtual reporting. Employees are able to report virtually to an office within a specific region while maintaining a physical attachment to another office within that region (i.e. 100 km radius). What is the experimentation timeframe? 2022-2024 2021-2023 What percentage of employees are participating? Approximately 350 employees (less than 1%) No specific data available at this time. Is participation voluntary or mandatory? Voluntary How is data being collected? Data is being collected through employee surveys and internal data sources such as program performance results. Data is being collected via surveys and internal data sources. Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results No survey results currently available. What outcome measures* is your organization using:

	Measure and compare indirect time; employee well-being, mental health, etc.; staffing metrics such as staff turnover, retention and attrition; program productivity objectives to organization objectives. Employee satisfaction; management satisfaction; talent acquisition and level of learning and knowledge gained. **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. No as these pilots are still in progress
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? The CRA is currently transitioning to a hybrid work model through the different phases of the CRA transition plan (see attachment below). This plan enables us to adapt as circumstances evolve and as we experiment and learn more about the hybrid work model at the Agency. How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: CRA staff have been on-site since the start of the pandemic and they are expected to be on site based on business and operational needs to protect the information of taxpayers and deliver services to Canadians. If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen?

	Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: The tasks required to be done on-site are determined by the framework of mandatory and discretionary criteria How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Business and operational requirements, proven track record of delivering successfully since the start of the pandemic, balancing employee preferences and international research of organizations in the tax, financial and IT sectors. Did your organization apply a GBA+ lens when choosing hybrid work models? The CRA is taking into consideration the various GBA+ factors and intends to monitor for any unintended consequences that may arise from the hybrid model.
Real Property & Technology	How is your office space currently configured? The Agency's portfolio is comprised of space that is spread across 97 buildings (as of June 2022). The bulk of which remain fit-up to the pre-WP 2.0 standard. Hoteling workstations Where appropriate during WP 2.0 modernizations, hoteling workstations were included in the office design to augment potential seating capacity and accommodate some functions within the Agency such as field work in Audit. These continue to be provided in GCWorkplace fit-up. Traditional assigned cubicles The bulk of the Agency's portfolio remains configured as if it was going to be assigned cubicles. During the pandemic the Agency took steps with employees to remove personal items from the office space. Existing space can operate as unassigned workpoints but this would be an inefficient use of space given that we would still have larger traditional cubicles in place. Activity Based Workplaces The Agency has ABW within the space occupied. The Agency will continue to incorporate ABW as modernizations move forward. Other: **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **The Agency has completed several tenant service projects with more underway or in planning with the specific goals of:** **rearranging existing furniture to better facilitate an unassigned work environment;** **removing some cubicles in favour of introducing additional collaborative space;** **introducing WiFi into all offices to support flexible use of office space; and**

	converting boardrooms to support enhanced technology and provide new technology where required. **Are you planning to** reduce your office footprint? **Yes, the Agency has assessed its need for office space and plans on reducing its footprint as full modernization of the portfolio is achieved. Recently, the Agency has begun releasing space, and has cancelled previously-planned expansion projects.** Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes, some boardrooms have had technology upgrades to support hybrid work and an initiative is underway to cost the required investment for the entire office portfolio. In addition, a national workpoint and meeting point booking system (e-Concierge) was introduced and is in use. Further improvements to the system are under development. If yes, please list **e-Concierge, Wi-Fi, click-share, wall monitors, additional LAN drops, cameras, rally bars, replacing old PC towers for laptops, adoption and roll-out of MS Teams, and docking stations.**
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes If yes: Daily reports are generated from the booking system Please specify the name of the tool: e-Concierge Please specify the latest data / estimate you have on: *The following data is gathered from the system containing completed virtual work arrangement agreements, not from the site booking system. 9% of employees in office full time 76% of employees in hybrid work 15% of employees full time teleworking Time period the data refer to: July 18 to August 31, 2022
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? Fulfilling responsibilities for the Building Emergency and Evacuation Team (BEET) structure. Challenges in ensuring presence of certain BEET member roles, such as the Lead Senior Manager for Emergencies and Evacuations (LSMEE), the first aider and the OHS representative/committee at every floor with employee presence as they may not be on-site on a particular day in a hybrid model or they would be coming on-site solely to fulfill BEET responsibilities. Limited access to secure systems for interacting virtually with external clients, such as MS Teams is not certified for interactions with external clients at Protected B level. Hiring beyond geographical boundaries and applicable travel policy. Consistency in application of the directive in the changing environment, travel related to remote/virtually reporting employees, travel between hubs and letters of offer for fully remote employees requiring assigned physical work location.

Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Since May 2020, CRA conducted 5 employee pulse surveys. Results were used to shape the on-site readiness for the Transition plan. Highlights from the March 2022 CRA Employee Covid 19 Survey The March 2022 survey results compared to the March 2021 results, show a higher percentage of respondents reported a preference to continue working from home, regardless of COVID-19 restrictions. Those who reported a desire for a mix of working from home and at the CRA worksite would prefer going into the office on occasion, or once or twice per week. The preference to work from home exclusively or only go into a CRA worksite occasionally is strong enough that many respondents would consider seeking another position if they were not provided with flexibility. A majority of respondents who had joined the CRA during the pandemic were satisfied with the onboarding process. Well-being An increase in the percent of respondents who indicated that their well-being was very good from March 2021 (24%) to March 2022 (40%). 84% adapted well to changes at work 74% have a healthy work-life balance New employees 92% of new employees were satisfied with the onboarding process Workload There was a slight increase in the number that reported being able to complete their workload during their regular hours (70% to 73%). Preferred Work Arrangement 67% want to work from home only 24% would like to work a mix of at home and at a CRA site 4% preferred on-site presence 53% preferred a 1-2 days a week on-site presence Future of Work 45% of respondents indicated they will seek out another position if they cannot work at their preferred location. 75% of respondents are supportive of the CRA adopting a hybrid model of working. Communication 74% of employees felt connected with colleagues compared to 57% in March 2021. Executives, Managers & Supervisors 89% reported their team was productive working from home 87% want the ability to offer flexibility in work arrangements to attract the right employees 87% are comfortable virtually managing employees who work from home

	Have you consulted with Employment Equity Groups within your organization? Yes. Consultation continues with the Employment Equity, Diversity and Inclusion Team for various designated groups such as the Persons with Disability Network (PWDN), the Indigenous Employee Network, as well as Visible Minorities network in developing the CRA hybrid vision. Have you consulted with your Bargaining Agents? Yes. Consultations continue with all Unions and to date the National Unions have been highly supportive of the engagement, consultation and approach to hybrid being employed at the Agency.

Canadian Dairy Commission

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and Size of Organization	This link may be helpful: Size of organization **Organization Name: Canadian Dairy Commission** **Number of Employees: 77** **Does your organization have regional offices?** No **Are your regional offices GC co working spaces?** N/A
Position Assessments	**Did your organization assess positions for compatibility with hybrid work?** Yes If yes, **What percentage of positions were assessed as having full-time in-office requirements?** 1%

	What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 14% **What percentage of positions were assessed as compatible with fully remote work / telework?** 84% **What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.)** Mostly operational requirements, including the need to have at least one of the 5 EX on site at all times in case of emergencies at the building.
Experimentation	**Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work?** No **If no, why?** We agreed on a model which started in June 2022. It will remain unless it proves unpractical or unless public health measures require adjustments. **If yes:** **What is your organization experimenting with?** **What is the experimentation timeframe?** **What percentage of employees are participating?** **Is participation voluntary or mandatory**? **How is data being collected?** Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results **What outcome measures* is your organization using:** ***Outcome measures** refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* **Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative?** Under this initiative, OCHRO's Research and Experimentation team would centrally

	administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. No. **If yes, please provide a contact name:**
Hybrid model(s)	**Has your organization shifted to a hybrid work model(s)?** Yes **How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply**: Other: Different requirements based on operational requirements for each position **If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization:** **How are the on-site days chosen?** **Employees individually decide which day(s) to come on-site** **How did your organization choose hybrid models?** Position profile assessments Other: Employee preference **Did your organization apply a GBA+ lens when choosing hybrid work models?** No
Real Property & Technology	**How is your office space currently configured?** Hoteling workstations for employees who come to the office occasionally for meetings etc. Traditional assigned cubicles for employees coming regularly to the office Other: **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **No, our boardroom already allows for hybrid meetings.** **Are you planning to reduce your office footprint?** Not for now **Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.)**

	No. Once all employees were equipped to work from home, they were also equipped for a hybrid environment. If yes, please list
Onsite Presence	**Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis?** No **If yes:** **Please specify the name of the tool:** **Please specify the latest data / estimate you have on:** __% of employees in office full time __% of employees in hybrid work __% of employees full time teleworking Time period the data refer to: _________
Challenges	**What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace?** 1. Slow access to internet at the office for Teams meetings 2. 3.
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Employees appreciate having the choice to continue to work remotely if their position allows. They emphasized the need to make sure that the risks of contamination at the office were minimized. **Have you consulted with Employment Equity Groups within your organization?** **No** **Have you consulted with your Bargaining Agents?** No

Canadian Grain Commission

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: *Canadian Grain Commission* Number of Employees: *As of August 29, 2022, there are 458 employees in the CGC* *268 in headquarters in Winnipeg, Manitoba* *76 in eastern region* *114 in western region* Does your organization have regional offices? *Yes* Are your regional offices GC co working spaces? *No*
Position Assessments	Did your organization assess positions for compatibility with hybrid work? *Yes* If yes, What percentage of positions were assessed as having full-time in-office requirements? *45%* What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? *54%* What percentage of positions were assessed as compatible with fully remote work / telework? *1% (or less). Each fully remote/telework situation is being assessed on a case by case basis* What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) *We have hired outside our HQ and regional offices due to labour market shortages and we have assessed compatibility with fully remote work for employees with accessibility needs* *We acknowledge that positions assessed for full time remote are not always offered this option*

Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? *Yes* *Note: Any CGC employee may work full time onsite if that is their preference* If no, why? If yes: What is your organization experimenting with? *The CGC is experimenting with the hybrid model. Some examples are:* *-testing the hybrid model to see what tasks are better completed onsite* *-varying the days of the week and frequency that staff are coming into the office* *-participating in hybrid meetings, where some staff are onsite and some are offsite-conducting training (such as courses, cross training of staff)* *-participating in staffing (such as on boarding new staff, staff building tours)* *-getting IT support* *-meeting with external stake holders* *There is no pilot group; the experiment includes all employees, from Headquarters and the regions, who worked remote during the pandemic. Managers and staff are having virtual work arrangement conversations and are working together to determine the best hybrid work option.* *The CGC is also experimenting with activity-based workspaces at its Winnipeg Headquarters. Headquarters staff have access to the billie app and can book a space to work in the office environment.* What is the experimentation timeframe? *Ongoing to March 2023, management will be reviewing all the virtual work agreements and making adjustments as needed.* What percentage of employees are participating? *54%* Is participation voluntary or mandatory? *Mandatory – all employees and managers will finish the virtual work conversation process and complete the appropriate documentation, if a hybrid option is required.* How is data being collected? - Data sources will include employee surveys, HR system/administrative data, IT system-based data etc. For example: *Employees will fill out a Virtual Work Request, asking for either a fully remote or hybrid work option. Once the requests are completed, the CGC will be able to report the number of staff working fully remote and hybrid.* *The billie app can track who is coming on site at the national headquarters located in Winnipeg, Manitoba, what work spaces are being used and for how long, and what spaces are empty.* *Employee surveys from October 2020 and June 2021 were conducted with an over 70% participation. In the summer of 2021, Focus Groups were formed to follow-up on the survey feedback and to better understand survey responses.*

	What outcome measures* is your organization using: *Performance - PSPM ratings – productivity has not been negatively impacted with staff working virtually. In fact, there has been an increase in succeeded plus ratings and a decrease in the number of employees not meeting performance goals. Virtual work will again be measured during the 2022-2023 PSPM performance reviews.* *Mental health and wellness – In the employee surveys, staff were asked how they were doing if working virtually and this will be asked again in the next survey. New questions - Is it too disruptive going into the office? Or is it harder staying at home?* *Accessibility – Is working virtually a benefit to those with accessibility issues?* *Recruitment and retention – The Exit Survey has been updated to include a question about how their virtual work arrangement affected their decision.* **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes / No / My organization is already a partner *Yes – the CGC would like more information about the initiative.* If yes, please provide a contact name: Phillip Insisienmay (he/him/il) Reintegration/Future of Work Team Lead Canadian Grain Commission/Government of Canada phillip.insisienmay@grainscanada.gc.ca / Tel. : 204-298-9329/TTY: 1-866-317-4289 Chef de l'équipe chargée de la réintégration et de l'avenir du travail Commission canadienne des grains/ Gouvernement du Canada phillip.insisienmay@grainscanada.gc.ca / Tél. : 204-298-9329/TTY: 1-866-317-4289
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? *Yes* How many days are staff who worked full-time remote during the pandemic are now required to come into the office?

The CGC is not requiring staff who worked full-time remote during the pandemic, whether at Headquarters or one of our regional offices, to come into the office for a set number of days.

If your organization is testing multiple models, indicate as many as apply:

Once a month or less
One to three days a month
One day a week
Two days a week
Three days a week
Four days a week
Five days a week (full time)
Not applicable
Different requirements based on employee location
Other:
If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization:

CGC management is experimenting with options A through E. Hybrid work is one of several possible work arrangements that managers and supervisors can use, where operationally feasible, to increase productivity and enhance employee wellness to meet both organizational and employee objectives.
The choice of which model to use depends on multiple factors such as the tasks to be performed, employee performance, the employee's virtual work location and interdependencies with the rest of the organization. Employees discuss the details of the agreement with their manager, who then recommend it for approval by the divisional director. All offsite work locations, whether long term or temporary, must be approved by the manager.

All employees, whether they are at Headquarters or in a regional office, have access to the same hybrid work opportunities.

How are the on-site days chosen?

Employees individually decide which day(s) to come on-site
There are fixed "team days" where everyone in the team comes on-site
A combination of a) and b)
Other: In addition to A and B, management can determine which days the employee is required to work onsite based on operational needs.

How did your organization choose hybrid models?

Position profile assessments
Employee location (NCR employees come into the office)
Precedence set by other government organizations
Employee engagement / Team charter exercises

	Other: The CGC developed its approach based on the following: ** guidance provided by other government organizations* ** analysis of employee tasks, interdependencies and operational needs* ** employee surveys, feedback, focus groups* Did your organization apply a GBA+ lens when choosing hybrid work models? *No, the GBA lens was not applied when choosing a hybrid work model.*
	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces *Other: The CGC is in transition right now. The CGC has a combination of traditional as well as a new ABW environment and are encouraging staff to clean up their old spaces and transition to working from the ABW environment only. We are going to the ABW to convert floor space and to support our end state of a hybrid environment.* **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** ***Yes we have and are currently working on that. We have identified an ABW project, done a simple fit up and purchased the technology to facilitate hybrid meetings in 6 locations. Other boardrooms are currently under consideration for updating.*** **Are you planning to** reduce your office footprint? *Yes - It will depend on the needs assessment the CGC will be conducting but anticipates being able to reduce when our leases allow it.* Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) *Yes* If yes, please list ***billie app (online workplace booking system)*** ***televisions for collaboration/meeting spaces*** ***software for hybrid teams meetings (Microsoft Teams)*** ***Note – one floor in our Winnipeg 303 Main Street building has been refitted and new furniture was purchased for the various work point spaces*** ***Laptop packages and mobile devices were supplied to staff that were working virtually***
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? *Yes, but at this time only at our Winnipeg Headquarters location* If yes: Please specify the name of the tool: *billie app* Please specify the latest data / estimate you have on: *-employees are onsite fulltime – 45%* *-hybrid – 54%* *-working virtually – 1% (or less)*

	Out of the 458 staff at the CGC, 208 are on site full time as special purpose space (SPS) users. This leaves a possible 250 employees that will be able to be considered for hybrid, full time virtual workers or in the office full time. _45% of employees in office full time (using Special Purpose Space (SPS)) _54% of employees in hybrid work _1% (or less) of employees full time teleworking Time period the data refer to: ___August 29, 2022______
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? *1. Change management* *2. Funds/supply chain to acquire necessary furniture/technology* *3. Challenge to rapidly respond to a changing work environment and to adapt to a hybrid work environment without having central agencies at the same stage of the processes*
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** ***-We conducted two all staff surveys, the first in October 2020 and the second in June 2021. -We additionally conducted focus groups in July and August 2021 to better understand the survey results with respect to returning to the office.*** ***-We gathered information in the following thematic areas: Health and Wellness, Equipment and Tools, Communication and Return to Work.*** ***-Employees indicated they wanted to return to the work-site on a flexible schedule depending on the season and workload.*** ***-Employees also voiced their desire to meet in-person when possible for reasons of connection and collaboration with colleagues, onboarding and learning.*** ***-We did a needs assessment of employees who were using new GC workplace and took their requirements into consideration.*** ***-We are also in the midst of a needs assessment to determine the best use of the rest of our space. Key takeaways from this are still anticipated.*** **Have you consulted with Employment Equity Groups within your organization?** ***We did not consult with our National Employment Equity and Diversity Group directly but did engage all employees with the survey and focus groups to ensure all employees perspectives were captured.*** Have you consulted with your Bargaining Agents? *Yes, CGC union representatives were invited to a focus group meeting to review the CGC suite of Virtual Work Strategy documents (such as the Virtual Work Policy, conversation guides and the Virtual Work Agreement) and provide feedback. Updates have been provided at ongoing Union/Management meetings.*

Canadian Food Inspection Agency

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Canadian Food Inspection Agency Number of Employees: 6,539 Does your organization have regional offices? Yes. Are your regional offices GC co working spaces? No, but we will be participating in GC co working. We have our own regional offices as well.
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes If yes, What percentage of positions were assessed as having full-time in-office requirements? Unknown at this time. We have completed the Position Suitability Assessments (PSAs) as a first step. Three branches participated including Operations Branch, Corporate Management Branch and Human Resources Branch making up about 75% of the organization. With the introduction of the MyWorkArrangements (MWA) tool which will be launched at the CFIA September 12, we will have insight into the number of positions identified as full time onsite, remote or hybrid. These numbers will be based on completion rate. What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? Unknown at this time. The CFIA has completed the PSA for branches who participated. All branches have completed their branch plans. Once the MWA tool is launched, this data will be captured in the tool. More information should be available after September 30, 22.

	What percentage of positions were assessed as compatible with fully remote work / telework? Unknown at this time. The CFIA has completed the PSA for branches who participated. All branches have completed their branch plans. Once the MWA tool is launched, this data will be captured in the tool. More information should be available after September 30, 22. What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) The criteria for assessing the viability of telework included a PSA with a list of questions: Access to Equipment: Do key activities require access or use of CFIA facilities, equipment and/or systems that are only accessible on-site? In-person interactions: Do key activities require in-person engagement and/or client service interactions with clients, stakeholders, or colleagues that cannot be delivered by virtual means such as incident management, inspections including health and safety or maintenance (e.g., assets, facilities, IT equipment, etc.) Team needs: Are key activities positively impacted by in-person collaboration with the team, colleagues, or stakeholders? Access to "secret" documents: Do key activities require access to protected/ classified documents beyond protected B (Secret, Top Secret or Classified) or the storage of documents beyond protected A? Specialized work: Do key activities require the individual to perform tasks that can only be completed on-site (e.g., lab samples, inspection activities, mailroom, access to supplies, etc.)? In addition to this and the branch plans, positions that are deemed suitable for full time telework are considered exceptions and must be approved by Level 3 (DG/ED) delegation. These exceptions include: Full time Remote Pre-Pandemic (employee previously had a full-time remote work telework agreement); Condition of hiring (We have made a commitment to this employee); Specialized position (the nature of the work for this employee is not in the geographic area where the organizational unit is located (i.e.: remote inspection). Technical Skill Gaps (For employees with hard to locate skills (i.e.: cloud architecture or technical subject matter expertise) Diversity and Inclusion The incumbent attends to a specific element of the D&I plan. For example: Indigenous employees who are tasked with consulting with their communities who would be best located in the indigenous community they serve Duty to Accommodate: Medical Duty to Accommodate: Family (The employee has vulnerable people in their care (example: temporary care for family after surgery, immunocompromised people) *We acknowledge that positions assessed for full time remote are not always offered this option.*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work?

Yes

If no, why?
If yes:
What is your organization experimenting with?
A) Early Adopters – CFIA began re-entry in limited cases in June.
B) Phased Reintegration – EX's will start re-integration September 6th with employees to follow based on their Position Flexibility Profile (PFP), Branch Plans, and employee needs.
C) Branch plans – Each Branch has developed their own Branch Plan to identify their intended objectives in developing a hybrid work model.

What is the experimentation timeframe?
Experimentation took place from June to September.

What percentage of employees are participating?
This is an Agency-wide initiative.

Is participation voluntary or mandatory?
Initial phases of experimentation were voluntary. i.e. Early Adopters. Employee's unique needs and circumstances are reviewed and considered as required.

How is data being collected?
The CFIA has leveraged multiple avenues for collecting data. Some examples include employee surveys, HR system/administrative data, IT system-based data etc.

What outcome measures* is your organization using:

**Outcome measures*

Each Branch has developed their own Branch Plan and identified their outcome measures. An Agency Plan is currently being drafted but not available at this time. To provide an example, please see the outcome measures provided by the Human Resources Branch below:
"A hybrid model of remote and on-site work that meets the unique needs of our staff and operational activities. This approach will enhance our opportunity and support for:

Continuous learning and coaching.
Collaboration, relationship-building and teamwork.
Mental health, overall wellness and work-life balance.
A skilled, diverse and inclusive workforce.
Overall productivity and employee satisfaction."

Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative?
Yes, the Future of Work team and HRB Future of Work team at the CFIA have met with the TBS' RET team and would like to participate in the 2nd phase of OCHRO's Hybrid-in-a-Box in October.

	Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. If yes, please provide a contact name: Tammy Jeffery, tammy.jeffery@inspection.gc.ca
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes. How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: All the above Did your organization apply a GBA+ lens when choosing hybrid work models? Yes. We are currently working with TBS to delve further into this aspect to ensure this lens is applied.

Real Property & Technology	How is your office space currently configured? Our office space across the Agency is a combination of legacy fit-ups, Workplace 2.0 and Activity Based GC Workplaces. **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** Yes. The need for additional collaborative space is currently under review. **Are you planning to** reduce your office footprint? Yes. Following the creation of the work agreements, the Accommodations Division will assess the space requirements for each CFIA office and modify its long-term accommodation plan to reflect the new space requirements. Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes. The CFIA enabled MS Teams in 82 boardrooms at the national level and is working on adding collaboration space with MS Teams capacity. The Agency is also working on the implementation of the Archibus software as a reservation tool for GC Workplace fit ups. Currently, we are working on implementing the software in 7 projects that are in progress.
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes. If yes: Please specify the name of the tool: CFIA had been leveraging an application in certain locations where employees would sign up when planning to go into the office. This app has recently been retired as we transition to more comprehensive tracking tools. The CFIA is also an early adopter of the myWorkArrangements (MWA) tool through the TB Portal (TAP) and will be able to access MWA in mid-September. It will be used to facilitate telework arrangements for staff. Roll out activities will commence immediately upon launch, encouraging managers to complete MWAs by September 30th, 2022, where possible. Managers are also being asked to have the MWA conversations as part of delivering employees their mid-year PMP's. Please specify the latest data / estimate you have on: __% of employees in office full time __% of employees in hybrid work __% of employees full time teleworking Time period the data refers to: _________ Unknown at this time. Further details will be available upon the launch of the myWorkArrangements (MWA) tool.

Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Varied Audiences: It has proven difficult to provide accurate information and solutions with such a dynamic workforce. The CFIA has employees nationwide, and in many instances, there is no one-size fits all solution when reviewing the needs of NHQ and regional offices. 2. IT Equipment and Building Readiness: Backlogs and supply chain issues have caused delays in acquiring equipment and adequately preparing offices for a Hybrid Work Model. 3. Consistent Approach to Enablement: Determining a suitable approach to effectively accommodate employees in multiple work points has proven difficult. This difficulty is exacerbated by supply chain delays and the implications of having unassigned seating in the office. Considerations include; DTA, unassigned seating, employee needs, operational requirements etc.
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Yes. We have held Townhalls and Information Sessions for managers and employees to increase awareness and collect feedback. Each session has helped the CFIA further develop its' approach and guidance based on employee experience. As a results, we have drafted extensive guidance materials for CFIA staff I.e., communication products, manager's guides, Q/A's, and an enhanced intranet presence. **Have you consulted with Employment Equity Groups within your organization?** **We are in the process of consulting our employment equity deserving groups on our *Work Arrangements Policy* and Hybrid Work Model.** Have you consulted with your Bargaining Agents? Yes, several times. We have regularly scheduled Union Management Consultation Committee meetings that are specifically focused on the Future of Work and the Hybrid Work Model and schedule ad hoc meetings as required to consult on all aspects of the re-integration and Hybrid Work Model and take their feedback and suggestions into consideration.

Canadian Heritage

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Canadian Heritage Number of Employees: As of March 2022: 2,266 employees including temporary workers, individuals on long-term leave, secondment or interchange. Does your organization have regional offices? Yes/No YES Are your regional offices GC co working spaces? Yes/No NO
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes/No Yes If yes, What percentage of positions were assessed as having full-time in-office requirements? 2% as per a census conducted with managers and employees in March and May 2022. What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 53% What percentage of positions were assessed as compatible with fully remote work / telework? 38% What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity, and Inclusion considerations, etc.) PCH has applied common criteria based on OCHRO's framework to assess position for compatibility with hybrid work/telework (full-time or part-time): work requirements, team requirements, service delivery. Based on their mandate and organizational needs, each sector or branch may have added other assessment criteria. *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? YES

What is your organization experimenting with?

During the period of April 4th to August 31st, 2022, numerous pilots were completed at Canadian Heritage offices across the country to test hybrid working models more fully in preparation for implementation of our hybrid model. Experimentation allowed us to gather as much information as possible on the systems, procedures and equipment needed to optimize hybrid work and to inform the establishment of work arrangements on an ongoing basis.

The following case studies represent the range of pilots undertaken by type, employee function (from corporate services to technical experts, to program delivery and policy, locations (regional, HQ) and sector.

Type A: Voluntary depersonalization
Case Study 1: Official Languages Branch
Case Study 2: 8th Floor, Community and Identity Sector
Type B: Management Presence
Case Study 3: Arts Policy Branch
Case Study 4: Prairies & Northern Region, and Atlantic Region
Type C: Scheduled on site days
Case Study 5: Parliamentary and Cabinet Affairs
Case Study 6: Communications Branch
Case Study 7: Ministerial Offices & Governance
Type D: LTDLC Renovated Floor
Case Study 8: Sport Canada
Type E: Evolution of Cohort 1
Case Study 9: Canadian Conservation Institute & Canadian Heritage Information Network
Type F: Pre-pandemic controlled experiment
Case Study 10: Canadian Audio Visual Certification Office (CAVCO)
Return to the Workplace (Dis)Ability Case Study

This case study is being held from September 26 to December 16, 2022. Results will be available in December 2022.

For the team perspective, the Accessibility Office will support the participating team and look at how employees were able to get all their accommodations to return to the workplace and how all employees felt throughout the process. The lessons learned could lead to recommendations.

For individual participants, the Advisory Committee on (Dis)Ability will look at issues and resolutions, and impacts, as well as measure how the individual employee perceived their return to work prior to the experimentation and at the end of the project.

What is the experimentation timeframe?

April 4th to August 31st, 2022 (5 months)

What percentage of employees are participating?

Individual participation rate was not tracked since the cases studies were based on voluntary – team participation.

Is participation voluntary or mandatory?

Voluntary

How is data being collected?

	The input received from the different case studies will be translated into a final report, allowing for the evaluation of the quality of the experiences experienced within the department. Results will be measured by: Impact on systems Employee wellbeing Issues identified and resolved % of pre-pandemic workforce onsite What outcome measures* is your organization using: PCH has tested various variations of hybrid work (over the course of the summer) and case studies with a view to inform infrastructure needs, necessary support tools for managers as well as various interest groups. Our goal was towards our first step to implementing formally our PCH hybrid model in fall 2022. Approach and discussions between managers and employees about balancing both operational needs and employee needs while retaining best practices in terms of service efficiency and flexibilities in terms of work arrangements. Accessibility and accommodation needs **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes / No / PCH is already a partner If yes, please provide a contact name:

Hybrid model(s)	*Has your organization shifted to a hybrid work model(s)?* *Yes / No / PCH is officially transitioning to hybrid work environment as of September 26, 2022.* *How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply:* *Once a month or less* *One to three days a month* *One day a week (as a minimum, except for those whose job functions are such that full-time on-site presence is required to perform the duties)* *Two days a week* *Three days a week* *Four days a week* *Five days a week (full time)* *Not applicable: Staff have not been instructed to work on-site at a regular cadence* *Different requirements based on employee location* *Other:* *If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization:* *How are the on-site days chosen?* *Employees individually decide which day(s) to come on-site* *There are fixed “team days” where everyone in the team comes on-site* *A combination of a) and b)* *Other:* *How did your organization choose hybrid models? Combination of a), b), c) and d).* *Position profile assessments* *Employee location (NCR employees come into the office)* *Precedence set by other government organizations* *Employee engagement / Team charter exercises* *Other:* *Did your organization apply a GBA+ lens when choosing hybrid work models?* *Yes, the GBA+ lens has been applied in shaping and determining PCH’s hybrid work model and the accompanying modern workspace.* An Inclusion, diversity, equity, and accessibility (IDEA) lens have also been applied. Based on five main principles: Prioritize the physical, psychological and emotional health of all employees; Encourage employees to show compassion, empathy and flexibility at all levels; Remain flexible in order to adapt to the constantly changing environment and communicate all relevant information in a timely manner; Make decisions related to the hybrid model based on evidence and data, and communicate them transparently; Target, prevent and eliminate the obstacles that the new hybrid work model could create while

	eliminating the inequities of the past. Over the past few months, and ongoing: we have exchanged with the various groups and committees of the Department, including the Committee on Employment Equity, Diversity and Inclusion, and we are committed to continuing these discussions in order to ensure that the points view of all are well represented.
Real Property & Technology	How is your office space currently configured? Hoteling workstations

	Traditional assigned cubicles and offices GCworkplace Other: **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings? No because our department will be moving to 3 modernized GCworkplace floors in January 2024** **Are you planning to** reduce your office footprint? Yes Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes / No YES If yes, please list The department has purchased 37 surface HUBs for boardrooms to facilitate hybrid meetings. Overall, thirty-two 55-inch Microsoft Surface Hub and five 80-inch Microsoft Surface Hub were configured and installed in boardrooms. PCH's CIOB has also collaborated with SSC to test and implement a new solution to convert Cisco videoconference into CVI systems so they can connect to MS Teams meetings. New equipment will be tested for MS Teams meeting rooms to improve sound quality.
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes / No YES If yes: Please specify the name of the tool: Manual tracking using Excel spreadsheet collating multiple sources of data, such as Security access cards, Archibus and PSPC is providing us information on the usage of GCCoworking site on a monthly basis. Please specify the latest data / estimate you have on: Spring/Summer 2022: the majority of your employees are working in a hybrid mode, here are approximate numbers: _±3_% of employees in office full time _±96_% of employees in hybrid work _±1_% of employees full time teleworking Time period the data refer to: As of July 31, 2022, we have 9% of our employees who are coming in the workplace. However, since August there is an increase of in-office presence.
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Policy gaps for managing hybrid workforce: Telework Directive, Travel Directive, Employees equipment, emergency management requirements. 2. Workplace Modernization at PCH is being undertaken concurrently as the transition to a hybrid work environment which adds another layer of complexity to managing change 3. Mental health and impacts of the pandemic on resilience and adaptability 4. Accommodations on accessibility
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?**

	PCH has conducted a survey, census and held DMs' virtual town hall meeting to answer employees' questions about the department new work model and vision as well as to provide them with the opportunity to share their views on the future of work at PCH. In order to better understand the needs from various vantage points, we have also leveraged our existing internal forums (Directors and Managers' Forum, IDEA Advisory Committee, Ambassadors of Change Network) as well as individuals meetings with each DG/RDG to better understand the needs, as consultation mechanism on Future of Work Roadmap and other tools and products associated with hybrid work model. Key takeaways from consultation with can be summed up to the following: successful shift to hybrid work relies on department's ability to ensure health and safety in the workplace, physical workplace readiness, transparent approach and timely messaging, support to managers in implementation as well as flexibility, accessibility and inclusiveness. **Have you consulted with Employment Equity Groups within your organization?** The principles of inclusion, diversity, equity and accessibility (IDEA) have been at the forefront of our approach to ensure accessibility and inclusiveness for all. PCH has established an Advisory Board called Hybrid by Design whose membership includes a diversity of perspective in the development of PCH's approach to the Future of Work / Hybrid Work Model in particular equity deserving communities, accessibility consideration, regional realities and various levels of management and employees. PCH's IDEA Advisory Committee has also been consulted on our Future of Work Roadmap and Hybrid by Design objectives. Have you consulted with your Bargaining Agents? Bargaining agents have been consulted and informed and discussions took place during regular meetings of the Human Resources Labour Management Consultation Committee and the National Labour-Management Consultation Committee with an ad-hoc NLMCC on September 6, 2022. Bargaining Agents support the PCH Hybrid model (minimum of 1 day a week in-office work) and appreciate the communication strategy and the roadmap designed by Communications and HR and expect that the employer will remain flexible with accommodation requests.

Canadian Human Rights Commission

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Canadian Human Rights Commission Number of Employees: 300 Does your organization have regional offices? Yes Are your regional offices GC co working spaces? No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? No (this exercise will commence in September 2022). If yes, What percentage of positions were assessed as having full-time in-office requirements? What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? What percentage of positions were assessed as compatible with fully remote work / telework? What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? No If no, why? The CHRC is in the process of planning its reoccupancy. Due to the recent addition of new mandates to the organization and the resulting growth of the organization, the Commission must move from an assigned seating workplace, to an unassigned/shared seating workplace. We are therefore in the process of completing a depersonalization exercise as well as a paper clean-up exercise. Once the exercise is complete, re-occupancy will take place using a hybrid model. In the meantime, the organization is still in a primarily remote working situation, with a few exceptions. If yes: What is your organization experimenting with? What is the experimentation timeframe?

	What percentage of employees are participating? Is participation voluntary or mandatory? How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results What outcome measures* is your organization using: **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. No. Based on the fact that we are not actually testing models, we do not believe that this would be make sense at this time. If yes, please provide a contact name:
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Soon to implement – as stated above, the Commission is working on transforming the workplace to permit a hybrid model. At this time, the Commission has not made any decision regarding mandated number of workdays in the office for employees who worked remotely. How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time)

	Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Did your organization apply a GBA+ lens when choosing hybrid work models? As stated above, the organization is still in the process of defining what its future hybrid model will be, but is very much aware of the positive impact that remote working has had for some communities, including persons with disability and women. As such, we fully intend to continue to consider how our future model can be inclusive and flexible and ensure that it does not create barriers to employment.
Real Property & Technology	How is your office space currently configured? Hoteling workstations : less than 5% of workstations Traditional assigned cubicles: remaining workstations as well as closed offices for executives and legal counsel Activity Based Workplaces none Other: **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **Not *building* collaborate spaces, but changing the setup to allow for more collaborative work space** **Are you planning to** reduce your office footprint? No – not at this time Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.)

	No, aside from investing to improve remote connectivity, the Commission has not yet invested in other types of technologies but this is being considered in the context of our reoccupancy planning. If yes, please list
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? No. We do not have a tool to track the % of employees. Our on-site presence is quite small (Between 5 and 10%) and we are able to track these by email and in excel. If yes: Please specify the name of the tool: Please specify the latest data / estimate you have on: Less than 5% of employees in office full time (security, facilities, mailroom, compensation, members of the senior management team) __% of employees in hybrid work approximately 95% of employees full time teleworking, with a few coming in sporadically based on various operational needs Time period the data refer to: From beginning of the pandemic until now
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? Transition from dedicated work stations to unassigned seating during a period of significant organizational growth (the organization has grown and we can no longer support assigned seating) IT considerations – it is still unclear how many employees our current IT infrastructure can support while onsite and using new tools such as TEAMS Evolving guidance and expectations from central agencies Other competing organizational priorities (implementation of new mandates at the CHRC)
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** The CHRC initially consulted all staff in the earlier stages of the pandemic. We have also done a telework exercise assessment (where managers consulted with staff) and set up a working group with members from across the organization and the unions to support our re-occcupancy work. Takeaways: most employees want the flexibility to work from home either on a full time or part time basis (e.g. approx. 45% on full time and 45% on part time basis). **Have you consulted with Employment Equity Groups within your organization?** **As our planning continues, we intend to consult with employee groups such as our DACC committee which comprises indigenous and racialized employees.** Have you consulted with your Bargaining Agents? They are part of the Re-occupancy WG.

Canadian Institute of Health Research

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Canadian Institutes of Health Research (CIHR) Number of Employees: Indeterminates: 465 Terms: 99 Students: 37 In addition, there are currently additional positions: Vacant : 68 Leave or secondment : 35

	Does your organization have regional offices?: No Are your regional offices GC co working spaces? Not applicable
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes. If yes, What percentage of positions were assessed as having full-time in-office requirements? What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? What percentage of positions were assessed as compatible with fully remote work / telework? What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) ******************* CIHR position requirements and employee preferences were discussed and documented via multiple manager-employee meetings in 2021 and 2022 calendar years. Guidelines and templates were used to support meetings and decision-making, including subsequent calibration exercises to ensure precision and accuracy of results. The majority of positions were assessed as compatible with a hybrid model whereby employees could work less than three days at the office per week. The *CIHR Work Agreements*, which formalized the employee work arrangement (in the office or a hybrid arrangement or telework), were completed in June 2022. Of the 564 (indeterminate and terms) Work Agreements finalized, most positions were identified as being compatible with a hybrid model with less than three days at the office per week: 89%: <3 days at the office 4%: 3+ days at the office 7%: Telework/fully remote (employees located outside the NCR) To note, these numbers exclude the Executive cadre who are expected to be in the office at least 3 days per week on average, on a planned schedule.
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes. If no, why? If yes: What is your organization experimenting with? Since the start of the pandemic, CIHR employees have predominantly worked remotely in compliance with public health and Government of Canada guidelines. With the pandemic experience providing an unprecedented opportunity to equip CIHR for remote work, it became increasingly clear that most employees wanted to see a post-

pandemic workplace that would include flexibility and options regarding where and how they worked.

With the lifting of public health measures, CIHR gradually reopened its 160 Elgin Street offices on July 4, 2022, with some employees returning on-site based on a new flexible hybrid workplace model.

The CIHR hybrid workplace model is founded on three factors: operational requirements and organizational priorities; the mental health and well-being of its employees and physical footprint requirements.

The organization has moved to a hybrid model which demonstrates a commitment to on-going collaboration and experimentation with CIHR staff.

CIHR's goal remains to ensure the hybrid model allows the organization to deliver on its mandate and strategic plan, government priorities, and build a strong workplace culture for the future.

Another key factor considered is that CIHR will be moving to a new location in 2024, which will have reduced square footage.

What is the experimentation timeframe?

Experimentation has commenced and continues to be gradually rolled out. Key past and future milestones include:

January 2022: CIHR Future Workplace Model published and shared with staff.

July 4, 2022: Gradual implementation of CIHR Future Workplace Model and re-opening of 160 Elgin Street office.

September 12, 2022: Full implementation of hybrid model with certain senior leadership team members working in the office 3 days/week on average moving forward.

2024 (TBD): CIHR will be moving to its new office space sometime in 2024.

What percentage of employees are participating?

100%

Is participation voluntary or mandatory?

Mandatory.

How is data being collected?

Formal/informal manager-employee meetings
All-staff and town hall sessions
Smaller staff engagement sessions
Employee Pulse Surveys (regular/multiple)
On-going engagement with key governance tables
Intranet site devoted to the CIHR Future Workplace Model
Approved Work Agreements
HR system/administrative data
Physical and digital security
Passport Application

What outcome measures* is your organization using:

	Key performance indicators (to be developed in 2023) Well-being of employees measured through regular employee pulse surveys, exit interviews, etc. Feedback provided directly to managers by employees and rate of satisfaction with the work arrangement. Staff turnover rates/talent retention – once in place for a year from now (excluding retirements). Adherence to the Work Agreements e.i. are employees asking for modifications to their agreements in order to either work more or less from the home or office. **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. No . If yes, please provide a contact name: n/a
Hybrid model(s)	See section #2 above. Experimentation and implementation of hybrid model has since occurred. Has your organization shifted to a hybrid work model(s)? Yes. Please see #2 above. How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week – for all Executives Three days a week Four days a week Five days a week (full time) – for some Employees based on operational requirements Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: for all other Employees - As part of promoting "presence with a purpose" as a driver of its hybrid work model, time expected in the office is based on operational

	requirements and any ad hoc work or meetings that can only be conducted in the office or at the request of management. Those outside the NCR are not expected to work in the office. Primary focus on meeting the mandate. If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site. There are fixed "team days" where everyone in the team comes on-site. A combination of a) and b). Other: Based NCR staff who are not required to be 100% in the office, on-side days are chosen based on operational requirements, manager request and/or employee preference (in that order). Executives are asked to attend the workplace in a planned manner. How did your organization choose hybrid models? Position profile assessments. Employee location (NCR employees come into the office). Precedence set by other government organizations. Employee engagement / Team charter exercises. Other: engaged Gartner (consultant) and conducted extensive consultations with other agencies and internally, including a thorough review of the evolving research and subsequent literature. Did your organization apply a GBA+ lens when choosing hybrid work models? Managers met with employees a number of times to discuss first the operational requirements of their jobs and second the individual's personal circumstances and preferences that may require flexibility and accommodation. Managers were provided guidance on how to have sensitive conversations about individual needs/circumstances. The individual personal needs and circumstances were considered in the final decision on the type of hybrid work arrangement for each employee.
Real Property & Technology	How is your office space currently configured? Current office space includes: Hoteling workstations /unassigned cubicles and closed offices Collaborative workspaces Traditional assigned cubicles Traditional assigned closed offices Quiet rooms Shared business Centers and Kitchens Boardrooms of different size, furniture layouts and technology. **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **Since we will be moving in 2024, it was prudent not to invest in any construction at the present location. However, in order to facilitate hybrid meetings, CIHR decided to invest in enabling technology that can be mobilized in the new office space.**

	Are you planning to reduce your office footprint? Yes, CIHR's new lease in 2024 has a reduced footprint. Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes. If yes, please list **In order to facilitate hybrid meetings, the Poly Studio technology was implemented in 7 of our 16 boardrooms. Please note that this technology can be reused in the new office space when we move in 2024.** **All 107 unassigned workstations and enclosed offices were equipped with dual monitors and universal docking stations allowing employees to simply plug in their laptop and be ready to work. Keyboard/mouse can be borrowed and returned at the end of the day to be disinfected by the Service Desk using a UV disinfecting cabinet purchased for that purpose. The Outlook 365 room booking feature was leveraged to implement room booking process allowing hybrid workers to book an unassigned workstation when coming to work in the office. Please note that employees who selected to work less than 3 days per week in the office as per their newly signed work agreement are no longer entitled to an assigned workstation and are expected to book unassigned workstations when needed.** **In order to support higher** bandwidth requirement induced by **increased** usage of videoconferencing in Teams hybrid meetings conducted from the office, mitigating measures were implemented: Split tunnelling was implemented for remote VPN users A bandwidth cap was implemented for individual videoconferencing sessions Unused Internet circuit bandwidth was repurposed for videoconferencing exclusive usage.
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes If yes: Please specify the name of the tool: Historically, an Office Entry Passport Application was utilized. Recently, tracking has been based on the Digital and Security Services branch of Corporate Services. The number of employees entering the office is tracked on a daily, weekly and monthly basis and reported on a regular basis to senior management. Please specify the latest data / estimate you have on: 3% of employees in office full time 90% of employees in hybrid work 7% of employees full time teleworking Time period the data refer to: data valid at this time.
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Evolving and unpredictable health situation. 2. Clear and consistent direction from TBS/Centre. 3. From a Real Property perspective - Applying a hybrid work model (based on a GCWorkplace office design which is Activity based workspace) in office space that cannot be fully converted since we are moving, as well as the increased need for new technologies and security guidance.

Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Yes. The model has been extremely well received and supported by the vast majority of employees. Employees value the on-going engagement, flexibility and continuous feedback mechanisms offered by the model's construct, and its emphasis on employee productivity as well as mental health and well-being. **Have you consulted with Employment Equity Groups within your organization?** The process was applied equitably across the Agency with all employees being provided the same parameters. Have you consulted with your Bargaining Agents? CIHR employees are unrepresented.

Canadian Intergovernmental Conference Secretariat

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and Size of Organization	This link may be helpful: Size of organization Organization Name: Canadian Intergovernmental Conference Secretariat Number of Employees: 32

	Does your organization have regional offices? No Are your regional offices GC co working spaces? No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes If yes, What percentage of positions were assessed as having full-time in-office requirements? 0% What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 100% What percentage of positions were assessed as compatible with fully remote work / telework? 9% What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) One employee exceptionally who is closed to retirement. The CICS has a special interchange program with Provinces and Territories, and it was deemed for cost effective to not relocate those employees into the NCR for the term of their interchange. *We acknowledge that positions assessed for full time remote are not always offered this option*

Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes If no, why? If yes: What is your organization experimenting with? Employees come to the office at least one day a week for the time being and planning on moving to (unless required for operational requirements) twice a week in the Fall. An exception was made for employees who are required to travel as part of their functions. To note that a few employees are already coming 3 to 4 time per week voluntarily. What is the experimentation timeframe? Summer and Fall 2022 What percentage of employees are participating? All Is participation voluntary or mandatory? Mandatory How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results What outcome measures* is your organization using: Mainly onboarding and social cohesion **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important*

	to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion. Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. No If yes, please provide a contact name:
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes – we are currently transitioning to a hybrid model with employees coming into the office at least 1 day a week. How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other:

	If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Did your organization apply a GBA+ lens when choosing hybrid work models? Yes, we always do our best to be as respectful and cognisant of individual needs
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces

	Other: Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings? We do not see the immediate need to redesign office space considering the particular nature of our work. Current configuration should facilitate and efficient and effective hybrid work model. Are you planning to reduce your office footprint? No Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) No If yes, please list
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes If yes: We have one that could be used for tracking, but it is not being use at the moment. Please specify the name of the tool: Reservation Service Please specify the latest data / estimate you have on: _0_% of employees in office full time 91% of employees in hybrid work _0_% of employees full time teleworking Time period the data refer to: July to August 2022 _________
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Many employees are required to travel for setting up conferences as part of their functions; therefore, the telework agreement will need to be flexible for this situation

	2. supporting employees while we transition to a return to the workplace. Most employees are not ''sold'' on the idea of returning into the office. 3.
Engagement	Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways? The COVID-19 pandemic is not over and employees who need to take the train / bus to come to work are at higher risk of catching COVID-19 virus and therefore more hesitant to come to the office. New employees are more interested to come to work to have in person meetings. as it is certainly easier to make connections with their new colleagues and for their onboarding / training. Have you consulted with Employment Equity Groups within your organization? No Have you consulted with your Bargaining Agents? No

Canadian Northern Economic Development Agency

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Canadian Northern Economic Development Agency Number of Employees: 138 Does your organization have regional offices? [✓ Yes]/No

	Are your regional offices GC co working spaces? Yes/[✓ No]
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes/[✓ No], Nothing official was completed at an organizational level although we completed an individual assessment at the time of consideration for telework. Connectivity in the northern offices, particularly in Nunavut, was a major factor in determining whether people could work remotely. If yes, What percentage of positions were assessed as having full-time in-office requirements? What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? What percentage of positions were assessed as compatible with fully remote work / telework? What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? [✓ Yes] / No If no, why? If yes: What is your organization experimenting with? Various options have been experimented with over the course of the summer. The majority of staff have chosen to work in the office, or found it necessary for connectivity purposes, in our Northern Regions with some ad hoc flexibility to work at home up to 2 days per week. In our Ottawa office a 1+1 model seems to be the most popular whereby one day is fixed by the team and then another day chosen by choice depending on the type of work to be completed. What is the experimentation timeframe? We should be in a position to implement a formal hybrid model by the end of September. What percentage of employees are participating? 100% Is participation voluntary or mandatory? Mandatory How is data being collected?

	Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results Our organization is very small and information is collected anecdotally from participants and managers. What outcome measures* is your organization using: Health & Safety, cohesion, mental health, onboarding, operational needs, maintenance of cultural connections **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes / [✓ No] / My organization is already a partner Many of the models contemplated were also part the our experimentation and we're close to being complete. If yes, please provide a contact name:
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes / No / [✓ Soon to implement] How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week [✓ Two days a week] Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence [✓ Different requirements based on employee location] Other: If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization:

	How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed “team days” where everyone in the team comes on-site [✓ A combination of a) and b)] Other: Most employees in Northern locations work in the office How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations [✓ Employee engagement / Team charter exercises] Other: connectivity Did your organization apply a GBA+ lens when choosing hybrid work models? Was discussed during our implementation phase; however, more work to be done.
Real Property & Technology	How is your office space currently configured? Hoteling workstations [✓ Traditional assigned cubicles] Activity Based Workplaces Other: **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **Modifications to an office is planned for better interaction** **Pods being contemplated for quiet space** **Are you planning to** reduce your office footprint? Yes / [✓ No] Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) [✓ Yes] / No If yes, please list Conversion to universal docking stations at 90 Sparks is in progress. Universal docking stations on order for boardrooms in the Northern offices. Change in boardroom cameras also planned.
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes / [✓ No] We do plan on implementing something in the near future If yes: Please specify the name of the tool: Please specify the latest data / estimate you have on: _78_% of employees in office full time

	_20_% of employees in hybrid work _2_% of employees full time teleworking Time period the data refer to: _Last 3 months___
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Ensuring ongoing occupational Health and Safety in the Workplace (fire drills, evacuations, working alone). Processes need to be developed to ensure those in the office work in a safe environment. 2. Lack of equity across departments. The ability for employees to negotiate better arrangements with other departments poses a threat to attracting and retaining qualified staff. 3. Lack of Connectivity for those working at home. This is an exceptional problem for offices North of 60.
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Key themes are around safety of employees and the fair and equitable application of the hybrid model. **Have you consulted with Employment Equity Groups within your organization? Flexible work arrangements are discussed with Inuit employees as part of their onboarding process.** Have you consulted with your Bargaining Agents? Yes, this is an ongoing standing item for discussions with our National Labour Management Consultation Committee.

Canadian Nuclear Safety Commission

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

1. Name and Size of Organization

This link may be helpful: Size of organization

Organization Name: Canadian Nuclear Safety Commission (CNSC)

Number of Employees: ~900

Does your organization have regional offices?

YES- Regional and Site offices

Are your regional offices GC co working spaces?

No

2. Position Assessments

Did your organization assess positions for compatibility with hybrid work?

Not formally, no.

If yes,

What percentage of positions were assessed as having full-time in-office requirements?

What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site?

What percentage of positions were assessed as compatible with fully remote work / telework?

What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.)

We acknowledge that positions assessed for full time remote are not always offered this option

3. Experimentation

Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work?

No

If no, why? We are not testing or experimenting. Management has made a decision that job task/duties will drive the amount of flexibility an employee can exercise in where they complete their work. CNSC's employees, dependent on their position, duties and tasks, will have the option to work fully in office, work some time in office and some time from a telework location or fully from a telework location.

We have committed to learning and adjusting as we go.

If yes:

What is your organization experimenting with?

What is the experimentation timeframe?

What percentage of employees are participating?

Is participation voluntary or mandatory?

How is data being collected?

Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc.

*If you have employee pulse data, please share aggregate results

What outcome measures* is your organization using:

*Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.

See end of document the business and workforce outcomes from CNSC Reimagine work. The CNSC has not yet established an evaluation framework.

Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations.

Yes / No / My organization is already a partner? YES – we would be interested in an evaluation approach. We are not currently a partner.

If yes, please provide a contact name:

4. Hybrid model(s)

Has your organization shifted to a hybrid work model(s)?

Yes and soon to implement further

How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply:

a. Once a month or less

b. One to three days a month

c. One day a week

d. Two days a week

e. Three days a week

f. Four days a week

g. Five days a week (full time)

h. Not applicable: Staff have not been instructed to work on-site at a regular cadence

i. Different requirements based on employee location

j. Other: We have not expressed any requirement for employees to come to the office. Management will work with their employees to determine the right mix for their business unit based on the outcomes they need to achieve.

If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization:

How are the on-site days chosen?

a. Employees individually decide which day(s) to come on-site

b. There are fixed "team days" where everyone in the team comes on-site

c. A combination of a) and b) and it will be business unit specific

d. Other:

How did your organization choose hybrid models?

a. Position profile assessments

b. Employee location (NCR employees come into the office)

c. Precedence set by other government organizations

d. Employee engagement / Team charter exercises

e. Other: Pulse surveys, Town Hall polls, Re-Imagine the workplace working group that included the union

Did your organization apply a GBA+ lens when choosing hybrid work models?

The CNSC conducted a GBA+ survey specifically around returning to the office early in the pandemic. Much of the data from that survey has also informed direction around the hybrid model and any areas of concern were addressed in pandemic related employee programs.

We have not done a GBA+ review of the newly approved policy. The policy will undergo more frequent review to ensure we incorporate adjustments from what we learn and of course changes to work conditions.

5. Real Property & Technology

How is your office space currently configured?

Hoteling workstations

Traditional assigned cubicles

Activity Based Workplaces

Other: We have a mix of traditional assigned cubicles and activity-based workspaces. Our HQ is currently undergoing PSPC's rapid modernization to fully convert HQ to activity-based workspaces. All employees have tablets, no matter where they are located.

Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?

Yes – in progress

Are you planning to reduce your office footprint?

Yes – we have already released floors in our HQ. The CNSC is also looking to participate in GC Co work site pilots that could further our ability to reduce regional office footprint.

Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.)

Yes, we have increased building network capacity to manage increased participation in virtual meetings. In addition, we are implementing an interim solution (Prexip) that allows current boardroom technology to connect to MS Teams and are making additional investments in more modern and inclusive boardroom technology (specific technology TBD) as part of our Rapid Modernization project. As a requirement of the Rabid Modernization project, we will also be introducing a basic workstation reservation capability.

6. Onsite Presence

Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis?

Yes

Please specify the name of the tool:

We use the security employee ID card reader system to assess how many employees are coming to the office daily at HQ.

Please specify the latest data / estimate you have on:

We do not track that level of detail. Unable to provide this information currently.

__% of employees in office full time

__% of employees in hybrid work

__% of employees full time teleworking

Time period the data refer to: _________

7. Challenges

What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace?

1. Teleworking is no longer an "employee accommodation" but rather a way of doing business. Policies and collective agreements need to better reflect the mutual benefit that hybrid and full time telework situations provide to both the employer and the employee where the nature of the job or work permits.

2. Current systems do not provide a fully equitable experience in person vs in office. Availability of modern technology network offerings (Wi-Fi 6e/7) to facilitate more flexible workspaces (current wi-fi offering is insufficient for expect level of usage, requiring wired connections to workstations)

3. Lack of secure network above Protected B to be able to work with classified materials

4. Travel Policy needs to be updated to current reality and experience. Should allow some flexibility to Departments to make decisions based on the hybrid model chosen.

8. Engagement

Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?

Yes, via surveys, Town Hall polling and focus group engagements. In majority staff feel more productive working from home and many do not see a need to come back to the office.

Have you consulted with Employment Equity Groups within your organization?

Yes

Have you consulted with your Bargaining Agents?

Yes. Union was involved in the development of the vision and principles for CNSC's hybrid work model, and they have been consulted on the first version of the policy established in accordance with the current collective agreement and terms and conditions.

Primary concerns relate to the collective agreement, health and safety, respecting hours of work and ensuring consistent application of the options. In addition, policy and practices need to reflect the true mutual benefit to both the employer and employees. Items raised related to telework expenses – primarily internet costs and questions around travel expenses.

Canadian Radio-television and Telecommunications Commission

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Canadian Radio-television and Telecommunications Commission (CRTC) Number of Employees: 487 active employees as of August 3, 2022 Does your organization have regional offices? Yes Are your regional offices GC co working spaces? No. Although the CRTC is part of the GC co-working pilot, it also has a small presence and offices in a number of regions; supporting the regional commissioners.
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes If yes, What percentage of positions were assessed as having full-time in-office requirements?

	0 What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 14% What percentage of positions were assessed as compatible with fully remote work / telework? 85% Note: 1% unaccounted for due to pending changes to certain positions/functions. What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) For the initial review of positions, each CRTC sector was asked to assess their operational requirements and what, where, when and how the work for each of their positions could be done. Sectors were asked to focus on the position functions and not the current incumbent and to consider not only current but also long-term requirements. The specific criteria applied were whether the position had requirements for: Providing front-line external or internal in-person service Providing duty of care for clients or public (e.g. accommodations to attend public hearings) Access to equipment or physical documents available only at the designated worksite Access to secure networks for regular duties that cannot be accessed remotely Access to materials, equipment, physical documents or persons available only at the locations where certain situations or events are located or are taking place Other criteria specific to the sector's operations A requirement has also been added to assign a telework profile in the creation of any new positions. The current position telework profiles will be reviewed on a periodic basis to ensure their continued relevance in view of changing organizational needs. The possibility of using full-time telework outside of the NCR as a positive hiring strategy to eliminate skills shortages, advancing Diversity and Inclusion considerations, etc. has been discussed with senior managers as a possibility worth exploring. However, it has not yet been put into common practice due to questions such as the requirement for an official designated workplace, payment of travel costs to CRTC headquarters, etc. as the services available at our regional offices are extremely limited. At present the CRTC is cautious in its approach – while hiring outside the NCR on a full-time telework basis possible, it must be approved by a senior manager and is the exception. Additional guidance from TBS following the current collective bargaining process is awaited as to the flexibilities available in this regard, to help advance our diversity goals by providing more opportunities for telework in either remote or large urban locations where some EE or minority candidates are located. E.g. Indigenous persons in remote locations, black and racialized groups in large urban centres such as Toronto and Vancouver, French speaking engineers or other specialists in Québec, etc. where we have little or no local presence. *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes

If no, why?
If yes:
What is your organization experimenting with?
The existing telework profiles of positions were communicated and all staff asked to discuss their preferences for telework or onsite work, including possible schedules and accommodation measures, with their managers. All staff requesting to telework on a full-time or part-time basis according to their position profiles were required to complete a telework agreement signed by them and their manager by April 30, 2022.
What is the experimentation timeframe?
No specific timeframe (i.e. dates) has been set as timing will be affected by impending construction work which will result in the CRTC headquarters being shut down during renovation and approximately 50% of workstations being moved to an alternate location for the duration of the construction. During the construction period, not enough workstations would be available for the entire staff to work from the office full-time, necessitating some telework to continue even if a general return to the office were directed from the center. However, as per TBS guidance, all telework agreements will require review at least once annually.
What percentage of employees are participating?
100% - either by electing to telework full- or part-time, or to opt out and work onsite. These options were also proposed to the Commission's GIC appointees.
The large majority of the organization has chosen to remain on full-time telework, with only ad hoc onsite presence. Much of the onsite visits have been in preparation for the impending construction and move - depersonalizing all workstations, reducing or identifying paper records for retention and storage in preparation for the impending construction and move.
Is participation voluntary or mandatory?
Voluntary

How is data being collected?
Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc.
*If you have employee pulse data, please share aggregate results
One all staff meeting during the pandemic included a poll of employees concerning their wishes/intentions to continue teleworking and at what frequency following the announcement of a general return to work. The key take-aways from that poll were:
55% preferred to continue teleworking full-time
51% preferred to work part-time (or hybrid)
7% preferred to work occasionally or if needed in an office environment
1% preferred to return to the office full-time
The CRTC's internal survey, Introspect, was used in summer 2021 gathered information as to employees' views on telework, the work environment of the future, and employee mental health and well-being. Approximately 62% of the CRTC workforce responded, the highest response rate in the history of the survey. A few of the key results related to telework included that just over half of employees (52%) indicated that they would prefer to telework full-time, and in total, 82% stated they would like to work from home 60% of the time or more. The main reasons employees preferred working from home included lack of commute, flexibility of hours, and better work-life balance, among others. While

there are some areas for improvement in terms of workload management, overall employees felt that they were able to manage their meeting volumes, take necessary breaks, answer emails and complete their assigned work.

Another edition of Introspect is planned for October 2022 with many of the same questions to be repeated in order to confirm stability, changes or trends from the 2021 baseline. Other questions will be added to provide additional detail or identify emerging trends or concerns regarding the hybrid workplace.

Data on the number of approved telework agreements has been recorded in CRTC administrative systems. As of August 3, 2022 report, 78.5% of employees had full-time and 3.2% had part-time telework agreements on record. 18.3% of employees had no agreements on records; 5% of whom have chosen to work onsite while others are new employees or others whose new agreements are not yet in automated records.

What outcome measures* is your organization using:
Our internal survey, as well as the upcoming PSES, will measure employee mental health and well-being in the hybrid work context (primarily full-time telework for CRTC) to determine its continued impacts. The impacts of the hybrid workplace model on talent retention and recruitment, especially in terms of diversity, will also be examined through analysis of population data year over year and exit interviews. A review of our onboarding practices is already planned to better adapt to the current workplace, with results to be evaluated periodically.

In addition, means to evaluate the impact of the hybrid workplace combined with efforts to prevent, eliminate or mitigate harassment, racism and discrimination will be explored. The data gathered as a result will be included as part of the required 2023-2024 update of the organization's workplace assessment to identify hazards and risks related to harassment and violence.

The CRTC plans to further explore the possibility of promoting full-time telework outside the NCR as a means to close gaps in EE representation and certain specialized skills profiles but is awaiting the latest guidance (on onsite work or flexibilities) from TBS prior to implementing it as a common practice. Should the strategy be put in place, the progress made toward closing representation gaps will be compared against previous data and trends to evaluate its success.

**Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.*

Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations.

	No If yes, please provide a contact name:
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: based on work functions If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: More specifically: The majority of staff occupy positions identified as suited for full-time telework and have elected to complete telework agreements accordingly; some working onsite on an occasional ad hoc basis. Those staff in positions designated as requiring some onsite presence have signed telework agreements outlining the frequency and schedule at which they are required onsite, based on their specific work functions. As noted in a previous response, senior management has concluded that, given the impending construction work, attempting to test different models while preparing for a planned move in December of 2022 would be counter-productive. How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: Those staff in positions designated as requiring some onsite presence have signed telework agreements outlining the frequency and schedule at which they are required onsite, based on their specific work functions. Other employees have individually decided, with their manager's approval, which day(s) to work onsite. How did your organization choose hybrid models? Position profile assessments

	Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: organizational need Did your organization apply a GBA+ lens when choosing hybrid work models? Yes, in so far as flexibility was built in to the model to best meet the needs of our various employees, e.g. child or other caretaking, accommodation, availability of flexible work schedules where possible, allowing for telework as a means for better work-life balance.
Real Property & Technology	How is your office space currently configured? Traditional assigned cubicles with some Hoteling workstations. During the upcoming Les Terraces de la Chaudière modernization project scheduled to begin in December 2022 employees will work out of a PSPC swing space that offers no assigned seating. Only Senior Executives and Legal will be assigned offices **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **Yes.** **Are you planning to** reduce your office footprint? Yes. Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes If yes, please list **Over 50% of our existing boardrooms have been reconfigured to better accommodate hybrid meetings. The CRTC is currently working closely with PSPC to ensure that boardrooms equipped with similar technology will be made available at the temporary location assigned to the CRTC during the Modernization project. CRTC will resume investment and fully equip all boardrooms once the Modernization project is completed and once we receive confirmation from PSPC of the floors we will come back to.** **We invested in computer equipment such as headsets with boom microphones to support the transition to virtual meetings. This technology is important in a hybrid environment and ensures that the CRTC meets the mandatory requirements set by the Translation Bureau that requires anyone participating in a virtual meeting with interpretation services to use that specific technology.** **The CRTC fully transitioned to M365 in line with the Government strategy, and reduced Teams bandwidth to ensure a smooth experience for onsite users. This transition allowed our employees to better collaborate virtually and ensured that employees have the tool they need to work from anywhere and at any time.** **We also invested in our infrastructure and network by increasing bandwidth and adding remote connection capacities to support the hybrid scenarios applicable to the CRTC environment.** **An online workplace booking system has not been instituted, however:** **The Building Access Request System (BARS) system put in place in response to the 2021 vaccination requirement will continue to ensure that occupancy limits are respected.** **An evergreen list of unassigned workstations has been posted on the CRTC intranet. It lists the availability of workstations for either Surface tablet or Laptop connection.** **These workspaces are available to employees requiring an onsite presence but who did**

	not have workspaces pre-existing the pandemic remote work period; i.e. hired during pandemic. All other workspaces have been depersonalized pending the upcoming move and construction period however are still available to their assigned occupants whether working onsite, on full- or part-time telework
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes If yes: Please specify the name of the tool: Building Access Request System (BARS) Please specify the latest data / estimate you have on: 5 % of employees in office full time 3.2 % of employees in hybrid work (part-time telework)* 78.5% of employees full time teleworking* *total does not add up to 100% as not all agreements are yet in automated records; e.g. new employees and others pending verification. Time period the data refer to: based on August 3, 2022 HR report data of telework agreements on record since April 2022, with percentage of employees in office full-time based on BARS system data.
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Upcoming Building Modernization project; i.e. reduction of allocated space during construction 2. Projected growth of employee population related to increased mandate combined with #1 above 3. TBS policy regarding designated worksite/limited resources available to support employees in small number of regional sites
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Yes, the CRTC Chairperson led a number of all staff discussions during the pandemic to discuss the situation and a number of these addressed senior management intentions to continue the practice of telework for those interested. In addition, one all staff meeting included a poll of employees concerning their wishes/intentions to continue teleworking and at what frequency following the announcement of a general return to work. The key take-aways from that poll were: 78.5 % wished to continue teleworking full-time those wishing to continue teleworking part-time wanted to do so at the following frequency: The CRTC internal survey, Introspect in summer 2021 concluded that just over half of employees (52%) indicated that they would prefer to telework full-time, and in total, 82% stated they would like to work from home 60% of the time or more. The main reasons employees preferred working from home included lack of commute, flexibility of hours, and better work-life balance, among others. While there are some areas for improvement in terms of workload management, overall employees felt that they were able to manage

	their meeting volumes, take necessary breaks, answer emails and complete their assigned work. **Have you consulted with Employment Equity Groups within your organization?** No Have you consulted with your Bargaining Agents? Yes, the subject of the hybrid workplace was discussed.

Canadian Space Agency

Profils hybrides des ministères

Situation actuelle : Veuillez fournir un bref aperçu des plans hybrides de votre ministère pour l'automne 2022. Nous comprenons que les ministères en sont à diverses étapes de planification et de mise en œuvre, et que les plans continuent d'évoluer. Si l'information n'est pas disponible pour certaines des questions, veuillez l'indiquer et fournir une estimation si possible.

Nom et taille de l'organisation	Voici un lien qui peut vous être utile : Taille de l'organisation Nom de l'organisation : Agence spatiale canadienne Nombre d'employés : 744 Votre organisation a-t-elle des bureaux régionaux? Oui / Non Note : Le siège social est à Longueuil, Qc. Nous avons également un bureau à Ottawa et un à Gatineau. Vos bureaux régionaux sont-ils des espaces de coworking GC ? Oui / Non
Évaluations des postes	Est-ce que votre organisation a évalué la compatibilité des postes avec le travail hybride? Oui / Non L'organisation a identifié trois types de postes à l'ASC par rapport à la nécessité de présence sur les lieux de travail, soit : temps plein au bureau, certaines journées au bureau et en télétravail (mode hybride) et télétravail à temps plein. De façon générale, la plupart des postes permettaient le travail de façon hybride, voire le télétravail à temps plein. Dans l'affirmative,

	Quel pourcentage des postes ont été déterminés comme étant des postes où les employés doivent être présents au bureau à temps plein? Les postes qui nécessitent une présence à temps plein sur les lieux de travail représentent environ 10%. Il s'agit de tous les postes des employés qui devaient être présents pendant la pandémie (ex. personnel d'entrepôt, de laboratoires, des opérations spatiales, etc.). Quel pourcentage des postes ont été déterminés comme étant des postes compatibles avec le travail hybride, où les employés peuvent consacrer une certaine partie de leur temps au télétravail et doivent travailler sur les lieux le reste du temps? L'ASC n'a pas d'information précise par rapport au pourcentage de postes qui doivent absolument avoir une présence minimale au bureau. Toutefois, nous pouvons indiquer qu'il s'agit d'une très faible proportion. Quel pourcentage des postes ont été déterminés comme étant des postes compatibles au télétravail à temps plein? La majorité des postes de travail de l'ASC sont compatibles avec du télétravail à temps plein. Par contre, la mise en œuvre et la réalité des employés, des équipes et de la gestion peut influencer le niveau de présence sur les lieux de travail. Quelles considérations ont été appliquées pour déterminer un poste entièrement éloigné (par exemple, embaucher à l'extérieur du RCN, pénuries de compétences, considérations relatives à la diversité et à l'inclusion, etc.) Au cours des deux dernières années, l'ASC a embauché quelques personnes dans un poste entièrement éloigné (à l'extérieur de la RCN et de la région de Montréal). Les principaux aspects pris en considération étaient le domaine d'expertise et une pénurie de personnes qualifiées dans les régions rapprochées. *Nous reconnaissons que les employés occupant des postes compatibles au télétravail à temps plein n'ont pas toujours l'option de travailler de cette façon.*
Mise à l'essai	En ce moment, est-ce que votre ministère effectue la mise à l'essai* d'un ou de plusieurs modèles hybrides ou d'autres aspects à l'appui de la mise en œuvre du travail hybride? Oui / Non Si vous avez répondu non, veuillez expliquer pourquoi? Dans l'affirmative: Sur quoi porte la mise à l'essai de votre organisation? La mise à l'essai était particulièrement axée sur le fait de reconnecter avec les milieux de travail, l'utilisation des systèmes/salles de vidéoconférence en mode hybride, les mesures sanitaires en place ainsi que la réservation de postes de travail flexibles pour les personnes concernées.

	Quel est le calendrier de la mise à l'essai? Au cours des derniers mois (depuis le 9 mai 2022 plus précisément), l'ASC encourage l'augmentation de la présence sur les lieux de travail de ses employés. Le 16 juin 2022, l'organisation a annoncé à ses employés la fin du travail à distance obligatoire, et par le fait même la mise en œuvre des ententes de télétravail, en date du 6 septembre 2022. L'ASC s'est donné jusqu'à la fin mars 2023 pour évaluer l'approche choisie. Quel pourcentage des employés participent? Comme la participation à cette mise à l'essai n'était pas obligatoire, mais plutôt selon la volonté des employés, il est difficile d'obtenir un pourcentage précis. Du 9 mai au 6 septembre 2022, une moyenne avoisinant les 200 employés quotidiennement était présente sur les lieux de travail, soit 27%. La participation est-elle facultative ou obligatoire? La participation à cette mise à l'essai était facultative mais est devenue obligatoire à partir du 6 septembre 2022. De quelle façon les données sont-elles recueillies? Il peut s'agir, par exemple, de sondages aux employés, de données administratives et de données sur les systèmes des RH, de données sur les systèmes de TI, etc. * Si vous avez des données sur le ressenti des employés, veuillez partager les résultats agrégés. En plus d'une méthode « in situ », où nous recueillons les commentaires des employés via une boîte de courriel, MS Teams aux responsables de l'avenir du travail, ou dans les corridors, l'ASC a mené un sondage auprès des employés dans les deux premières semaines suivant le 9 mai 2022. Quelles mesures de résultats* votre organisation utilise-t-elle ? Avec les sondages utilisés, l'ASC a évalué entre autres la clarté des instructions aux employés, le sentiment de sécurité des employés, les problèmes rencontrés lors de venues dans les lieux de travail. L'organisation continuera l'évaluation de ses résultats au cours des prochains mois et pourra également réviser ses indicateurs au fil de ceux-ci. *Les indicateurs des résultats désignent les aspects des résultats de la mise à l'essai qui éclaireront les décisions futures. Dans le but d'orienter nos activités de mise à l'essai du travail hybride à l'échelle du gouvernement, nous voulons en savoir davantage au sujet de ce qui est important pour les organisations. En voici quelques exemples : la diversité et l'inclusion, la santé mentale, la rétention des talents, l'intégration, la cohésion sociale.* *Êtes-vous intéressé à vous joindre à l'initiative d'expérimentation " Hybride en boîte " du BDPRH ?* Dans le cadre de cette initiative, l'équipe de recherche et d'expérimentation du BDPRH administrerait de façon centralisée une évaluation des modèles hybrides que vous testez et vous

	fournirait un résumé ministériel ainsi qu'une synthèse des résultats des autres organismes participants à l'échelle du gouvernement du Canada. Oui / Non / Mon organisation est déjà un partenaire Dans l'affirmative, veuillez fournir le nom d'une personne-ressource : Emilie Chayer, Chef d'équipe, Gestion de projets des services internes emilie.chayer@asc-csa.gc.ca
Modèles hybrides	Votre organisation est-elle passée à un modèle de travail hybride? Oui / Non / L'ASC a mis en œuvre son modèle de travail hybride depuis le 6 septembre 2022. Maintenant, combien de jours les employés travaillant entièrement à distance durant la pandémie doivent-ils venir travailler au bureau? Si votre organisation teste plusieurs modèles, indiquez-en autant que possible : Une fois par mois ou moins D'un à trois jours par mois Un jour par semaine Deux jours par semaine Trois jours par semaine Quatre jours par semaine Cinq jours par semaine (à temps plein) Ne s'applique pas : Le modèle hybride préconisé par l'ASC ne cible pas un nombre de jours de travail minimal au bureau. La latitude a été donnée aux gestionnaires pour définir ce qui convenait le mieux à leurs employés et leurs équipes en fonction des postes qu'ils occupent. Certains employés doivent être présents à temps plein, d'autres quelques jours par semaine et la majorité a la possibilité de choisir de concert avec sa gestion le nombre de jours de télétravail. Différentes exigences en fonction de l'emplacement des employés Autre : Si vous avez sélectionné plusieurs modèles hybrides ci-dessus, veuillez inclure des informations supplémentaires sur les modèles que vous testerez et sur la manière dont ils s'appliquent à l'ensemble de votre organisation : Comment choisit-on les jours où l'employés doit travailler au bureau? Les employés choisissent eux-mêmes les jours où ils veulent travailler sur le lieu de travail.

	Il y a des jours d'équipe où tous les employés de l'équipe doivent travailler au bureau. Une combinaison des réponses a) et b). Autre : De quelle façon votre organisation a-t-elle choisit les modèles hybrides? Évaluations des profils des postes (Mode hybride s'applique à la majorité des postes de l'organisation). Emplacement des employés (les employés de la RCN travaillent au bureau) Précédent établi par d'autres organisations gouvernementales Mobilisation des employés /Exercices de chartre d'équipe Autre : Attrait et rétention de personnel qualifié, consultations à l'ASC (ex. gestion, réseaux variés, syndicats, etc.). Votre organisation a-t-elle adopté une perspective de l'ACS+ lorsqu'elle a choisi les modèles de travail hybrides? L'ASC tient compte de l'inclusion et de la diversité dans la mise en place de son modèle hybride. Par exemple, afin de favoriser l'accessibilité physique, des tables à hauteur ajustables ont été installées dans plusieurs postes de travail non assignés et continueront d'être déployés au cours des prochains mois. La détermination de l'emplacement des postes de travail non assignés ainsi que leur disposition visent à tenir compte de l'accessibilité, l'inclusion et la diversité.
Biens immobiliers et technologie	Quelle est la configuration actuelle de votre milieu de travail? Postes de travail à la carte Modèle traditionnel de cubicules assignés Lieux de travail basés sur l'activité Autre : En juillet 2021, l'ASC a adopté une approche mixte de configuration de son milieu de travail. Ainsi, les employés qui travailleraient sur place 22.5 h et plus par semaine conserveraient un poste de travail assigné. Les employés qui quant à eux feraient du télétravail 22.5 h et plus par semaine, devraient utiliser un poste de travail non assigné (flexible). **Votre organisation a-t-elle envisagé de créer davantage d'espaces de travail collaboratifs et/ou de salles de conférence pour mieux faciliter les réunions hybrides ?** Oui/Non **Envisagez-vous de réduire l'encombrement de votre bureau ?** **Oui / Non** **Avez-vous investi dans des technologies pour vous adapter à un environnement hybride ? Par exemple, la technologie des réunions dans les salles de réunion, les systèmes de réservation en ligne du lieu de travail, etc.** **Oui / Non**

	Si oui, veuillez énumérer **L'ASC a investi dans l'achat d'équipements pour faciliter la tenue de rencontres hybrides dans ses locaux (ex. Pexip CVI, Logitech Group, etc.). Afin d'améliorer l'expérience des utilisateurs de son siège social, des investissements sont également en cours pour augmenter la bande passante et améliorer le réseau WIFI.** **Pour la réservation en ligne de bureaux, des investissements sont prévus afin d'utiliser le système Archibus de SPAC. Une solution temporaire maison a été développée pour répondre aux besoins immédiats de réservation de postes de travail.**
Présence sur le lieu de travail	Avez-vous un outil qui vous permet d'effectuer le suivi du pourcentage des employés de votre organisation qui travaillent sur le lieu de travail de façon hebdomadaire? Oui / Non Dans l'affirmative : Veuillez préciser le nom de l'outil : **Nos données sont tirées du système de cartes d'accès EBI de l'édifice pour ce qui est de l'achalandage au Centre spatial John H. Chapman. Pour le Laboratoire David Florida, un fichier est généré à chaque jour par les commissionnaires. Toutes ces données sont mises en commun dans notre système de demande d'accès aux bâtiments.** **L'outil électronique que l'ASC a développé pour consigner les ententes de télétravail permet, entre autres, d'obtenir des statistiques sur l'utilisation des bureaux, le pourcentage de temps en télétravail selon le type de poste occupé et plus encore.** **L'outil de réservation de postes de travail flexibles qui a été développé permet une certaine mesure du taux d'utilisation de ceux-ci.** Veuillez préciser les dernières données dont vous disposez sur : _9_ % des employés qui travaillent au bureau à temps plein _61_ % des employés qui suivent un modèle de travail hybride _30_ % des employés qui font du télétravail à temps plein Période à laquelle les données se réfèrent : Données extraites en date du 31 août 2022
Défis	Quels sont vos trois principaux obstacles (p.ex., politiques du SCT, bureaux non assignés, le nombres d'employés est plus grand que les bureaux disponibles, autre) affectant la transition vers un lieu de travail hybride ? 1. Gestion du changement en général auprès de la gestion et des employés 2. Les ressources disponibles (financières et humaines) pour mettre en place un milieu de travail axé sur les activités afin d'optimiser le modèle hybride. De plus, des changements importants à nos lieux de travail nécessiteraient une collaboration étroite avec SPAC. Les processus actuels sont passablement lourds et de longue haleine. 3. Réception en temps opportun de nouvelles directives ou autres des agences centrales.

Mobilisation	Avez-vous consulté vos employés au sujet de la transition vers le travail hybride? Dans l'affirmative, quels sont les principaux points à retenir? **L'ASC a tenu des consultations auprès de ses employés au cours de l'été 2021 sur divers sujets en lien avec l'avenir du travail, dont la réintégration des milieux de travail et le modèle de travail hybride.** **Points à retenir :** **Les employés apprécient la flexibilité que permet le télétravail, particulièrement par rapport au transport et à l'équilibre vie personnelle/vie au boulot.** **Certains employés avaient exprimé des craintes par rapport à leur gestion du temps ou par rapport à l'obligation potentielle d'une présence sur les lieux de travail.** **L'importance d'avoir un système de réservation de postes de travail.** **Avez-vous consulté des groupes d'équité en matière d'emploi de votre organisation?** **En janvier 2021, l'ASC a organisé une séance de travail avec les représentants des différents groupes d'intérêts de l'organisation. Parmi ceux-ci, on retrouvait entre autre le réseau des minorités visibles, le réseau administratif (représentation majoritairement féminine), comité des femmes en sciences, technologies et gestion, communauté des gestionnaires. Lors de cet échange, les représentants de chacun des groupes ont partagé l'information recueillie auprès de leurs membres. Plusieurs membres de ces groupes ont également participé aux consultations de l'été 2021.** Avez-vous consulté vos agents négociateurs? En février 2021 lors d'une rencontre patronale-syndicale nationale, les syndicats ont été informés que l'ASC a créé un comité d'intégration afin de discuter de l'avenir du travail, attirer et maintenir en poste les gens à l'agence. Ils ont également été informés lors de cette rencontre que les discussions sur les postes non assignés et l'avenir du télétravail à l'ASC ont débutées. Les sujets de l'Avenir du travail/retour sur les lieux de travail furent portés à l'ordre du jour des rencontres patronales-syndicales depuis. Le retour sur les lieux de travail a été discuté lors de la rencontre de consultation syndicale patronale du 11 avril 2022 où une approche graduelle de retour au travail à compter du 9 mai 2022 a été présentée et la mise en œuvre des ententes de télétravail prévue à la fin de l'été 2022 a été annoncée. Le sujet du mode de travail hybride sera ajouté à la rencontre du 6 octobre 2022.

Canadian Transportation Agency

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Canadian Transportation Agency Number of Employees: 312 Does your organization have regional offices? Yes/No Are your regional offices GC co working spaces? Yes/No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes/No If yes, What percentage of positions were assessed as having full-time in-office requirements? 5 % of our positions were identified with a low potential for telework. Our approach was that all positions have a small potential for telework arrangement even if positions are critical to the operations. What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 90 % of our positions were identified has having high or medium potential. What percentage of positions were assessed as compatible with fully remote work / telework? 5 % (only people who were hired outside of NCR with a position in the NCR and requesting full time telework arrangement. It is important to note that a 10% limit has been set for this type of situation in our organisation because of policy constraints on work location, costs of relocation, bilingualism, etc) What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) Hiring outside of the NCR, skills shortages, languages considerations, diversity and inclusion considerations, performance of the employees. *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes / No If no, why?

If yes:
What is your organization experimenting with?
Hybrid –
Every employees will have a telework arrangement based on the operational requirements of their jobs. For the majority of employees, a mandatory one day a month is required. There has been clear communications that they have to be able to come to the office for operational needs. For managers and team leaders, mandatory one day/month plus a clear expectations to organise teams meetings and provide onboarding and training in persons.
For executives and equivalent, mandatory 2 days/week with expectations to organise teams meetings once month and provide onboarding in persons.
For employees located outside of NCR with a position in the NCR, a 10% limit has been set for this type of situation in our organisation because of policy constraints on work location, costs of relocation, bilingualism, etc. When they have requested full time telework arrangement, the agreement is that they will be required to come to the office twice a year.
What is the experimentation timeframe?
Re-evaluation every 6 months
What percentage of employees are participating?
100%
Is participation voluntary or mandatory?
Mandatory

How is data being collected?
Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc.
*If you have employee pulse data, please share aggregate results

Pulse surveys, poll questions, consultations, telework agreements, facilities system based data.

What outcome measures* is your organization using:

Satisfaction of employees in balancing work-life balance, overall performance of the organisation in meeting its mandate and performance of individual employees, usage of office spaces/work points, increase in collaboration/ cohesion within the groups.

**Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.*

Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations.
Yes / No / My organization is already a partner

	If yes, please provide a contact name: Nadine Brisson, Nadine.brisson@otc-cta.gc.ca and Karen Jacob, Karen.jacob@otc-cta.gc.ca
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes / No / Soon to implement, As we are moving to a new building, we are expecting to implement in November. How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence because we were moving during this period. Different requirements based on employee location Other: Staff have not been instructed to work on-site at a regular cadence since we were moving to a different building during the pandemic. Only critical staff have been instructed to work on-site based on operational requirements. If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed “team days” where everyone in the team comes on-site A combination of a) and b) Other: How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Did your organization apply a GBA+ lens when choosing hybrid work models?

	Yes
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: Change management **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **It was already part of the new building** **Are you planning to** reduce your office footprint? Yes / No Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes / No If yes, please list : Online workplace booking system, hybrid boardroom meeting technology and fully accessible building.
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes / No If yes: Please specify the name of the tool: Archibus (facilities systems). However, the tool is not intended to verify people presence onsite but rather the use of the diverse rooms and facilities to determine our needs in term of space. Please specify the latest data / estimate you have on: __% of employees in office full time __% of employees in hybrid work __% of employees full time teleworking Time period the data refer to: No data are available as we are waiting for the new building to be ready for our integration.
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Readiness of the new building / 2. COVID-19 health preoccupations 3. Commuting to workplace
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Before developing the strategy, all employees were consulted on their expectations and preoccupations about the return to work by pulse surveys, future of work workshops and polling questions during all staff meeting. The key takeaways were the preoccupations on finding a work-life balance, commuting, the importance of being meaningful to go the workplace, health preoccupations, loss of personal space, enthusiasm to see and interact with people, the ability to separate work and personal space, the importance of informal

	interactions (réseautage, better collaboration, having personal interactions) and mental health. **Have you consulted with Employment Equity Groups within your organization?** Yes, the strategy has been shared for their comments. Have you consulted with your Bargaining Agents? Yes, the strategy has been shared with the Bargaining Agents for their comments.

Civilian Review and Complaints Commission for the RCMP

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

This link may be helpful: Size of organization

1. Name and Size of Organization

Organization Name: Civilian Review and Complaints Commission for the RCMP

Number of Employees: 90

Does your organization have regional offices?

Yes – one small office in Vancouver BC

Are your regional offices GC co working spaces?

No

2. Position Assessments

Did your organization assess positions for compatibility with hybrid work?

Yes. The CRCC has determined that its positions are compatible with hybrid work. Understandably, some will require more in-office presence than others depending on operational requirements.

The CRCC adopted a Hybrid Workforce Implementation Plan in the Winter of 2021-22 that outlines the key activities for the CRCC to successfully transition to a hybrid model. Pursuant to this plan, and in accordance with TBS' April 2022 Guidance on Optimizing a Hybrid Workforce, the CRCC developed a new Hybrid Workforce Policy and a Hybrid Workforce and Telework Directive that came into effect on August 1, 2022. These key documents set out the criteria and operational requirements for position flexibility assessments, as well as a new template for teleworking agreements. Managers are presently assessing positions under this new framework with a view to concluding telework agreements using the new template by the end of September 2022

If yes,

What percentage of positions were assessed as having full-time in-office requirements?

.The CRCC's work is well suited for the hybrid work model; none of its positions must be in the office full time.

What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site?

All of the CRCC's positions are compatible with hybrid work. Indeed, a number of its employees had teleworking arrangements prior to the pandemic. Under the hybrid model, telework arrangements will balance flexibility with the requirement for most positions to work on-site for operational reasons (e.g. mail processing, server maintenance) or team collaboration. .

What percentage of positions were assessed as compatible with fully remote work / telework?

About 90% of the CRCC's positions are compatible with fully remote work/telework. For instance, the work related to the intake, processing and review of complaints can be done by accessing our IT system remotely. That said, some in-person days will be required.

What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.)

While positions may be compatible with fully remote work/telework, none are yet designated as fully remote. When determining the compatibility of the position for fully remote work, criteria based on the nature of work performed were used: the need to use/access classified information, the need for specialised equipment, the need to deliver in-person technical support, or the need to use paper-based processes and records. Furthermore, fully remote positions outside of the NCR will facilitate the Commission's efforts to recruit and retain under-represented groups, such as Indigenous investigators.

We acknowledge that positions assessed for full time remote are not always offered this option

3. Experimentation

Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work?

Yes

If no, why?

If yes:

What is your organization experimenting with?

As previously mentioned, employees and managers have begun discussing hybrid work agreements under the new policy and directive. Managers are also consulting their staff to establish Team Charters.

Several directorates are holding in person meetings to collaborate on important initiatives. In-person staff meetings are also scheduled regularly to foster cohesion.

What is the experimentation timeframe?

The effectiveness of the hybrid workforce will be assessed and reported quarterly enabling Senior Management to address issues and direct changes as necessary.

What percentage of employees are participating?

The entire Commission is transitioning to the hybrid workforce model outlined in the CRCC's Hybrid Workforce Implementation Plan and the new policy and directive that came into effect on August 1, 2022. Is participation voluntary or mandatory?

The CRCC's hybrid workforce model, as defined in its plan, policy and directive, applies to all CRCC employees, including casuals and students. As stated in the directive, "Participating in a telework arrangement is voluntary. Employees shall not be required to telework without mutual agreement, and the arrangement can be terminated at any time with reasonable notice, by either the employee or their manager."

How is data being collected?

Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc.

*If you have employee pulse data, please share aggregate results

Data was collected via an employee survey that was undertaken in the spring. Managers and senior executives continue to discuss working arrangements with Commission staff.

What outcome measures* is your organization using:

Retention, diversity and inclusion, productivity (based upon long standing statistics and service standards required by legislation)

***Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.**

Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations.

Yes, CRCC is interested in learning more about the initiative.

If yes, please provide a contact name:

Natacha Gour

Asst Director, Human Resources

613-619-4028

Natacha.gour@crcc-ccetp.gc.ca

Jeffery Loder

Sr PM, Strategic Transition Project

613-301-9279

Jeffery.loder@crcc-ccetp.gc.ca

4. Hybrid model(s)

Has your organization shifted to a hybrid work model(s)?

Yes / No / **Soon to implement**

How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply:

a. Once a month or less

b. One to three days a month

c. One day a week

d. Two days a week

e. Three days a week

f. Four days a week

g. Five days a week (full time)

h. Not applicable

i. Different requirements based on employee location

j. Other: The number of days that an employee is required to be in the office is dependant upon the type of work that they do, as well as the requirements for in-person collaboration.

If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization:

How are the on-site days chosen?

a. Employees individually decide which day(s) to come on-site

b. There are fixed "team days" where everyone in the team comes on-site

c. A combination of a) and b)

d. Other:

How did your organization choose hybrid models?

a. Position profile assessments

b. Employee location (NCR employees come into the office)

c. Precedence set by other government organizations

d. Employee engagement / Team charter exercises

e. Other: pre-pandemic, some positions regularly worked remotely

Did your organization apply a GBA+ lens when choosing hybrid work models?

A GBA+ assessment of the hybrid work procedures is ongoing.

5. Real Property & Technology

How is your office space currently configured?

Hoteling workstations

Traditional assigned cubicles - Staff approved for hybrid work are asked to clear their workspaces to enable the commencement of hot-desking. CRCC is investigating options to support desk hoteling. Hoteling will be used when appropriate tools are in place.

Activity Based Workplaces

Other:

Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?

Yes, it is being examined, in particular improving internet bandwidth and wi-fi access to support multiple users in the same space, as well as converting some workstations into collaborative workspaces.

Are you planning to reduce your office footprint?

No, the CRCC is planning on expansion of mandate and staff in the next few years, instead of reducing the office footprint, the plan will be to maintain the existing footprint and still support the growth in staff. Of note, the Commission's lease in its current location will end in February 2026 and the Commission has been advised by PSPC that it will be moved into a much smaller footprint in another location, along with several other small agencies also located at 60 Queen Street.

Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.)

As mentioned above CRCC is examining first and foremost improved bandwidth and wi-fi to support multiple users on premises for day to day work including hybrid meetings.

CRCC is moving towards Microsoft Office 365 including Teams to improve hybrid collaboration.

6. Onsite Presence

Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis?

No, however the CRCC offices are controlled access spaces that require individuals to scan a pass to enter. This activity is logged. While it does not take into account individuals who do not scan when entering as a group, it can provide historical evidence and trends for office access.

If yes:

Please specify the name of the tool:

Please specify the latest data / estimate you have on:

__% of employees in office full time

__% of employees in hybrid work

__% of employees full time teleworking

Time period the data refer to: _________

7. Challenges

What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace?

1. Resourcing for tools/workplace changes to better support hybrid work
2. TBS policy requiring designated workplace
3. Cultural change management

8. Engagement

Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?

Staff was surveyed in March/April of 2022 to garner an understanding of views, expectations and issues. Key takeaways from the survey were

- Majority sought hybrid work 95%, with 66% desiring full time telework
- Most (95%) felt supported by CRCC during Remote Work
- 85% felt more productive during Remote Work, with same number (85%) feeling they had defined metrics to succeed
- Most (68%) had the IT tools to ensure success in work with 28% wanting improved tools and 4% requiring office access.

 100% of managers felt teams were as productive teleworking when compared to in office work. This view is supported by long standing statistics that have been gathered at the Commission, as part of annual reporting requirements.

Have you consulted with Employment Equity Groups within your organization?

No

Have you consulted with your Bargaining Agents?

Yes, as part of the Labour-Management Consultation Committee.

Communication Security Establishment

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Communication Security Establishment (CSE) Number of Employees: 2974 Does your organization have regional offices? No Are your regional offices GC co working spaces? N/A
Position Assessments	Did your organization assess positions for compatibility with hybrid work? CSE is traditionally a high security organization which required a TS clearance and a high-security work environment for all staff, including for a large portion of staff during the pandemic. In recent years, remote and hybrid work has become a possibility for some staff, though the norm remains on-site, high security work for a substantial portion of the organization. Each manager in the organization did their own analysis based on their team's operational requirements given the nature of the work and required access to the classified network. This assessment was conducted based on a framework of guidance and questionnaires

	provided to managers, and the results were validated at the ADM level, with overall results reviewed by the executive committee. This assessment was done during the period when public health restrictions allowed for nearly full occupation of CSE's facility, but in the context of approved telework arrangements with a maximum 1-year duration. CSE's intention is to review the results of this one-year pilot in March 2023 to make determinations around longer term arrangements. If yes, What percentage of positions were assessed as having full-time in-office requirements? Approximately [redacted] of employees. What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? [redacted] of staff can spend at least one day per week working off-site. What percentage of positions were assessed as compatible with fully remote work / telework? What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity, and Inclusion considerations, etc.) Duty to accommodate; security level associated with the full range of duties and need to be on-site in a TS facility. Cultural considerations and the need to collaborate with partner teams, including those who work full-time or nearly full-time on site was also taken into consideration. *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes – the above is being done within a one-year pilot telework arrangement If no, why? If yes: What is your organization experimenting with? Telework arrangements, as above. What is the experimentation timeframe? On year pilot exercise until March 31, 2023. While the exercise began in late fall 2021, the rise of the Omicron variant delayed the formal start of the pilot until April 1, 2022. What percentage of employees are participating? Approximately [redacted] of the organization [redacted] are on approved telework arrangements (not working full time in the office) Is participation voluntary or mandatory? Voluntary How is data being collected? Via the Telework Agreement Application – an IT system developed internally for employees to submit and track their requests which go to the appropriate delegated authority.

	What outcome measures* is your organization using: Diversity and inclusion, Duty to Accommodate, Retention, Recruitment, Productivity. Formal evaluation criteria will be defined and evaluated by ExCom during the pilot and will likely involve surveys or qualitative assessments from managers/staff on impacts to productivity, culture, and workplace/workforce experience. _*Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion._ Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes / No / My organization is already a partner: Yes If yes, please provide a contact name: [redacted]
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: Employees have requested a variety of arrangements; approval has been based upon the range of duties and related need to access TS facilities and networks. Through the in-house IT application, employees can select which days of the week they wish to work off-site and seek approval from their management. How are the on-site days chosen?

	Through the in-house IT application, employees can select which days of the week they wish to work off-site and seek approval from their management. How did your organization choose hybrid models? Other: on a case-by-case basis depending on certain variables such as the requirement to work in an unclassified/PB environment versus a TSSA environment. Employees made their individual requests via an online portal and the decision was made by varying levels withing the organization depending on the number of days the employee was requesting to work remotely. 0 – 20% - Supervisor approval 21 – 40% - Manager approval 41 – 60% - Director approval 61 – 100% - Deputy Chief approval Did your organization apply a GBA+ lens when choosing hybrid work models? No.
Real Property & Technology	How is your office space currently configured? A combination of assigned desks and activity-based workplaces in an open concept environment with no closed offices. **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **The organization is currently looking at more collaborative workspaces throughout the buildings which includes meeting PODS as well as other ideas are that currently being actively worked on.** **Are you planning to** reduce your office footprint? No, most employees still require regular access to classified facilities and CSE's projected growth profile will likely stress our existing office capacity in the next 5 years. Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes. We are currently in the process of having [redacted] for reserving workspaces. We presently use Outlook for all bookings, but this is a temporary solution while awaiting approvals and installation of the new system. Boardrooms in the classified facility are [redacted]
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes If yes: Please specify the name of the tool: Building swipes and metrics on approved telework agreements. Please specify the latest data / estimate you have on:

	[redacted] of employees in office full time [redacted]% of employees in hybrid work [redacted] of employees full time teleworking Time period the data refer to: telework agreement between March 2022 and March 2023
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Top secret network and duties 2. Culture 3. Technology and scheduling
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Yes, staff have been consulted. Generally, staff are very appreciative of the new flexibility. We regularly hear concerns re. potential inequity and retention – e.g., that some staff who can work remotely due to the classification of their work and perform the same duties as those working in classified facilities may cause retention pressures in areas that cannot provide that flexibility and offer no additional compensation/etc. Given the one-year pilot for experimentation, staff have expressed an interested in a permanent decision (likely to extend the current arrangements indefinitely). **Have you consulted with Employment Equity Groups within your organization?** **We have consulted the Employment Equity Groups for the telework policy.** Have you consulted with your Bargaining Agents? Yes

Copyright Board of Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Copyright Board of Canada

	Number of Employees: 20 Does your organization have regional offices? No Are your regional offices GC co working spaces? N/A
Position Assessments	Did your organization assess positions for compatibility with hybrid work? YES If yes, What percentage of positions were assessed as having full-time in-office requirements? 0% What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 80% What percentage of positions were assessed as compatible with fully remote work / telework? Up to 20% What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) Skill shortages leading to hiring outside the NCR; Diversity and inclusion considerations, temporary vs permanent appointment. *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes / No If no, why? If yes: What is your organization experimenting with? Hybrid work with set amount of time (as a minimum) expected in physical office for all but remote positions; new open assignment of offices with booking app to schedule and help monitor in-office attendance. What is the experimentation timeframe? September to December 2022 What percentage of employees are participating? 100% Is participation voluntary or mandatory? mandatory How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results

	Monitoring in-office presence through managers, through booking application, and/or "sign-in" sheet at the office. Regular staff check-ins by management table Pulse check-in once a month Planned all-staff meeting at end of November to discuss experiment and solicit feedback; collaborate on solutions etc. What outcome measures* is your organization using: Impact on productivity / focus and other organisational goals Solutions to logistical/technical challenges Respect for occupational health & safety obligations, insurance (pending guidance from TBS) Overall appreciation by employees, by managers and senior management with respect to Board vision Need for changes/modifications to the framework **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Not feasible given organization's size. If yes, please provide a contact name:
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location

	X Other: one assigned day per week, and one additional day every two weeks, generally flexible to employee's needs. Total of about 6 days minimum/ 4 weeks. May be other requirements for specific events (e.g. oral hearings, new employee orientation, all-staff meetings, etc.) If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) X Other: combination of a) and b), with addition of specific obligations in case of special events (e.g. oral hearings, new employee orientation, all-staff meetings, etc.) How did your organization choose hybrid models? X Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations X Employee engagement / Team charter exercises Other: Did your organization apply a GBA+ lens when choosing hybrid work models? We did not specifically apply a GBS+ lens; however, both position profiles and engagement on employee preferences were done in collaboration with employees and management, and have been tailored to promote individual employee needs where possible.
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces X Other: collaborative spaces; meeting rooms with facilities for hybrid meetings; closed offices with ergo work stations that can be tailored to individual needs; open assignment of office space, booked through online application, lockers for employee belongings. **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **We have already put in place spaces and tools to facilitate hybrid collaboration and meetings. We are considering further changes to workspace over time, and depending on experimentation results.** **Are you planning to** reduce your office footprint? We have already given up one floor – approx.. ½ of original workspace. Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes

	If yes, please list Meeting room technology for hybrid meetings Workplace booking system Ergonomic workspaces that can be modified (e.g. sit/ stand desks, etc.)
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes If yes: Please specify the name of the tool: Buro application (will also use "sign-in" sheet for experiment phase) Please specify the latest data / estimate you have on: 0% of employees in office full time 90% of employees in hybrid work 10% of employees full time teleworking Time period the data refer to: August
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Mental shift in coming back to the office – especially since productivity was not much affected by full-time remote work. 2. Shift to de-personalized space 3. Challenge of including employees doing full-time remote work (may feel disadvantaged now by distance/ not being in-person)
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Yes – Consulted via 2 employee surveys during the pandemic, focused on productivity, health and wellness. We learned that 100% of employees prefer hybrid work to full-time office work; generally good feedback regarding productivity and support during period of full-time remote work; some expressed excitement at seeing colleagues face-to-face more regularly and having informal time with colleagues. **Have you consulted with Employment Equity Groups within your organization?** Not specifically, given the very small size of the organization. Instead, we consulted all employees individually, as well as in teams, and via anonymous questionnaires. We also engaged the employee-led Wellness Committee that plays a role in supporting mental health of organization. Have you consulted with your Bargaining Agents? No.

Correctional Service Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and Size of Organization	This link may be helpful: Size of organization Organization Name: Correctional Service Canada (CSC) Number of Employees: *18,642 Active Employees *20,827 Grand Total (includes those on leave of absence and leave with pay) **Data source: CSC's Human Resources Business Intelligence (HRBI) Tool as of September 6th 2022* Does your organization have regional offices?

	Yes/No CSC has regional headquarters (RHQ) and Correctional Learning and Development Centers in all five regions, in addition to institutions, and district and community offices. Are your regional offices GC co working spaces? Yes/No RHQs are currently configured as versions of GCworkplace accommodated to support 100% assigned seating. The goal is for these working spaces to transition to unassigned seating.
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes/No If yes, What percentage of positions were assessed as having full-time in-office requirements? Approximately 56%. Due to the unique operational requirements of CSC, certain positions, particularly front-line employees responsible for duty of care of offenders in congregate living settings and in the community, are required to be full-time onsite. What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? Approximately 44%. The majority of positions identified for hybrid work are those in administrative workplace settings. What percentage of positions were assessed as compatible with fully remote work / telework? 0% of CSC positions were assessed and subsequently identified for full-time telework. What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) N/A *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes / No If no, why? If yes: What is your organization experimenting with? Hybrid Work Model What is the experimentation timeframe? Summer 2022 What percentage of employees are participating?

All employees who were working remotely were required to participate in the experimentation phase of the hybrid work model. Managers held the responsibility of ensuring their employees were participating by coming into the workplace for purposeful work and collaborative meetings. Town halls were held with management prior to the launch of the experimentation phase, to inform senior managers of their responsibilities and to encourage them to hold similar meetings with their teams. The experimentation phase has allowed for preliminary reviews and subsequent recommendations towards full implementation of the hybrid model at CSC in October 2022.

Is participation voluntary or mandatory?
Mandatory for employees who were working remotely.

Not all CSC employees have been working remotely - many employees, mainly those responsible for duty of care of offenders in congregate living settings and in the community have continued working full time onsite throughout the pandemic.

How is data being collected?
Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc.
*If you have employee pulse data, please share aggregate results

Data was not collected on the experimentation phase; however, data on assessment results has been captured through manual data entry via a Microsoft Excel response template.

What outcome measures* is your organization using:

CSC managers are using the experimentation feedback from their teams to enable preliminary reviews and subsequent recommendations towards telework agreements.

The telework assessment outcomes have been captured via Microsoft Excel, and results will be reviewed by the Assistant Commissioner, Human Resource Management, and discussed with the CSC executive committee, prior to the signing of telework agreements and the implementation of the hybrid model.

Going forward, CSC will utilize the Public Service Employee Survey (PSES) to measure outcomes on the effectiveness of the hybrid model, and will work with Policy & Internal audit to establish outcome measures against CSC corporate priorities and correctional outcomes that will inform future decision-making.

**Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.*

Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an

	evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes / No / My organization is already a partner If yes, please provide a contact name: Amy Jarrette and Ghislain Sauvé
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes / No / Soon to implement How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: To help guide decision-making, the Administrative Workplace Review Committee, with representatives from all sectors and regions as well labour partners, was put in place in June 2021. Committee members adopted and applied the guiding principles such as consistency, flexibility, inclusivity, transparency, accountability, equal opportunity and fairness. In order to establish the right balance between telework and onsite work, operational requirements and organizational considerations for teams were prioritized, while **individual concerns and needs** were also be taken into consideration. The Committee decided that no set schedule be mandated to CSC employees. Rather, managers, utilized a Telework Assessment Toolkit developed by the Committee, designed to provide them with the tools necessary to have consistent conversations with their employees and to help determine where their employees fit into the hybrid workplace model and determine hybrid work arrangements. How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed “team days” where everyone in the team comes on-site

	A combination of a) and b) Other: Firstly operational requirements were considered, followed by organizational, team and individual considerations. Managers, following discussions and telework assessments with each of their employees, finalized the specific hybrid work arrangements/schedules for those in positions identified as suitable for hybrid work. How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: The Workplace Administrative Committee completed a benchmarking of positions exercise to determine which position types were suitable for full-time onsite, and those suitable for the hybrid model. Part of the process of these assessments involved employee consultations. In addition to applying the guiding principles previously mentioned, several additional key principles were applied during the benchmarking exercise including: CSC's unique operational requirements and nature of work remained at the forefront of all decision making; If staff are full-time onsite, then a manager should also be full-time onsite; and, Managers of employees who work onsite should consider flexibility for telework arrangements for on-line training and projects that operationally can be done via telework. Did your organization apply a GBA+ lens when choosing hybrid work models? No
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles The current configuration is traditional assigned cubicles. An evolution towards hoteling workstations will accelerate as we implement the hybrid work model. Activity Based Workplaces Other: **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** This will be one consideration as CSC works to reconfigure our workspaces. **Are you planning to** reduce your office footprint? Yes / No Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes / No

	Office reservation tool using the Archibus software is being implemented in collaboration with Public Services and Procurement Canada (PSPC).
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes / No If yes: Please specify the name of the tool: N/A Please specify the latest data / estimate you have on: 56 % of employees in office full time 44 % of employees in hybrid work 0 % of employees full time teleworking Time period the data refer to: Present time with quarterly reviews moving forward.
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Bandwidth issues 2. Buy-in from employees 3. Variance in eligibility for hybrid model based on work functions for those in administrative workplaces vs front line staff in regional, institutional and community settings.
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** To help guide decision-making, the Administrative Workplace Review Committee, with representatives from all sectors and regions as well labour partners, was put in place in 2021. Several working groups were subsequently created for the areas of Information Technology, People Management and Physical Workspaces. CSC adopted a gradual methodical approach to the shift to a hybrid model. The telework assessment results will help inform further discussions and decisions, and identify key takeaways as we plan for the future of work at CSC, and incorporate lessons learned from implementing a hybrid work model.A pain points document has been developed to identify key issues/areas of concern, to ensure they addressed and relevant information is subsequently shared with employees. **Have you consulted with Employment Equity Groups within your organization?** The Administrative Workplace Review Committee includes an Employment Equity representative, andconsulted with CSC's Persons with Disabilities National Working Group. Have you consulted with your Bargaining Agents? Yes, labour partners are included in the Administrative Workplace Review Committee and sub-committee. They were consulted throughout the planning process for the future of work at CSC, including the benchmarking of positions exercise.

Courts Administration Service

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Courts Administration Service (CAS) Number of Employees: 755 FTEs Does your organization have regional offices? Yes Are your regional offices GC co working spaces? No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes. Managers assessed the operational requirements of positions to determine the percentage of time required in the office, and work that could feasibly be done from home using three definitions: Predominantly Telework (20% or less time in office); Flexible (30-80% of the time in office); and Predominantly in Office (90% or more time in office). If yes, What percentage of positions were assessed as having full-time in-office requirements? Approximately fifteen (15%) of positions were assessed as being required to work predominately in the office (90% or more time in the office). What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? Approximately 65% of positions were assessed as Flexible (30-80% of the time in office). Approximately 20% of positions were assessed as Predominantly Telework (20% or less time in office).

	What percentage of positions were assessed as compatible with fully remote work / telework? N/A and determined on a case-by-case basis What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) N/A *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes If no, why? If yes: What is your organization experimenting with? Since March 2020, CAS has been very successfully operating in a hybrid mode with employees across Canada required on-site in our Court Facilities and Courtrooms to provide support and services to members of the Courts, litigants and the public to ensure uninterrupted access to justice for Canadians. Accordingly, and since March 2020, we have had employees on-site and working from home, based on operational requirements and public health advice. Our pilot this fall is a continuation and builds on our experience and best practices learned over the last 2 years. Our pilot has three main objectives: Formalizing work arrangements in the context of the telework policy framework Working towards better defining and assessing the requirements of our workplace of the future and our workforce of the future What is the experimentation timeframe? September 2022 - March 2023 What percentage of employees are participating? All employees are participating Is participation voluntary or mandatory? As mentioned above, CAS has been operating in a hybrid mode since March 2020. The pilot period will represent a transition to formalize arrangements and to assess the sustainability of the arrangements in the context of our workplace of the future and workforce of the future. How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc.

	If you have employee pulse data, please share aggregate results CAS is exploring the feasibility of systems to manage work arrangements, plans to use HR system/administrative data as well as to conduct surveys What outcome measures is your organization using: CAS is considering outcome measures, which may include: operational effectiveness and service excellence to the Courts and Canadians Diversity and inclusion Employee engagement and social cohesion Talent recruitment and retention We look forward to any guidance and best practices OCHRO and other departments may share. **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes / No / My organization is already a partner No If yes, please provide a contact name:
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes, as explained above, CAS has been very successfully operating in a hybrid mode since March 2020. Our pilot represents a transition from an environment of imposed remote work to discretionary telework and the applicable policy framework, with more structured monitoring and assessment of effectiveness. How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less

	One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: Rotation If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: CAS is proceeding based on assessments of operational requirements of positions, rather than prescribing a minimum number of days in the office. The number of days required in the office varies by sector, work unit and position. Schedules may be managed in different ways (e.g., weekly, monthly, on rotation) based on what works best for the team and its operations. How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed “team days” where everyone in the team comes on-site A combination of a) and b) Other: Based on operational requirements, which are mostly driven by court operations and requirements to deliver service to Canadians. How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Did your organization apply a GBA+ lens when choosing hybrid work models? CAS consulted with the Chief Administrator’s Anti-Racism Action and Advisory Committee. More work is required to be done with regards to applying a GBA+ lens.
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: Judicial special purpose space **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?**

	Yes, we are looking at ways to modernize facilities for collaboration and technology, and planning targeted pilots of hoteling in modernized Activity Based Workplaces. **Are you planning to** reduce your office footprint? Under assessment Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes, we have invested in boardroom meeting technology. However, we are currently looking at improving technology in meeting rooms, as well as booking systems for hoteling and managing telework agreements. If yes, please list
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? No. We are currently assessing applications developed by other departments. If yes: Please specify the name of the tool: Please specify the latest data / estimate you have on:
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? Recruitment and retention. Many aspects of the operations of the Courts require employees to be on-site, including front-line service to Canadians. This reduces CAS's ability to recruit and retain talent, who are looking for opportunities for more flexibility elsewhere. Lack of optimized technology and physical space designed for hybrid work Lack of direction/guidance/requirements from Central Agencies with respect to hybrid work, including number of days employees must work on-site especially those in common functional groups (HR, Finance and Audit).
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Key takeaways include: The need for technology to facilitate the hybrid model The need for more modern, collaborative and welcoming workspaces There is a need to transform and adapt operational processes to a hybrid environment Managers require on-going support and tools to assist them in managing and navigating in a hybrid model **Have you consulted with Employment Equity Groups within your organization?**

	Yes. CAS has consulted with the Chief Administrator's Anti-Racism Action and Advisory Committee, which examines questions of discrimination, diversity and inclusion related to race, ethnicity, religion, gender and sexual orientation. Have you consulted with your Bargaining Agents? Yes - CAS has had ongoing and regular consultations throughout.

Crown-Indigenous Relations and Northern Affairs Canada

Departmental Hybrid Profiles

Current Status: Significant construction at Terrasses de la Chaudière (TDLC) in Gatineau is currently taking place and will continue over the next several years. Due to the complexities involved in the renovations, all buildings within the complex will be temporarily vacated consecutively starting in February of 2023, and spanning until, at least, 2026, affecting not only Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC), but also Indigenous Services Canada (ISC), Canadian Heritage (PCH) and Canadian Radio-Television and Telecommunications Commission (CRTC) Departments in various magnitudes.

Impacted Departments are currently working with Public Services and Procurement Canada (PSPC), however the amount of displacement and lack of identified swing space to-date for CIRNAC employees greatly impacts our abilities to fully implement a return to the workplace strategy.

Name and size of Organization	Organization Name: Relations Couronne-Autochtones et Affaires du Nord Canada / Crown-Indigenous Relations and Northern Affairs Canada Number of Employees: As of August 31, 2022, the total # employees in CIRNAC: 2317 (data provided by HR Data Analytics) Regions: 682 (322 in NT/NU/YK (North) and 360 in other regions (South)) NCR: 1635 Does your organization have regional offices? Yes Are your regional offices GC co working spaces? No. Regional offices do have a small number of 'hot spots' set up to allow for hybrid work for visitors and other government department employees.
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes Northern Regional Offices: 75%-100% of our Northern Regional employees are working full time in the office.

	Southern Regional Offices: It is presumed that the majority of our Southern Regional employees work full time at home. However this analysis has not yet been completed. NCR Offices: The following percentages are based on the NCR population. *The following CIRNAC position assessment data is based on a preliminary results of our assessment exercise and are still under review. A full analysis is still required.* If yes, what percentage of positions were assessed as having full-time in-office requirements? 1.4% of CIRNAC NCR Positions were assessed as having full-time in-office requirements. What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 8% of CIRNAC NCR Positions require to be in the office less than 3 days a week and therefore compatible with hybrid work. Additionally, 56% of CIRNAC NCR Positions were assessed to only having occasional in office requirements, and therefore would also be compatible for hybrid work settings. What percentage of positions were assessed as compatible with fully remote work / telework? 35% of CIRNAC NCR Population was assessed as compatible with fully remote work. What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) - *We acknowledge that positions assessed for full time remote are not always offered this option* Assessment of fully remote positions were determined by each manager/sector during the position assessment exercise and was based on a multitude of factors, such as, but not limited to, hiring outside of the NCR, skills shortages, Indigenous Community hiring, diversity and inclusion considerations, etc.
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes If yes, What is your organization experimenting with? Due to CIRNAC's unique position of extensive and ongoing construction in the NCR over the next several years, (that will account for 47%-95% of our NCR office space being unavailable), the Department is currently reviewing several options for hybrid models. What is the experimentation timeframe? Over the Summer and Fall months, CIRNAC Employees were invited to try out our workspaces on a voluntary basis and re-familiarize themselves with the changes in their workplace (as extensive construction was done throughout the pandemic). Delegated

managers are encouraged to facilitate in-person team building and collaboration on the days they are in the office and to use this time to meet with partners and colleagues.

Currently, CIRNAC is experimenting throughout the Fall with our new workspaces at TDLC. Swing space determined to date can only accommodate 5%-40% of NCR employees. As a result, a full return to the workplace strategy cannot be put in place until more swing space is provided by PSPC.
What percentage of employees are participating?
Percentage of CIRNAC employees who have physically accessed an office:
July 2022: 9 %
August 2022: 9%
September (as of sept. 9): 7%

Is participation voluntary or mandatory?
Participation is voluntary.

How is data being collected?
*Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results*

Data is being collected by:
The Office Booking System
Virtual Suggestion Box
Voluntary Telework Agreements via the online platform (As of August 30, 213 employees at CIRNAC had a telework agreement.)

A Virtual Suggestion Box has been launched on the Intranet to invite employees to submit their feedback and/or suggestions on their in-office experience this summer.

What outcome measures* is your organization using:
**Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.*

Due to CIRNAC's unique circumstances surrounding the extensive ongoing construction in the NCR, the current focus is determining if, when, and where there is enough space for employees to work in-office for operational requirements.

Once that is determined, work will begin on outcome measures.

Both PCH, CRTC and ISC are in similar context and challenges when it comes to workspace.
Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an

	evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes CIRNAC would welcome being part of OCHRO's Hybrid-in-a-Box Experimentation initiative. If yes, please provide a contact name : *EmilyDiane.Tait@rcaanc-cirnac.gc.ca*
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? No, again due to our unique situation surrounding the construction and building closures How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence - but are welcomed on a voluntary basis Different requirements based on employee location Other: If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: In Northern regional CIRNAC offices, 75-100% of our employees are working full time in the office, due to various factors, such as, but not limited to, connectivity, personal preference, work with internal/external stakeholders, remote communities. How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: Not determined How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office)

	Precedence set by other government organizations Employee engagement / Team charter exercises Other: Again, due to CIRNAC's unique position, we have not yet chosen a hybrid model. All options will be considered once appropriate space is determined to support a hybrid model. Did your organization apply a GBA+ lens when choosing hybrid work models? CIRNAC's GBA+ champions and members of the GBA Plus Centre of Expertise are currently exploring how to incorporate GBA+ in CIRNAC's approach to a gradual and purposeful return to the worksites.
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: CIRNAC Regions are largely operating on traditional assigned workspaces with hoteling stations available for hybrid workers and visitors. CIRNAC NCR : As of October 3rd, 2022, all CIRNAC NCR work spaces will be unassigned and depersonalized. **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** Yes, and work is underway **Are you planning to** reduce your office footprint? Yes, due to multiple building closures Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes If yes, please list A. Invested in IT equipment for cubicles to facilitate unassigned seating: Monitors, docking stations, keyboards, mice, cables B. Invested, and continue to invest, in the modernization and standardization of equipment in our boardrooms, focusing on MS Teams as collaborative technology: Purchased and installed Polycom Studios and "Owls" to setup small and medium boardrooms that did not have videoconference capabilities. Configured Cloud Video Interop (CVI) capabilities for boardrooms with Webex related equipment to use MS Teams in boardrooms Procured mobile Audio-Visual and Videoconferences (MS Hubs, Rolling Stands) that allows flexibility in where VC can be used. C. Invested in network upgrades to support the bandwidth requirements for new applications and services. We are also working with Shared Services Canada on implementing WIFI connectivity in more offices across the country.

Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes If yes: Please specify the name of the tool: Office Booking System (OBS) CIRNAC is still operating in a fully remote work setting as we determine available office space throughout the next several years during extensive construction. Return to the office has been on a voluntary basis, unless operationally required. Please specify the latest data / estimate you have on: Percentage of CIRNAC employees who have physically accessed an office: July 2022: 9 % August 2022: 9% September (as of sept. 9): 7%
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? TDLC ongoing and extensive renovations that will leave 47%-95% of our employees without office space over the next several years The handling of classified information and how policies and procedures will adapt IT equipment and connectivity Additional - Mental Health/Wellness : employees largely wish to maintain flexibility and balance
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** A Deputy Minister message was sent to all employees on August 8, 2022 that outlined that the Department is working towards a shift to hybrid work, and invited staff to test our worksites and use the virtual suggestion box for feedback on the office environment and the shift to hybrid work. Additionally, the Executive Champions of 'Return to the Workplace' meet monthly with all CIRNAC Executive Team to consult on the move to a hybrid work environment. Finally, the Department is working with all Business Management Units to move to unassigned workstations. The key takeaways from staff are: Resistance and lack of understanding as to *why* we need to make the shift to a hybrid work environment The need for more change management surrounding the move to unassigned workstations and hybrid work

	Frustrations around IT connectivity and equipment The lack of office space over the next several years to support a hybrid work setting **Have you consulted with Employment Equity Groups within your organization?** **The department intends to formally consult with Employment Equity groups on the overall workplace strategy and more concretely once the department has a better understanding of its space complement which will inform the return to worksites plan. Employment Equity groups are also invited to test the worksites and provide feedback by using the virtual suggestion box.** Have you consulted with your Bargaining Agents? Discussions have and continue to take place: NUMCC May Messages – 48 hours in advance HR-Sub committee to come NUMCC planned in the Fall

Department of Finance Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Department of Finance Canada Number of Employees: 867 Does your organization have regional offices? No Are your regional offices GC co working spaces? Not applicable
Position Assessments	Did your organization assess positions for compatibility with hybrid work? No

	If yes, What percentage of positions were assessed as having full-time in-office requirements? Not applicable What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? Not applicable What percentage of positions were assessed as compatible with fully remote work / telework? Not applicable What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) Not applicable *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes, as of September 6, 2022. If no, why? If yes: What is your organization experimenting with? Finance Canada's hybrid work approach is aiming, in a flexible way, to have employees work a 50/50 split between on-site work and telework. What is the experimentation timeframe? The department started implementing its hybrid work approach September 6, 2022. The department is planning for a gradual ramp-up throughout the fall, dependent on the public health context. Over this period, employees and managers are encouraged to maintain open communication about how the hybrid work arrangements are working and provide feedback on a continuous basis. Also, employees will be surveyed in October on their hybrid experience. The department will take stock of responses, successes and lessons, and will adjust its approach as necessary. What percentage of employees are participating? All employees are participating in the experimentation phase of Finance Canada's hybrid work approach . Since implementation approaches and plans will be set by Assistant Deputy Ministers at the branch level, the specific split of in-person versus telework time will vary between and within branches; however, the department will aim for horizontal equity across the branches. While Finance Canada's hybrid work approach aims to have a 50/50 split between on-site work and telework, additional on-site presence may be required for certain employees, either temporarily or on an ongoing basis. Additional on-site presence can be necessitated by, but not limited to, elements such as: front line in-person service; access required to equipment or physical documents available only at 90 Elgin;

	absence of reliable internet at home or other telework site; absence of access to a telework location that is conducive to concentration; impact on related positions in work unit and combined operational needs; and access required to secure networks for regular duties that cannot be accessed remotely. Furthermore, certain exceptions to Finance Canada's hybrid work approach allowing employees to telework more than 50% of the time (up to full-time telework) will also be considered on a case-by-case basis. The amount of telework that will be approved for individual employees will depend on several factors, such as operational and administrative requirements and the proposed telework location(s). For example, exceptions will be considered to support duty to accommodate situations, to accommodate challenges employees are facing due to COVID-19, to support employees currently located outside the NCR, and to address staffing and retention needs for employees with particular skills or in roles that are traditionally difficult to fill. These exceptions will require Director General approval, following consultation with the Assistant Deputy Minister. Regardless of their particular work arrangements, all departmental employees will complete a hybrid/telework arrangement with their manager to identify whether they will be working from the office, from home, or a combination of both. Is participation voluntary or mandatory? Participation is mandatory; however, the department's approach is intended to be flexible. The department expects that some employees may seek approval for additional flexibility beyond the 50% on-site requirement and will assess these requests on a case-by-case basis, based on the nature of the request, the proposed telework location(s), and operational and administrative requirements. Exceptions will be considered to support duty to accommodate situations, to accommodate challenges employees are facing due to COVID-19, to support employees currently located outside the NCR - including new hires that were not required to relocate during the pandemic - and to address staffing and retention needs for employees with particular skills or in roles that are traditionally difficult to fill. How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results Over the experimentation period, the department will track the number of employees that are working on-site on a daily basis to monitor progress in achieving the departmental objective of a 50/50 split between on-site and remote work. Employee hybrid/telework arrangements, which will be documented later this fall, will also provide insight into the specific work arrangements that have been approved by senior management across and within each branch. The department recognizes that its current hybrid work approach is a starting point that will require adjustments over time. Employees and managers are encouraged to maintain

	open communications about how the hybrid work arrangements are working and provide feedback on a continuous basis, including through a Futureofwork-Lavenirdutravail mailbox. The department will also conduct a Pulse Survey later this fall to seek employee impressions and issues, including those related to the department's hybrid work approach, in order to clarify areas of focus for the department to help strengthen and maintain a healthy work environment. Governance committees and senior management will regularly take stock of responses, successes and lessons, and will adjust its hybrid work approach as necessary. What outcome measures* is your organization using: **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* While the department has not identified any specific outcome measures at this time, flexibility, transparency and equity have been identified as key aspects of its hybrid work approach. The department expects that an approach built on these key aspects will foster a diverse, inclusive and productive workforce and support its objective of attracting, retaining and developing a talented and high-performing workforce that is reflective of diversity. These key aspects also respond to employee feedback related to the return to the office and hybrid work approach, and align with the public service's guiding principles for achieving an optimal hybrid workplace. Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes / [✓ No] / My organization is already a partner If yes, please provide a contact name: Not applicable.
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes, as of September 6, 2022. How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week

Five days a week (full time)
Not applicable: Staff have not been instructed to work on-site at a regular cadence
Different requirements based on employee location
Other: Different requirements set at the branch-level, based on operational and administrative requirements.

If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization:
Finance Canada is taking a branch-by-branch approach to implementation of its hybrid work approach. Implementation will be led by Assistant Deputy Ministers who are best placed to determine the specific work arrangements that will work for their teams; however, the department is aiming for horizontal equity across the branches. The department has identified a number of factors that may be considered in requiring additional on-site presence or in approving exceptions to the hybrid work approach that would allow certain employees to telework more than 50% of the time (see response in section 3 for more details).

How are the on-site days chosen?

Employees individually decide which day(s) to come on-site
There are fixed "team days" where everyone in the team comes on-site
A combination of a) and b)
Other:

Assistant Deputy Ministers and their management teams will lead the development of branch-level implementation plans, including decisions about how on-site workdays will be chosen. These decisions will depend on branch activities, related operational or administrative requirements, and branch/team preferences.

How did your organization choose hybrid models?

Position profile assessments
Employee location (NCR employees come into the office)
Precedence set by other government organizations
Employee engagement / Team charter exercises
Other:

In April 2022, Finance Canada's Deputy Ministers hosted an All-Staff Town Hall to communicate their intention to proceed with a hybrid work approach for the department. This approach sought to balance the benefits of bringing people together in the office with the meaningful opportunities and flexibility of telework. The approach put forward also aligned with results of an employee Pulse Survey conducted in April 2021, which indicated that 73% of respondents considered a hybrid work arrangement to be optimal (as opposed to full-time at home or full-time on-site).

	Following the Town Hall, the department refined its approach to embed the concept of flexibility in its hybrid work approach, a need that was top of mind for employees who responded to a June 2022 Pulse Survey. Throughout this period, the department has continued to monitor and draw lessons from central agency guidance as well as the approaches and practices of other organizations within and outside the federal public service. In terms of implementation of the departmental hybrid model, the department is taking a branch-by-branch approach. This approach recognizes that there is no one-size-fits-all hybrid approach, and that Assistant Deputy Ministers and their management teams are best placed to determine the specific work arrangements that will work for their teams. Beyond the April 2022 Deputy Minister All-Staff Town Hall and the two Pulse Surveys mentioned above (April 2021 and June 2022), each branch engaged with and consulted its employees to develop and refine their draft implementation plans (e.g., branch town halls, team charter exercises). On September 1, 2022, the Deputy Ministers and the Corporate Services Branch held a Managers' Town Hall on the return to 90 Elgin to provide managers with an opportunity to raise outstanding questions on the return to the office and transition to the hybrid work approach. Did your organization apply a GBA+ lens when choosing hybrid work models? Flexibility, transparency and equity are key aspects of Finance Canada's hybrid work approach. The department expects that an approach built on these key aspects will foster a diverse, inclusive and productive workforce and support its objective of attracting, retaining and developing a talented and high-performing workforce that is reflective of diversity. In preparation for the transition to a hybrid work approach, Finance Canada developed and shared guidance material and tools to help branch management teams choose and refine their branch implementation plans to the departmental hybrid work approach. The guidance material and tools aim to provide common guidance so that there will be horizontal equity across the branches, despite the fact that implementation plans are being developed by Assistant Deputy Ministers and their management teams on a branch-by-branch basis. The common guidance material and tools emphasize the need to apply a GBA+ lens, with a particular focus on scenarios and situations related to accessibility, duty to accommodate, employee language of work rights, disability, family status, sex, and geographic location. Managers are expected to consider and evaluate any requests for accommodation for additional telework to address an employee's work-related needs on a case-by-case basis, while taking into account accessibility and inclusiveness by embracing a "yes" as a default response, in consultation with Labour Relations.

Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Traditional assigned cubicles Activity Based Workplaces Other: The office space is configured primarily with traditional assigned cubicles but has a small number of hoteling stations in specific areas to address the individual demand/needs of certain teams. **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **Every floor is equipped with at least four meeting rooms and two quiet rooms. Plans for additional collaboration spaces will be reviewed once groups have an opportunity to assess their needs in the new hybrid work environment. The department is only starting its reintegration to onsite work testing out a 50/50 hybrid work model. The department will reassess its needs periodically before determining a clear path forward for more permanent changes towards further modernization of the workspace.** **Are you planning to** reduce your office footprint? No Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes If yes, please list Finance Canada has invested in technologies to adapt to a hybrid environment. The department purchased the following boardroom meeting technology to equip the majority of its boardrooms: nine Crestron Bar devices, eight Cisco Room Kit Mini and 50 Owl Pro devices. The department will also purchase additional equipment, such as televisions, to equip more boardrooms. At the beginning of the pandemic, the department purchased IT equipment for all employees working at home (e.g., additional monitors, keyboards and mouse). This equipment will remain at home to support the department's hybrid work approach.
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes If yes: Please specify the name of the tool: Manual calculation using security badge access data. Please specify the latest data / estimate you have on: _not available_% of employees in office full time _not available_% of employees in hybrid work _not available_% of employees full time teleworking Between August 29 and September 2, 2022, 268 of 867 employees (31%) accessed the physical worksite at least one day. This data precedes the implementation of the department's hybrid work approach and is expected to increase gradually over the month of September. Time period the data refer to: ___August 29 to September 2, 2022______

Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Employees and managers are concerned that there is no common approach to hybrid workplaces across government organizations and that this will hinder employee retention efforts, as other organizations appear to have more flexibility. 2. Employee have expressed concerns related to public health context (COVID-specific, seventh wave) and impacts of the hybrid work approach on their work-life balance, mental health and wellbeing 3. Office/workspace design and tools to support hybrid work
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Finance Canada has consulted with staff on the shift to hybrid work through various mechanisms, including two employee Pulse Surveys, an All-Staff Town Hall, branch-level engagement activities and a Managers' Town Hall. The employee Pulse Survey conducted in April 2021 indicated that 73% of respondents considered a hybrid work arrangement to be optimal (as opposed to full-time at home or full-time on-site). Employees shared further thoughts on the return to the office and transition to a hybrid work approach through a Pulse Survey conducted in June 2022. The three main takeaways from this Pulse Survey related to the transition to hybrid work were the need for flexibility, digital tools and guidance. Over the course of the summer, branch management teams engaged with and consulted their employees to develop and refine their draft implementation plans (e.g., branch town halls, team charter exercises). On September 1, 2022, the Deputy Ministers and the Corporate Services Branch held a Managers' Town Hall on the return to 90 Elgin to provide managers with an opportunity to raise outstanding questions on the return to the office and transition to the hybrid work approach. The following are overarching takeaways applicable at the departmental level: There is a need for common guidance and tools on the transition to a hybrid work environment and employee exception requests (i.e., duty to accommodate, employee preferences); A flexible and gradual implementation of the hybrid work approach will be key to its success; and Employees continue to have questions and concerns about occupational health and safety, as well as employee wellness (work-life balance, mental health and wellbeing). As the department will gradually implement its hybrid work approach as of September 6, 2022, it will conduct a Pulse Survey later this fall to seek employee impressions and issues related to the department's hybrid work approach, in order to clarify areas of focus for the department to help strengthen and maintain a healthy work environment. Employees and managers are encouraged to maintain open communications about how the hybrid work arrangements are working and to provide

	feedback on a continuous basis, including through a Futureofwork-Lavenirdutravail mailbox. **Have you consulted with Employment Equity Groups within your organization?** Not specifically. Have you consulted with your Bargaining Agents? Yes, the department shared its hybrid work approach, plan and guidance documents with all relevant Bargaining Agents (i.e., CAPE, PSAC, PIPSC and ACFO). The department's HR team also met with all but one of the relevant Bargaining Agents (i.e., ACFO) to discuss the approach.

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Department of Justice Canada (JUS) Number of Employees: 5,304 as of September 6, 2022 Does your organization have regional offices? YES Are your regional offices GC co working spaces? NO
Position Assessments	Did your organization assess positions for compatibility with hybrid work? YES, however JUS assessed work types rather than individual positions considering the majority of our workforce are on generic job descriptions. To create a common starting point for managers and employees to begin discussions on telework as it relates to a work type/work function (i.e. litigation services, advisory, legislative drafting, etc.,) JUS created a "Decision Map for Work Arrangements" in March of 2022 (see attached). The decision map creates a starting point as to work functions compatibility for hybrid work (i.e. some functions/duties can be performed at a telework location) but that the frequency of the capability to telework is further assessed based on operational requirements of the team, branch, sector, etc. and the case-by-case nature of the employee's request to telework. With this approach, JUS was able to begin the change management process with the understanding that most positions at JUS have some compatibility for hybrid work (i.e. some functions/duties can be performed at a telework location) which was not the approach or vision the department held prior to the pandemic. Decision Map For Work Arrangements If yes, What percentage of positions were assessed as having full-time in-office requirements? Again, JUS reviewed compatibility for hybrid work based on work types and not specific positions. Very few work types were deemed to have full-time in-office requirements. What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site?

	The majority of work types/positions at JUS were assessed to be compatible with hybrid work. What percentage of positions were assessed as compatible with fully remote work / telework? JUS is taking the approach that full-time telework will be the exception. What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) JUS is taking the approach that full-time telework will be the exception, however on a case-by-case basis, the following may apply: A duty to accommodate Where the department hired the person during the pandemic as the skills were required and the person resides away from the designated physical office location where the position is located
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes, since March 2022, JUS has tested numerous hybrid models throughout the organization. Some of the pilots were conducted within the Management Sector while others within the legal client service portfolios. If yes: What is your organization experimenting with? The purpose of these pilots was to experiment with different hybrid work models in order to: Test a variety of flexible and ad-hoc hybrid arrangements (no specified on-site schedule except for established operational requirements); Test a variety of on-site presence ranging from 1 day per week per person up to 4 days a week; Experiment with fully unassigned GC workplace office environment in the NCR and assigned office environment in the Regions; Test the collaborative work environment; Assess the quality and functionality of the new technologies and WIFI capabilities; Develop a new information management policy to support greener work methods, increase efficiencies, liberate physical space in the office environment; Test new communication products and services geared to informing employees of new hybrid model; What is the experimentation timeframe? March 2022 to August 2022, however some pilots will be continuing in the new year, to March of 2023. What percentage of employees are participating? In some sectors, pilot projects targeted 100% participation rates while it varied in others. Is participation voluntary or mandatory? In order for the outcomes to be meaningful, participation was mandatory. How is data being collected?

	The data was collected using employee surveys for those participating in the pilots. Administrative services tools were also utilized to collect data and round table feedback sessions were conducted with management. What outcome measures* is your organization using: Given that Justice pilots were focused and were conducted over a period of only 6 months, and that full implementation of the departmental hybrid model is expected for October 3, 2022, it is too early to measure outcomes. Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. No
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? YES How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: See response below If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: JUS's hybrid model requires that an employee work at least one day per week on average in the office based on the following 3 types of telework schedules JUS employees can choose from: A regular/recurring fixed telework schedule occurs when an employee and their manager agree to telework on specific days per week (e.g. Tuesday and Wednesday) on a recurring weekly or bi-weekly basis. A regular/recurring flexible telework schedule occurs when an employee and their manager agree to the number of days per week the employee will telework, however, the specific days are not fixed and fluctuate week per week depending on operational

requirements (such as but not limited to meetings, work commitments, etc.). The number of days to telework can be for a weekly or bi-weekly recurring basis.

An ad hoc, one time or occasional, telework schedule occurs when an employee works primarily at the designated worksite but, on occasion and not with any regularity or fixed schedule, will telework. To ensure that all parties are aware of their roles and responsibilities, it is mandatory that both the employee and the supervisor / manager engage in discussions and use this JUS Telework Management Application to formalize the ad hoc arrangement prior to the first instance occurring.

How are the on-site days chosen?

Employees individually decide which day(s) to come on-site
There are fixed "team days" where everyone in the team comes on-site
A combination of a) and b)
Other:

In general, the employee individually decides which days to come on-site and management is in agreement. However, the employee will be required to attend in-person at the designated worksite for a number of reasons including but not limited to, client requests for in-person meetings, accessing sensitive information, regular team meetings, special committees, working groups, office or departmental activities, etc., and the requirement to attend in-person may or may not fall on a scheduled telework day. The manager will provide reasonable notice when they request in-person attendance and employees will make arrangements accordingly. Regardless of a telework agreement in place, should the employee wish to go to the designated worksite on one of their telework days for any given reason, the employee will notify the manager in advance via email.

How did your organization choose hybrid models?

Position profile assessments
Employee location (NCR employees come into the office)
Precedence set by other government organizations
Employee engagement / Team charter exercises
Other:

JUS undertook extensive consultations. It began with a Pulse Survey in the Fall of 2020 to begin the process. Followed by multiple consultations with employee groups, manager and executive communities to discuss what elements were needed in a departmental approach to hybrid. The groups consulted were the following:
Employment Equity and Diversity Advisory Committee
GBA+ Unit
National Health & Safety Policy Committee, including bargaining agents
National Labour Management Consultation Committee
Strategic Emergency Management Committee
Departmental Recovery Committee
Directors of Business Management Committee
Heads of Legal Services Units
Regional Directors General

	Various employee roundtables in various regions, branches and sectors In the Fall 2021, once a departmental hybrid model was drafted, the draft plan was again consulted with the various groups mentioned above. Furthermore, in the development of the plan and the departmental tools required to implement the plan, the JUS Internal Audit Branch was engaged to provide a readiness assessment for hybrid work that was presented to the Departmental Audit Committee in November 2021. Those comments and feedback were also incorporated into the approach and tools to support its implementation. The JUS hybrid approach was approved formally by the departmental Executive Committee on March 18, 2022. A further Employee Pulse Survey was conducted in early April 2022 to help refine communication products to announce the plan. The plan was formally announced on June 22, 2022 by the Deputy Minister and Associate Deputy Minister. The initial plan approved in March allowed for more full-time telework, however since then, the Department's position has changed. Justice now requires an ongoing, recurring in-person presence. A significant portion of employees have expressed concerns with this shift in approach, but the Department is managing this change through ongoing communication that speaks to the positive experience employees had during the pilots. Did your organization apply a GBA+ lens when choosing hybrid work models? YES – GBA+ considerations were incorporated as the approach was being developed.
Real Property & Technology	How is your office space currently configured? The majority of Justice facilities are configured with traditional assigned cubicles. There are some small pockets where hoteling and/or activity-based work points have been configured, but to date these are still the minority. We expect that this could change in the coming months and years but it is too early in the stages of return to worksites to describe with accuracy. Justice also has a significant number of closed offices given the nature of the work of legal counsel. These spaces are being de-personalized and in some cases remodeled to support the move to unassigned offices for teleworkers. **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **Yes, our organization is considering building more collaborative workspaces in support of an eventual transition from 'traditional workstations' to activity-based work areas. Creation of additional boardrooms would be considered at the time of renovations in order to ensure the appropriate number/mix of meeting rooms vs. work points. The transition to hybrid work models may require a slight increase in the number of meeting rooms needed, but this is yet to be determined. Overarching issue to achieving any of the above is the lack of central funding to support this work.**

	The degree of changes to our workspaces will be based on a post-hybrid assessment of user requirements regarding how those spaces will be used. There will also be a need to modernize some of the Video Conferencing equipment in boardrooms and collaborative spaces to address the pandemic-adoption of tools like MS Teams, Zoom, etc.; some of this work is underway. **Are you planning to** reduce your office footprint? Possibly. There has been an increase in the demand for legal services over the course of the last three years, in part due to the COVID 19 pandemic. This has resulted in a growth in Justice. As such, Justice will first attempt to absorb as much of its growth as possible within its existing footprint (as feasible). Any footprint reduction beyond that is yet to be determined. It must also be noted that Departments, including Justice, must have enough space to accommodate peak space requirements, as opposed to average space requirements as seems to be the plan being developed by PSPC. This is essential to ensure the success of a hybrid environment – if employees do not have space available to them when they come in, they will refuse to come in. It will take time to gain the necessary experience and data to forecast peak space requirements accurately. Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes / No Yes, some of these are in progress but further investment will be required in the future to cover the costs of these technologies. We have invested in universal docking stations and additional equipment/peripherals such as monitors, mobile phones, etc. to support hybrid. We continue to invest in Cloud-based technologies (expanding upon the pandemic investments in MS Teams, Exchange Online, and related SSC-led Cloud initiatives) in order to further enable the remote side of hybrid work. We have a business request document (BRD) currently with Shared Services Canada to expand GC Wi-Fi throughout more building locations.
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Justice has developed a tool called the Telework Management App. This app manages all telework agreements, and using it Justice can tabulate planned days in the office, but not on a weekly or daily basis. Please specify the name of the tool: Telework Management Application Please specify the latest data / estimate you have on: * Of the 5,304 employees at Justice, 3,066 telework agreements have been submitted, of which 2,337 are approved, representing 44.1% of employees with active telework agreement. The majority of employees have submitted a hybrid work telework agreement, while others have requested an agreement for full time telework. These figures may be somewhat misleading, as we will not know the total number of request until October 3rd, 2022 (the due date for implementation of telework agreements).

	Total	**% of Total**		**% of Employee Total**
Number of Telework Agreements Submitted	**3,316**			**62.5%**
Hybrid	2,714	81.8%		51.2%
Full Time from Home	602	18.2%		11.3%

	Total	% of Total	% of Submitted	% of Employee Total
Number of Telework Agreements Approved	**2,337**	**70.5%**		**44.1%**
Hybrid	1,951	83.5%	58.8%	36.8%
Full Time from Home	386	16.5%	11.6%	7.3%

	Total	% of Total	% of Submitted	% of Employee Total
Number of Telework Agreements NOT YET Approved	**979**	**29.5%**		**18.5%**
Hybrid	763	77.9%	23.0%	14.4%
Full Time from Home	216	22.1%	6.5%	4.1%

	Total		% of Submitted	% of Employee Total
Potential Totals (if All approved as submitted)	**3,316**			**62.5%**
Hybrid	2,714		**81.8%**	**51.2%**
Full Time from Home	602		**18.2%**	**11.3%**

** Time period the data refer to: as of September 6, 2022*

Challenges

What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace?
Lack of clear direction on key TBS policies on how the impact of a position in one region will impact regional salary differentials, bilingual requirements/bonus, travel, etc. as this is impacting long-term planning capabilities;

Direction on how to balance potential strategic review initiatives and being stewards of tax payer's dollars with the need to compete with the private sector as an employer of choice with comparable office space or remote work flexibilities

Employee reluctance on returning to the designated worksite as they feel they were more productive working remotely with a reduced commuting time and cost and flexibility to deliver services.

Engagement

Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?

Yes, a series of round table discussions were held with managers throughout Justice over the course of the summer.

A pulse survey was conducted in April of 2022.

Surveys of pilot project participants.

Takeaways:

	Clear communication and guidance to managers and employees is key to successful reintegration into the workplace; The majority of employees want to telework at least some of the time; Employees want assurances that the workplace is safe and kept clean; Employees would like to see more clarity from Central Agencies on expected number of days required in the workplace; One size fits all approach will not work; Additional collaboration workspaces and additional tools have improved the hybrid model experience; Management flexibility for the first six months of returning to workplace is necessary to ease concerns and reduce stress. There must be a real benefit to coming in to the office – being in the office just to attend MS Teams meetings is a waste of time and presents little to no benefit. It is essential that technology be available and reliable to support hybrid meetings. Furthermore, the Department has several different equipment configurations in this respect, and clear easy-to-use instructions must be available. We are developing several short videos that show how to use each set of equipment which employees will be able to access from their phones. **Have you consulted with Employment Equity Groups within your organization?** **YES – see question 4 above for details** Have you consulted with your Bargaining Agents? YES – see question 4 above. Justice has consulted with the Bargaining Agents throughout at both the National Policy Occupational Health and Safety Committee as well as the National Labour Management Consultation Meeting and discussions were held on a regional level typically at Regional Labour Management Consultation Meetings.

Department of National Defense

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Department of National Defence (DND) Number of Employees: 29,258 public servants

	Does your organization have regional offices? Yes Are your regional offices GC co working spaces? No.
Position Assessments	Did your organization assess positions for compatibility with hybrid work? No. Rather, guidance criteria has been developed that outlines which tasks are suited for telework, require on-site attendance, or may benefit from on-site attendance. This criteria seeks to provide direction for conversations between employees and their supervisors/managers regarding telework Flexible Work Arrangements. It is important to note that approximately 50% of DND's Public Service workforce has been working on-site throughout the pandemic due to the nature of their roles (e.g., on-site technicians, client-facing representatives, firefighters, ship repair, snowplow operators) while remote work became an operational requirement for the balance of DND's Public Service employees during the pandemic. Many employees, particularly those located in the regions and in those working in branches responsible for more of operational/sensitive functions (e.g. IT and Security) have since adapted a hybrid model prior to DND's Hybrid Work Directive being published. As a result, DND's hybrid posture and guidance is primarily geared to those who haven't already transitioned to a hybrid workforce. If yes, What percentage of positions were assessed as having full-time in-office requirements? n/a What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? n/a What percentage of positions were assessed as compatible with fully remote work / telework? n/a What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) n/a – Guidance on full-time remote work is provided as part of DND's Hybrid Work Directive: *"Continued full-time remote work will be assessed on a case-by-case basis and will depend on several factors, such as workforce availability considerations, military spouse and veteran employment, economic perspective, bilingualism, skilled labour availability, operational requirements, job flexibility assessments, accommodation requirements, and diversity and inclusion objectives."* Further guidance and policy surrounding position suitability for fully remote positions are in development, including delegated level of authority to approve such arrangements.

Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes If no, why? If yes: What is your organization experimenting with? DND-Wide Approach On August 11th 2022, DND published the DM/CDS Initiating Directive on Transitioning to a Hybrid Workforce to Support Full Business Resumption. This Directive provides direction requesting that, during the remainder of summer and early fall, DND Public Service employees test ways of working to learn what works best for the employee, their team, and their manager. In this phase, employees are to explore different models, whether that is accessing the workplace for specific tasks or functions when needed, working on-site once a week, going in full-time, or something in between. While the Directive speaks more closely to existing remote and/or teleworking employees, it does not preclude over half of the DND Public Service workforce who have been working on-site throughout the pandemic from discussing arrangements that could lend to teleworking. To assist the organization in adopting different hybrid work models, a sampling of approaches is being provided: *DND's Suggested Hybrid Work Models (adapted from TBS Hybrid in a Box models)* Model A: 1 – 2 fixed day(s) per week. On-site presence is prescribed to work one to two days per week on a fixed schedule. Managers choose the day(s). Model B: 1 – 2 flexible day(s) per week. On-site presence is prescribed to work one to two days per week on a fixed schedule. Employees choose the day(s). Model C: 1 fixed day and 1 flex day per week. On-site presence is prescribed to work one day per week. Employees can chose the second (flexible) day on-site. Model D: 1 – 3 fixed/flexible days per month On-site presence is prescribed to work one to three days per month. Minimum 2 days are set by manager. Employee can choose the third day on-site. Model E: On-site days based on operational requirements (up to 4 days per week) On-site presence is prescribed to employees based on operational requirements of each position, the nature of work and equipment needed. Model F: Ad hoc / As needed

	On-site presence is prescribed to employees on an ad hoc basis to deal with specific work tasks. Commands (Level 1 organizations) have the authority to adjust the transition to hybrid work based on their operational requirements. Specifically, L1s have the flexibility to adjust the guidance criteria for hybrid work and return to the office plans based on their business needs and service levels. This means that some commands (Level 1), directorates (Level 2) and divisions (Level 3) may transition to hybrid work at a different rate compared to others. To that end, ADM(HR-Civ), as the lead on DND's transition to hybrid work, is defining clearer expectations for branch staff with regards to experimentation and the adoption of hybrid work (e.g. cut off dates for Flexible Work Agreements), which will be supported with internal communications. Senior management is being engaged to assess the feasibility of implementing defined hybrid work model for their respective directorates and divisions. ADM(HR-Civ) is also assessing participation (both internally and across other DND commands) in the second wave of the TBS Hybrid in a Box initiative by conducting call-outs across the branch. Other commands have adopted a hybrid posture throughout the pandemic due to the nature of their work, while others are beginning to establish a set number of days in the office (e.g., minimum two days a week). Further analysis is being undertaken and results will be shared with TBS once available. What is the experimentation timeframe? DND-Wide Approach Civilian Defence Team-wide exploration phase of hybrid work: Mid-August – late October 2022 (initiating the capture of formal Flexible Work Agreements in early fall, with the expectation of having all FWAs registered by end of fiscal year). For any groups interested in TBS Hybrid in a box, the experimentation time frame will be from October 2022 - March 2023. What percentage of employees are participating? DND-Wide Approach Guidance pertaining to experimentation was sent from the Deputy Minister and the Chief of Defense Staff to all DND Public Servants and Military Managers of Public Servants. Data on the percentage of employees participating has not yet been gathered. DND is currently developing an organization-wide pulse survey to be administered late this fall that will allow us to determine the amount of employees participating. Furthermore, a new HRMS/PeopleSoft Flexible Work Agreement solution is being piloted to select groups starting mid-September 2022 (with department-wide release planned by late fall), allowing us to report on uptake. While greater in scope due to the high amount of employees having to adopt remote work as a result of the pandemic, flexible work options are not a departure from the department's pre-pandemic posture. For example, the Civilian Flexible Work Program offered full-time remote and hybrid telework options and was extensively leveraged by employees in ADM(HR-Civ) and other L1 organizations. In the NCR, Activity-Based

	Workspaces had been introduced (Building 10, NDHQ Carling) and cubicle sharing existed more broadly across the campus for hybrid employees. Is participation voluntary or mandatory? DND-Wide Approach Participation is voluntary but ultimately based on manager discretion (i.e., employees can choose to go on-site and/or managers can direct employees to go on-site), in accordance with L1 direction. How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results Defence Team A departmental Pulse Survey is being developed for the entire Defence Team, seeking to gain understanding on: On-site attendance how frequently employees are going on-site if they are going on-site for full days or partial days the reasons they are going-onsite Reasons for continued engagement in telework Evaluation of digital tools and on-site workspaces that are required to support hybrid working Perceptions of productivity associated with teleworking and on-site attendance Evaluation of team collaboration, cohesion, and inclusion in hybrid environment Overall perceptions of hybrid work their preferred hybrid work schedule turnover intentions as they pertain to availability of full-time telework and hybrid work their overall evaluation of their experience with hybrid work perceptions of organizational support related to transition to hybrid work Semi-structured interviews with Defence Team staff at select locations across the country are being planned in September to get feedback from hybrid workers on their thoughts, observations, and lessons learned regarding the return to the workplace. Further, DND administered a survey in April 2022 that sought to understand how we can best communicate with DND Public Service employees throughout the pandemic and beyond, their concerns they have about the potential transition, and their satisfaction with current levels of communications within the COVID-19 environment thus far. Additionally, we are in the process of developing an engagement tour across Canadian bases/wings for public servants and military managers of public service employees to discuss, and seek insights on the overall employee experience from their perspective. Hybrid work is an aspect that will be raised during these sessions, whereby employees will be encouraged to communicate challenges and opportunities associated with working in a hybrid environment at bases/wings. Findings from these sessions will support a

comprehensive overview of the hybrid work challenges at DND's diverse worksites, and will inform future development of Hybrid Work guidance and resources.

Lastly, a new HRMS/PeopleSoft Flexible Work Agreement solution is being piloted to select groups starting mid-September 2022 (with department-wide release planned by January 2023), allowing centralized reporting.

ADM HR-Civ

Specifically within ADM(HR-Civ), a department of 1300 employees, an on-site attendance sheet is to be implemented that will require all employees to complete a survey each Friday reporting on which day(s) of the week they went on-site and for what reason.

In collaboration with ADM(Infrastructure and Environment), ADM(HR-Civ) and ADM(Material) administered surveys for their respective commands in June 2022 that sought to understand employee workplace and work style preferences during and beyond the pandemic. Specifically, we gained an understanding on employee hybrid work schedule preferences, reasons for going on-site, challenges with the current real property and technology infrastructure as they pertain to hybrid work, as well as health and safety concerns with returning to on-site locations. Findings from this survey have identified key discussion/decision points as we plan the next steps in our transition to hybrid work.

What outcome measures* is your organization using:

Outcome Measure	Source	Comment
Perceptions of Employee Productivity	Pulse Survey	At on-site and telework locations
Retention / Turnover Intentions	Pulse Survey	Turnover intentions as they pertain to hybrid work preferences
Collaboration, Cohesion and Inclusive Environments	Pulse Survey	
Gender Issues / GBA+ considerations, Positive Space	Pulse Survey	Is hybrid work meeting the needs of equity seeking groups?
Total Health, Accessibility/Accommodations	Pulse Survey	Mental health, ergonomics, availability of appropriate workstations, accessibility accommodations
Climate Change	Pulse Survey	How employees travel to work
Occupational health and safety	Pulse Survey	On-site hazards, security breaches, etc.
On-site attendance	Card Swipes (where feasible and accurate), and self-reported	To understand trends in on-site attendance across regions for planning purposes

	attendance within HR-Civ	
Reasons for on-site attendance	Pulse Survey, HR-Civ self-reported On-site attendance	To understand how spaces/digital tools need to be adjusted to support hybrid work
Reasons for telework	Pulse Survey	To understand how spaces/digital tools need to be adjusted to support hybrid work
Number of Flexible Work Agreements	FWA System	Full time telework, ad-hoc hybrid telework, scheduled telework
Evaluation of digital tools for hybrid work environment	Pulse Survey	Evaluation of on-site Wi-Fi, videoconferencing tools, etc., to determine where efforts need to be aligned to support hybrid work
Evaluation of on-site workspaces for hybrid environment	Pulse Survey	Availability/awareness of focus rooms, collaborative spaces, quiet rooms for Employment Equity and Diversity & Inclusion groups (e.g., for prayer)
Common challenges associated with hybrid work	Pulse Survey / Semi- Structured Interviews	

**Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.*

Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations.
Yes / No / Our organization is currently considering partnership. Discussions have taken place with the OCHRO Research and Experimentation team, and a call-out is currently underway within the organization. A response on participation will be shared mid-September with TBS.

If yes, please provide a contact name: Daniel Morier, Deputy Director, Workplace Programs and Services, ADM(HR-Civ). Daniel.morier@forces.gc.ca

Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes / No / Soon to implement / In Progress*

*It is important to note that 50% of DND's Public Service workforce has been on-site throughout the pandemic due to the nature of their work.

DND-wide guidance indicates that employees are encouraged to test out the hybrid model that best works for them. With this in mind, some DND commands are beginning to adopt a set number of days a week on-site. Once we have received more information from these commands, we will provide an update to TBS-OCHRO.

How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply:

Once a month or less
One to three days a month
One day a week
Two days a week
Three days a week
Four days a week
Five days a week (full time)
Not applicable: Staff have not been instructed to work on-site at a regular cadence
Different requirements based on employee location
Other: [*DND wide guidance, but commands can adapt based on their operational requirements*] Employees are encouraged to enter the workplace and test a hybrid model that could work for them and their team. This could mean going in for specific tasks or functions only when needed, working on-site once a week, going in full-time, or something in between. Adoption of more formalized Hybrid Work Models is being discussed.

If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization:

How are the on-site days chosen?

Employees individually decide which day(s) to come on-site
There are fixed "team days" where everyone in the team comes on-site
A combination of a) and b)
Other: A combination of fixed days set by managers, flexible days set by employees, and others on a case-by-case basis is applied across the department.

How did your organization choose hybrid models?

Position profile assessments
Employee location (NCR employees come into the office)
Precedence set by other government organizations (direction from central agencies, specifically *TBS guidance on optimizing hybrid work*)
Employee engagement / Team charter exercises
Other:

	Did your organization apply a GBA+ lens when choosing hybrid work models? Yes
Real Property & Technology	How is your office space currently configured? Traditional assigned cubicles - The vast majority of workplaces in the NCR and the regions are configured with cubicles and/or to Workplace 2.0 standards or pre-Workplace 2.0 standards. Activity Based Workplaces - In the NCR, s**ome GCWorkplace standards were implemented pre-pandemic for one of the floors at the DND HQ (Carling Campus).** Other: **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **Yes, our organization is considering building more collaborative workspaces. For example,** GCWorkplace refits are underway at **the** Major General Pearkes Building and the National Printing Bureau. **Are you planning to** reduce your office footprint? Yes / No DND is working with PSPC on a National Capital Region (NCR) Portfolio Rationalization Initiative to significantly reduce the portfolio's footprint in the NCR over a period of 10 years. This is a large complex undertaking which was planned for pre-pandemic but will be accelerated to the extent possible to support the future of work and the required tools to support activity based working. Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes / No We have not yet invested in technologies; however the IM group is working on ensuring support to Microsoft 365 for staff and is working with the Real Property group to design and enable future physical workplaces. We are also exploring adding additional technology to support a hybrid environment, namely technology in support of hybrid meetings. In addition, DND is looking to use Archibus as a tracking tool for any new GCWorkplace office spaces. **Note that response to this question has been limited to NCR posture given complex nature of real property and technology reporting across Bases and Wings.*
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes / No If yes: Please specify the name of the tool: In the NCR, DND tracks swipe badge numbers to determine occupancy. The NCR fit up and tracking is a key priority for Real Property management in order to release leased spaces to the extent possible and rationalize and consolidate workplace footprints into custodial space. In the regions, most CAF/DND teams returned to a hybrid or full in-office workplaces due to the nature of their operational requirements. In addition, HR-Civ Branch is expected to implement an MS Forms On-Site Attendance Sheet in September 2022 to report on participation of branch employees in the experimentation phase.

	Please specify the latest data / estimate you have on: Existing flexible work agreement data provides an estimated breakdown of work arrangements: 55% of employees in office full time 24% of employees in hybrid work 21% of employees full time teleworking Time period the data refer to: March 2020 - July 2022 It is important to note that approximately 12,000 DND Public Service employees have FWAs. The pre-pandemic occupancy rate peaked at 50% in the NCR (Jan 2020). During the height of the pandemic, occupancy rates decreased to 7% (March 2020) and hovered around 9%-18% for the next two years, and our most recent data suggests a 12% occupancy rate (June 2022). **Note that response to this question has been limited to NCR posture given complex nature of real property and technology reporting across Bases and Wings.*
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? Lack of technology infrastructure to support hybrid working model - At the onset of the pandemic, DT employees were permitted to remove IM infrastructure (including laptops, monitors, keyboards, docking stations) from the office to ensure staff were properly - and quickly - equipped for remote work. Due to the costs and complexity of re-equipping the workplace, IT and furniture brought home to equip the workforce for remote work have not yet been replaced. And, as of late fall 2021, reimbursement of expenses tied to a home office set up have ceased and only basic computer set ups are covered (e.g. only laptop is provided, no monitors). As we transition to a hybrid work model, employees are coming back to many offices lacking the proper equipment, limiting the fulsome adoption of a hybrid workforce. It has been identified that shared workspaces/GCworkspaces do not optimally accommodate on-site employees who must communicate on a regular basis (via teleconferencing software or MS Teams) with those teleworking or located in other regions. Additionally, it is noted that technology at bases/wings is not as advanced compared to the technology at headquarters (e.g., there is no Wi-Fi, some spaces do not have dedicated phone lines, etc.). 2. Lack of Current Workstation Configuration to Support Unallocated Seating –DND is not yet equipped to sufficiently support an unallocated seating model if part-time on-site presence became mandatory in the short term. DND is currently beginning the transition to depersonalized seating for select commands and will be asking all employees to remove personal belongings by the end of 2022, to ensure available unallocated space for all employees in our new hybrid model. Additionally, it is important to note that many bases/wings are not configured to support collaborative/unassigned workspaces and there is not enough space to support the influx of new employees at bases/wings. 3. Employee/manager resistance - Many employees are expressing a desire to continue working remote full-time. Specifically, ADM(HR-Civ)'s *Employee Preference Survey* indicated that 53% of respondents (out of a total of 800 respondents) wish to continue working via telework full-time. Anecdotal information is also being collected via a

	positional mailbox following the release of the Hybrid directive. To date, concerns have been registered regarding the costs associated with returning to the workplace as well as public health measures. In areas where specialized skill-sets are required and under-resourced across government (i.e. Labour Relations), employees are also electing to seek employment from departments who are committing to a full-time remote posture. These concerns are echoed by select Federal public service union leaders, who are wary of return to office plans, citing concerns about the anticipated future waves, government building capacity to support employees, access to cafeterias and parking, and guidance from TBS. We hope to gain a more representative view of all employee challenges and barriers when we administer our Pulse Survey and conduct the on-site interviews this fall.
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Upon the release of the Directive, DND encouraged all employees to voice their concerns and ask any questions they may have related to the transition to hybrid work. To date, we have received a limited amount of emails to the future of work positional mailbox with feedback after the release of the directive. Four common themes emerged: Expenses and compensation for on-site full time workers. Many employees and managers vocalized their concerns regarding the transition back to work. Many employees expressed that full-time telework enables them to save on expenses such as gas, childcare, commuting time, etc. Additionally, several members that wrote to us asked how full-time workers who are required to be on-site will get compensated. Being properly equipped for both workstations Both older and recent fits up are not 100% ergonomically sound or adjustable (e.g. lacking adjustable surfaces and monitor arms). Several employees wanted clarification as to what will be included within both their workstations. Some expressed that transportation is an issue, so they do not want to be bringing equipment back and forth with them on a weekly basis. Staff retention Employees expressing if they cannot engage in full-time telework they would consider looking for employment elsewhere within the organization and across the GC. Health and safety Employees concerned with the safety measures on-site to prevent risk of exposure and/or infection (e.g. masking, personal protective equipment and supplies, cleaning/sanitization of shared work points, common areas and collaborative areas) **Have you consulted with Employment Equity Groups within your organization?** Yes. The Defence Advisory Groups were consulted during the development of the *Initiating Directive to Hybrid Work*. We also conducted a GBA+ analysis on the *Initiating Directive* and additional GBA+ analysis is ongoing and integrated into next steps. Have you consulted with your Bargaining Agents?

	Yes. They were consulted during the development of the *Initiating Directive* and ongoing engagement is planned in the coming weeks (e.g. via the Union Management Consultation Committee meeting, which aims to gather union representative feedback on key issues affecting Public Service employees) as next steps and key decision points for the transition to hybrid work are identified.

Elections Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Elections Canada Number of Employees: 1,261 (per the link above) Does your organization have regional offices? No Are your regional offices GC co working spaces? No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes If yes, What percentage of positions were assessed as having full-time in-office requirements? 2% What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 31% What percentage of positions were assessed as compatible with fully remote work / telework? 67 % What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.)

	Positions were assessed based on operational requirements, including those required during normal operations and electoral-event periods. If a position did not require to be onsite as per the three operational requirements, the position could be considered for part-time or full-time telework. *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes If no, why? If yes: What is your organization experimenting with? Elections Canada is experimenting with a flexible hybrid work model whereby employees and managers are empowered to determine the appropriate hybrid work arrangement for them – based on agency-wide guidelines and a thorough organizational review of position profiles. The position profiling exercise was based on a centralized review of positions by job code in which managers were involved in assessing positions for their suitability for telework (against a set of operational requirements) and results were communicated to employees. Departmenta*l Telework Guidelines* were developed and include conditions of Telework, Terms and Conditions of Telework (as established between managers and employees), and Telework Location Security & Health & Safety Checklists. Within this framework, and to support work arrangements that are best suited for both teams and individuals, guidance and tools were developed including: 1) Sector/Branch Position Profile lists, 2) Team Charters, and 3) Telework Suitability Self-assessments. Coaching sessions for managers and Information sessions for employees and managers were provided and all tools made accessible on the Agency`s Intranet. Data from this experimentation will be collected and analysed to support future innovations and internal policy-related decision making. Note: all of the Agency's positions are currently located in the NCR and linked to a designated EC workplace. What is the experimentation timeframe? Fall 2022 / Winter 2023 What percentage of employees are participating? All Elections Canada employees are participating in the experimental phase according to their profile assessment. Is participation voluntary or mandatory? Participation is mandatory (applies to all staff with the exception of consultants).

	How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results Completed: Regular pulse surveys (Summer 2020, Spring 2021, Fall 2021, Spring 2022) Feedback through email / info sessions / one-on-one discussions Onsite data using security swipe cards Position flexibility profile statistics Updates and check-in with senior management To come: Additional pulse surveys (next planned for Fall 2022) Formal focus groups Signed telework agreements Assessment of team charters *Refer to Section 6 for pulse survey results.* What outcome measures* is your organization using: Performance agreements Monitoring of Departmental Plan Satisfaction with level of flexibility provided Satisfaction with tools provided Self-assessment of state of mental health Number of agreements terminated early Job satisfaction Turnover (actual and intended) **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Maybe - interested in learning more If yes, please provide a contact name: Isabelle Durocher
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Soon to implement (telework agreements due October 2022)

	How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: varies depending on operational requirements of the position. If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: Decision between the employee and manager. It can be variable, where the employee/manager decide on the amount of days onsite or it can be scheduled, where the onsite days are identified with a specific day of the week. How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Did your organization apply a GBA+ lens when choosing hybrid work models? Yes, on-going.
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?**

	Yes. Elections Canada's headquarters are now equipped with multiple boardrooms that include videoconferencing equipment. Additionally, the Workplace Transformation Project is revisiting the floorplans to create collaborative workspaces in the short-term (Fall 2022) and refitting the workplace to meet GCworkplace standards in the longer-term (2024/25). EC has also signed up with GCcoworking which also holds multiple collaborative workspaces. **Are you planning to** reduce your office footprint? Yes Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes If yes, please list Conference room – videoconferencing equipment New workplace booking system to come (Archibus) MS Teams Tablets
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes If yes: Please specify the name of the tool: Currently done using our security access card system Please specify the latest data / estimate you have on: __% of employees in office full time __% of employees in hybrid work __% of employees full time teleworking Time period the data refer to: We track daily #s onsite, but not % full-time, hybrid, telework etc. During Summer 2022 we averaged ~30 people onsite at our HQ (<5%) with an increase to approximately 50 observed first week of September. Based on the position flexibility profiles and pulse survey results, it is likely that ~2% are in the office full-time. Our expectations are that office presence will grow over time as the office setup progresses to make it more adapted to hybrid work and as pandemic measures ease. More detailed breakdowns will be available after October 2022 when we formally transition to the hybrid model.
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Risk of communications from central agencies which differs from our approach / the initial TBS-OCHRO Guidance on Optimizing a Hybrid Workforce. 2. Technology to support the hybrid work model 3. Current central agency policy framework / guidelines have not been updated to reflect hybrid work models and long distance telework (e.g. allowing employer to establish a telework location as the designated workplace for purposes of employer-paid travel, taxes, vacation etc.)

Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Key Pulse Survey Results (Spring 2022): A significant majority (almost 90%) of the respondents are satisfied with the frequency and quality of communication they have received about the agency's plans for the future of work. 60% of respondents felt the rules and guidelines about hybrid work are clear 95% are satisfied with the flexibility provided to them in their current telework arrangements. Most managers are comfortable with their employees continuing to work remotely on a full-time basis (93%). The majority of staff prefer working full time from home (53%), followed by "Mostly home with ad hoc days working at the office" (34%), "Hybrid, mostly home" (8%), "Hybrid, mostly office" (2%), "Office full-time" (2%), and lastly, "Mostly office with ad hoc days working from home" (0%) **Have you consulted with Employment Equity Groups within your organization?** The agency's Employment Equity, Diversity and Inclusion Senior Designated Official and working group members as well as the Chief HR Officer have been engaged in the consultations throughout the development of the approach. In addition, we have scheduled a future consultation (late September) with our Advisory Group on Disability Issues. Have you consulted with your Bargaining Agents? Yes – regular updates provided to the Agency's Labour Management Consultation Committee (LMCC) and feedback sought on key decisions / resources.

Employment and Social Development Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	Organization Name:

	Employment and Social Development Canada Employment and Social Development Canada, including the Labour Program and Service Canada, supports Canadians in living productive and rewarding lives. The department delivers over $160 billion in statutory transfer payment programs such as Employment Insurance (EI), Canada Pension Plan (CPP), Old Age Security (OAS), and the Canada Student Loans Program. In addition, the department develops and delivers billions of dollars of targeted and responsive programs to improve society and develop the labour market. Service Canada serves millions of Canadians each year across over 600 points of service located in communities across the country and through telephone and online channels. Over two-thirds of ESDC's 42,000 employees are located outside of the National Capital Region (NCR). The Labour program develops, administers and enforces workplace legislation and regulations, such as the *Canada Labour Code* and the *Employment Equity Act*. Number of Employees: Approximately 42,000 Does your organization have regional offices? Yes Are your regional offices GC co working spaces? No. While the use of GC Co-working spaces are being explored by ESDC, no regional ESDC offices are currently set up to be GC Co-working spaces at this time. We are also working on opening internal ESDC Co-working spaces within regional offices. ESDC has given back to PSPC some space on the ground floor at Place du Portage Phase 4 to be converted into a GC-coworking site. We have also committed to fully fund the modernization project of this space (amount of $3M). This was established by a MOU between both departments.
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes If yes, What percentage of positions were assessed as having full-time in-office requirements? 13%* Positions identified as onsite perform duties which cannot be effectively performed remotely, such as those related to Passport services or processing, Service Canada client services, records management, mail rooms and in-person/onsite IT technical support. What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 22%*

	Positions which have been identified as hybrid are those with some activities and tasks which must be, or are better, performed effectively onsite, and some which are compatible with offsite work. Positions in the hybrid category include executives, executive support, policy analysts, HR advisors, audit and evaluation. ESDC recognizes that these roles benefit from a blend of dynamic, collaborative work and dedicated time for individual or focused work. This group has been encouraged to have team discussions to ensure that onsite work is driven by purpose and adds value for the team and the individual. What percentage of positions were assessed as compatible with fully remote work / telework? What percentage of positions were assessed as compatible with fully remote work / telework? 65%* Positions which have been identified as compatible with offsite work based on their functions include call centre roles, benefits processing (which represent a significant portion of the ESDC nationally distributed work force), data analytics and corporate finance. Note that this category also includes functions that require employees to be mobile (e.g. inspectors) and neither in a traditional office space nor working from home. ESDC has clearly defined this category as *predominantly* offsite with the expectation that, while regular daily functions may be performed offsite due to their asynchronous nature, there are still expectations that employees will be onsite for activities such as training, onboarding, all-staff retreats. It is important to note that with just under 30% of the ESDC workforce located in the NCR, our employee population is distributed across all regions in the country and perform a variety of functions identified in all three categories. Employees in the PM category make up 62.2% of the ESDC employee population, and 81.6% of the Service Canada employee population and many of these employees fall into either the onsite or the predominantly offsite groups, depending on the nature of their functions in providing service to Canadians. * Preliminary estimates will be confirmed through individual employee work arrangements entered in PeopleSoft by the end of September. What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) The primary consideration for determining if a position would be categorized as “predominantly offsite”, “onsite”, or “hybrid” was an assessment of whether the job functions (activities and tasks) required of the position could be effectively and efficiently performed offsite. As a department with a national scope and offices across Canada, several of our enabling business lines had dispersed teams for many years before the pandemic, such as our client service IT and HR roles which are often located in regions. It is important to note that ESDC explicitly and intentionally defined predominantly offsite to include a requirement for onsite presence that may be unrelated to the specific job functions (e.g., training, onboarding, all-staff retreats).

	While ESDC recognizes the benefits to access talent and skills nationally, and increase regional or geographically diverse perspectives in our workforce, our aggregate analysis was not grounded in these concepts. In an increasingly competitive labour market, many teams across the NCR and the regions have leveraged the flexibilities of digitally enabled virtual teams to hire talent in non-traditional locations for roles such as ATIP, business transformation, data scientists, and others. ESDC continues to refine a business strategy that recognizes the critical importance of organizational culture strengthened by the richness of co-located work with the measured development of a truly national workforce. Case-by-case reviews of *individuals* who could benefit from remote work are also underway as part of the accommodation process.
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes. The approach at ESDC has been grounded in objectivity and informed by evidence, which was gathered through the early testing of managing teams in the new hybrid work environment. This evidence was used to inform our current approach to full implementation. If no, why? N/A If yes: What is your organization experimenting with? ESDC is conducting several experiments, pilot projects, and tests across the department. Highlights are listed below: *Managing Teams in a Hybrid Work Environment Pilot Projects* Piloted different types of hybrid work models in two policy branches with approximately 100 participants. Its findings helped our department learn some practical lessons on setting up the right hybrid infrastructure. What is the experimentation timeframe? March 28 – June 17, 2022 What percentage of employees are participating? Approximately 100 employees in two policy branches based in the NCR. These branches were selected because they allowed for an in-depth data collection across a variety of functions (for example, policy, program operations, administration, management). Pilot participants represented 11% of the 493 employees of Learning Branch and 7% of the 583 employees of the Income and Social Security Branch. Is participation voluntary or mandatory? Participation was voluntary. To ensure representation across branch functions, information about each participant's occupational group and level, organizational unit, functional area, and tenure in the public service was analyzed to ensure that there was sufficient representation. Team size and scenario preference were also monitored. Some teams were able to select a scenario that corresponded to their preference, while others were placed directly into a scenario to ensure better representation. There was little

	evidence of selection biasand, overall, most pilot results are generalizable to all scenarios and were not be affected by self-selection. How is data being collected? Open-text written responses, surveys, focus groups, and interviews What outcome measures* is your organization using: Ideal type of hybrid schedule (ex. pre-determined by management or ad hoc) Ideal types of work for onsite vs. remote days (ex. collaborative work and relationship building while onsite, heads down analysis and writing when remote). Tools, practices and supports required by employees and managers to be effective in a hybrid environment *Various Regional Pilots and Experiments* Several Service Canada regions have already experimented, or plan to experiment, with hybrid work approaches and setting up a flexible work environment for their staff. Piloting in the Quebec Region Piloting the reopening of the Guy Favreau Complex, a large multi-tenant office in Montreal. Launched in April 2022 with approximately 600 participants taking part over 8 weeks across 5 regional business lines. Data was collected via consultation questionnaires (i.e. surveys) and focus groups. The pilot tested how to efficiently implement centralized site management, manage health and safety issues, reintegrate remote employees, address employee well-being, and new tools to monitor and enable hybrid work. Outcome measures included: designing an effective regional footprint, furthering the adoption of hybrid work models, balance of flexibility for employees, exploring possible intra-regional mobility, transparency and communication. Will inform future site openings in the Quebec Region and elsewhere across the country. Piloting in the Ontario Region Piloting a new model for hybrid work to support client service in rural and remote locations. Will test strategically dispersed hiring in difficult to staff areas of Ontario Region and the interoperability of cross-business line roles. Piloting a new onboarding strategy to test the best mixtures of remote, onsite, and blended learning elements for new hiring cohorts. Both pilots expected to launch September 2022.

	Piloting in the Western Canada and Territories Region Piloting the use of new tools and processes to improve coordination and better enable hybrid work at office locations with multiple business lines/tenants and diverse business needs (ex. front-end and back-end employees). Measurement is being done through existing data collection tools and ad hoc regional surveys. Outcome measures include employees feeling aware of flexible work environment themes and feeling well supported, employee engagement, new training/onboarding best practices, workplace coordination best practices. *Ongoing Flexible Work Environment Data Collection* ESDC is developing an ongoing research and experimentation agenda and a data strategy that builds on the evidence gathered from its initial pilot projects. Sharing the planning, methodology, and findings of pilots internally will support further research and experimentation across different contexts in the department. How is data being collected? Modified Pulse Survey Questions Other survey data (ex. Public Service Employee Survey – PSES). Existing datasets (ex. PeopleSoft HR System, IT Systems, Workstation booking system, etc.) What outcome measures* is your organization using: Employee wellbeing Diversity, equity, and inclusion Changes in the use of physical infrastructure Changes in the use of technology Productivity Talent development Training/Onboarding Supports required of Leaders/Managers Integrity and security Organizational identity/culture *Summer Period Returns* As part of our change management strategy heading towards our September 6th implementation date, all staff were encouraged to spend time visiting the office in order to ease into the transition to the flexible work environment. The importance of employees taking early first steps was a direct lesson learned from our earlier testing and pilot work. These summer returns were an opportunity for teams and employees to get a head start. Employees were encouraged to explore the office and to take part in "Welcome Back" and reorientation sessions run by various branch leadership groups and enabling functions. During this period they could "test-run" the office environment, learn new technology, meet with colleagues, get to know their commute/routines, and provide feedback about their experience. What is the experimentation timeframe?

	June 2022 to September 2022 What percentage of employees are participating? Not formally tracked. Is participation voluntary or mandatory? Voluntary, overall, with a strong and direct call-out to senior executives to demonstrate leadership How is data being collected? Feedback collected directly at the team and branch leadership level. What outcome measures* is your organization using: Various. Assisted in branch-level planning and coordination with enabling functions to prepare for the September 6, 2022 shift to the flexible work environment (ex. informed whether a branch would use a "neighbourhood" or "shared workspace" approach and in turn identified First Aid Attendance and Building Emergency and Evacuation Team requirements). **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Discussions have taken place to understand the expectations for participation in the pilot. The frequency and extent of data collection, combined with the expectation for the entire department to participate, mean that ESDC will not be able to fully participate. There will also be significant overlap with existing plans to monitor implementation through the ESDC Future of Work Data Strategy. Discussions are underway to determine if participation of specific groups (e.g. policy branches) would be a useful or feasible alternative. If yes, please provide a contact name: N/A
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Our shift to a new flexible work environment officially began on September 6th, 2022.

How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply:

Once a month or less
One to three days a month
One day a week
Two days a week
Three days a week
Four days a week
Five days a week (full time)
Not applicable: Staff have not been instructed to work on-site at a regular cadence
Different requirements based on employee location
Other:
All of the options above apply across the diverse range of functions and groups at ESDC.

At ESDC, we have developed an approach to hybrid work arrangements based on a job function analysis. This analysis aimed to ensure a degree of transparency and consistency across the Departmental implementation of our flexible work environment. Work arrangement include onsite, hybrid and predominantly offsite.

Organizationally, given the diversity of business lines, we made the decision not to enforce a one-size-fits-all approach to hybrid. Hybrid work arrangements are determined through first a team discussion about operational needs, team dynamic and norms and then through individual discussions with employees. Depending on the team, employees may be onsite multiple times a week, once a week, once a month or whatever frequency makes the most sense from a business perspective.

In addition, it is important to recognize that hybrid employees and predominantly offsite employees may vary the frequency of onsite work depending on the time of year/their annual cycle of work (ex. “sprints” of onsite work before a project deadline or at year-end; increased use of remote work during peak leave periods).

If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization:

Individual teams across ESDC will test, iterate, and provide feedback to their regional and branch leadership about their experiences with different models of hybrid schedules.

How are the on-site days chosen?

Employees individually decide which day(s) to come on-site
There are fixed “team days” where everyone in the team comes on-site
A combination of a) and b)
Other:

Onsite days are being chosen through “structured,” “unstructured,” and combined approaches. These scheduling decisions are being made at the team and individual level.

Some teams are setting fixed team days to ensure team members have increased predictability and to maximize onsite presence on “team days”. Other teams are expecting employees come on site either a minimum number of days (ex. 1 or 2 days per week, or 1 or 2 days per month) or on an “ad needed” basis. Still other teams are combining both approaches, and setting a single day per week or per month where the entire team is expected to be onsite for team activities while also giving employees a minimum number of additional days to be onsite or leaving it to the employees to coordinate themselves.

How did your organization choose hybrid models?

Position profile assessments
Employee location (NCR employees come into the office)
Precedence set by other government organizations
Employee engagement / Team charter exercises
Other:

Position profile assessments and team discussions/charter exercises were used to help select hybrid models at the team level. Position profiles would inform the number of activities and the amount of time an employee should be onsite to effectively conduct their job duties. Managers also held individual discussions regarding personal circumatances and team discussions to identify how often the team felt it needed to be onsite to conduct group activities.

Employee location effect on hybrid models is presently being explored, with some teams identifying employees who are not co-located with any other members of their team as still “hybrid” based on their job function while others are identifying these employees as predominantly offsite based on their inability to join their teammates onsite on a regular basis.

Did your organization apply a GBA+ lens when choosing hybrid work models?

Yes.

For example, ESDC has identified aspects of hybrid work that may have gendered impacts, such as employees with caregiving responsibilities seeking additional flexibility with onsite/remote scheduling. And the long-term risks of reduced promotion and visibility for groups of employees due to ‘proximity bias’.

In addition, our FoW Data Strategy will track data on outcomes across work arrangements and intersectional demographic information like gender, age, and self-identified ethnicity and sexual orientation.

Real Property & Technology

How is your office space currently configured?
We have a total of 392 sites across Canada. The size of the sites varies significantly, depending on the location, space type and number of employees. For example, we have a large portion of our space is front-end service delivery (Service Canada Centers and Passport Offices), which will continue to use specialized design standards. We also have general office space, which includes traditional “unassigned” cubicles (previously these were assigned, however we have transitioned to unassigned seating) and some activity-based workplaces. Lastly we also have contact/processing spaces (ex. call centres).
A rough breakdown of our different space segments is as follows :

Space Segment	m2 (K)	%
Service Delivery Space	195	33%
General Office	246	41%
Contact / Processing	157	26%

12 sites are National Headquarters (located in NCR), approximately 5 others are regional sites but located within Gatineau/Ottawa area and remaining 375 are in Regions. Please note that the number of sites can fluctuate due to moves, lease ending, space requirements, etc.
Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?
Yes. There are plans in place to modernize additional space to activity-based workplaces. We are also building in more collaborative spaces to better support hybrid meetings and work models.
Are you planning to reduce your office footprint?
Yes. Strategic planning is ongoing in this area. Our current plans for space reduction is 50% for general office and contact/processing space. Therefore, space reduction planned of approximately 200,000m2. Our plan is to have 15,000 modernized workpoints. Service delivery space (Service Canada Centres and Passport Offices) are planned to remain consistent.
Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.)

Yes
If yes, please list:
Poly Studio meeting room technology (integration with MS Teams)
Traditional videoconferencing technology (also considered hybrid and provides integration with MS Teams via the Cloud Video Interoperability (Pexip CVI)
Also piloting the Microsoft Surface Hub and Poly MTR (Microsoft Teams Rooms) solutions
Barco Click share meeting room technology (connecting to meeting room screens/audio without the use of cables)
Workstations have been equipped with dual monitors and universal docking stations
The Workspace Management System (WMS) is managed through Archibus software and is used for workstation bookings and some enclosed offices. In the future, all bookings for boardrooms and some collaborative spaces will be bookable through this system. As restrictions for physical distancing ease and numbers of modernized sites increase, we will move away from booking a workstation to booking to a floor or building.

Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes If yes: Please specify the name of the tool: Information Technology Asset Management (ITAM) – data is available from ITAM that identifies exactly when and how each employee logs onto the network (ex. remotely via Virtual Private Network or directly to the network at an office location). Direct network access logins can be also geo-located to the office location and cross-referenced with access card data for highly accurate results. Remote logins cannot be geo-located (See limitations below). Data will be visualized in dashboard reports. We anticipate that this approach will allow us to track demand for office locations across our network and cross-reference this with supply. It should also allow us to provide tailored supports to different sections of the organization based on expected vs. actual figures (ex. addressing significant variance between similar branches conducting similar type of work and with similar job function analysis results). Please specify the latest data / estimate you have on: 9% of employees in office full time 14% of employees in hybrid work 77 % of employees full time teleworking Note that the figures above respresent an average over the 3 month summer trial period. An increasing trend has been observed over the summer and our expectation is for this to continue with formal implementation in September. Time period the data refer to: May 31 to August 29, 2022 Note: The above percentages were arrived at using a 5% variance threshold for full-time in office and full-time teleworking employees. For example, a full-time office employee may work remotely up to 5% of their schedule (ex. one day every four weeks, or approximately 3 days in the period used above) before being categorized as having a "mixed" or hybrid schedule. These thresholds can be adjusted. ESDC is collecting more data over the Fall in order to identify accurate schedule thresholds between the above three schedule categories. Limitations of our tracking include: VPN connections using ITAM data are identified using the current location field and are strictly based on the VPN selection made by the user when connecting to the network (e.g. A Vancouver-based employee can select our VPN-[redacted] server). There is a downtime period of one day per month for ITAM system maintenance. No observations can be collected on this day, but a workaround is being developed. Outlying cases are factored into our methodology, including: Employees who login at the office and over VPN on the same day (i.e. mixed days) Employees who on leave who may briefly log in over VPN to check leave balances or submit paperwork. Virtual machines (e.g. for consultants) and cell phone connections. Additional exceptions may be identified.
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace?

	Communicating the value proposition of onsite work to employees who feel they were effective working remotely during the pandemic and supporting employees through the change. Explaining how individual employees, teams, and the organization stand to benefit and "why" Recognizing and addressing issues identified by detractors while still leading and progressing in the transition. Applying change management approaches that will work across the different contexts in the ESDC portfolio (ex. policy, front-line citizen services and passport officers, regional and national program operations, etc.) Hiring talent across Canada without clear TBS direction on location of work policy. Managers are advising that they are hiring in a competitive labour market and that access to a larger, national pool of talent is an important benefit of the flexible work environment, but that they also do not know what to put on letters of offer. Several teams within ESDC have progressed with hiring employees outside of the NCR for NCR-based positions. Questions regarding how to integrate employees classified as hybrid into teams/the organization when they are not within commuting distance to an ESDC office (ex. travel status). The implementation of the flexible work environment is happening alongside a shift to unassigned seating (compared to assigned seating and branch-managed neighbourhoods). This represents a double-barrelled change for many hybrid employees who feel more comfortable sitting at an assigned workstation or at least in an assigned "neighbourhood" area with their colleagues. While unassigned seating is more suitable to a flexible work environment and may be necessary to reduce our physical footprint, there is significant additional planning and coordination required for branch management and employees to show up in the same place at the same time. Redesigning the physical workspace so that it aligns with hybrid work will take time and is happening slower than teams are returning (i.e. employees are being asked to return to an office originally designed for assigned seating, but to use it for unassigned seating).
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Yes. ESDC has implemented broad and sustained engagement with employees, other federal departments, other levels of government, and the private sector. For example, there have been town halls with senior leaders and all-staff calls with branch ADMs, team-level discussions regarding job function analysis and hybrid schedule planning, surveys and other formal data collection (ex. "pulse" surveys), and experiments that included focus groups and interviews. Key takeaways include: Employees desire maximize flexibility and autonomy Managers desire more structure and predictability

	Many employees have communicated that they are hesitant to return to the physical office if they perceive COVID-19 risks are high (even if appropriate OHS measures are in place). Administrative processes to classify employees as predominantly onsite, hybrid, or predominantly offsite are clear Managers and employees have requested ongoing support in understanding how to effectively lead and work in a hybrid environment (ex. finding the right balance between onsite and offsite time and activities). Employees have high expectations around the physical office environment and enabling technology – if these expectations are not met, we receive feedback. Employees are keen in visiting the office to see their colleagues Many units in ESDC have been focused on executing core workload and may have less time to contribute feedback on the flexible work environment (ex. passport operations). It is taking time for employees to learn the “basics” of hybrid work, like scheduling, using new meeting room technology, and coordinating hybrid meetings. **Have you consulted with Employment Equity Groups within your organization?** Yes. ESDC has undertaken early and sustained engagement with the full range of professional and employee networks across the department. The following groups at ESDC have been directly consulted : Youth Mandate for Greater Involvement (YMAGIN) Visible Minority Network Black Engagement and Advancement Team Official Languages Steering Committee Employee Pride Network Student Network Indigenous Employees Circle (IEC) Administrative Professionals Network (APN) ESDC Policy Community ESDC Managers’ Network Employees with Disabilities Network Service Canada Regions (Fall 2022) Have you consulted with your Bargaining Agents? Yes.

Environment and Climate Change Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department’s hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Environment and Climate Change Canada (ECCC) Number of Employees: 8586 (July 2021) - Employee count includes all indeterminate, term, casuals, students and employees on leave. Does your organization have regional offices? [✓ Yes]/No Are your regional offices GC co-working spaces? [✓ Yes]/No Downtown Ottawa - L'Esplanade Laurier, West Tower, Commercial Level Ottawa South – 335 River Road, Thornton Centre, South Wing (Building 7) Ottawa West - 555 Legget Drive, Ground Level and Tower B, 7th Floor Ottawa East - Place d'Orléans, Second Floor Gatineau - 480 Boulevard de la Cité, Ground Level Toronto - 655 Bay Street, 7th floor, Suite 701 Laval - 3400 Jean-Béraud Avenue Vancouver - 16th Floor - 800 Burrard St. Dartmouth - Bedford Institute of Oceanography
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes/No The review of hybrid positions is constantly under analysis; the first position profile assessment was completed in 2021. An update to the position profiles was completed in July 2022. ECCC has taken a non-prescriptive approach towards hybrid work and continues to adapt as further information and guidance is received and lessons learned are applied. Position profiles are a planning tool, updated regularly and used as part of Return to Workplace planning and hybrid experimentation. Profiles are not a specific target for the department or branches. If yes, What percentage of positions were assessed as having full-time in-office requirements? Approximately 16% will require full-time in-office requirements. What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? Approximately 49% are compatible with hybrid work. What percentage of positions were assessed as compatible with fully remote work / telework? Approximately 35% are compatible with fully remote work.

	What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) Each position must have a designated worksite, linked to an ECCC owned or leased building. Additional considerations were diversity, inclusion and accessibility, and security requirements to ensure ECCC remains a competitive employer of choice across the country. ECCC also took into consideration environmental sustainability while designing the future workplace to remain a leader in greening government. The functions, roles and responsibilities of each position were also taken into consideration. Considerations for the position profile included: Stakeholder engagement and client needs Support for onboarding and other onsite enabling services Classification of documents and handling sensitive information Ministerial and senior executive support and services Full-Time telework does not mean that the employee will never attend their designated worksite or a GC co-working space; rather, it means that their position *could* be performed full-time from a telework location. The position is profiled as 100% operational and productive working from a telework location. Onsite presence can be required on ad-hoc basis. Functional review only, ECCC did not consider personal preferences of managers or employees when profiling, and a fully remote position does not necessarily mean that the position may never require onsite presence. *Note that positions assessed for full time remote are not always offered this option.*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes / No ○ If no, why? If yes, What is your organization experimenting with? ECCC worksites are being adapted in anticipation of an increasing number of employees returning to worksites. Pilot projects are underway, floors have been redesigned across the Department to welcome back employees in an unassigned workplace environment and experimentation around hybrid work models is happening. In September, all Branch Heads and Regional Directors General and Executives will be returning to ECCC worksites on a regular and sustained basis to support employees in their return to worksites and to help lead the hybrid work model implementation in their branches. Our next steps will be informed by our operational requirements, the needs of our employees and what the best approaches are to deliver effectively and efficiently for Canadians. What is the experimentation timeframe?

RTW formally began in Spring 2021 with the full return of laboratory and field staff. The experimentation process and learning is ongoing. Experimentation has been occurring since the spring and will continue throughout the fall months as our department completes all telework agreements. The experimentation timeline is not linear and remains adaptive and agile. However, it is expected that in early Fall 2022 the experimentation phase will shift toward a clear and permanent – though remaining agile – approach to the hybrid model.

What percentage of employees are participating?

All employees have been encouraged to embrace the experimentation phase through the course of the summer.

Approximately 15-20% of employees (critical/essential workers) have had regular worksite presence throughout the pandemic.

ECCC is in the process of shifting towards a hybrid work model. Senior leadership is committed to working to develop a model of work at ECCC that retains opportunities for telework combined with a return to in-person, on-site work.

All branches are now strongly encouraged to have a sustained onsite presence and ECCC expects that a majority of employees will be working onsite some of the time.

Given the diversity of ECCC's workforce and operations, there will not be a one-size fits all approach. Approaches will vary taking into account how work experiences differ across different functions and branches.

Is participation voluntary or mandatory?

Come September, there is an expectation that a majority of employees will be working onsite some of the time. ECCC has been experimenting with hybrid work models since spring 2022 and executives and employees are being encouraged and supported to continue experimenting with the return to on-site work throughout the summer.

ECCC's future *is* hybrid and all employees are required to discuss a work arrangement with their manager by September 1.

It is expected that all executives will have a sustained weekly presence in the office by early September.

How is data being collected?

Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc.

*If you have employee pulse data, please share aggregate results

Building access is monitored via our Return to Work Application. ECCC has ensured that all employees entering a worksite must use the RTW App prior/upon entering a building. This allows the Department to track each time an employee is onsite.

In addition, once a telework agreement is signed, employees are to enter their telework agreement details into EnviroTel. This is ECCC's data base for all employee data and will allow us to monitor telework agreements.

ECCC has robust pulse data: ECCC has engaged staff on many check-in surveys over the course of the pandemic. Some important results from the last check-in survey (completed August 2022) include:

61% of employees completed the survey
49% of employees stated they want to telework full-time
47% of employees stated that want a hybrid work arrangement

Finally, on a weekly basis, data is pulled from Human Resources, Real Property, Information Technology, and imported into PowerBI, creating RTW visual dashboards which are shared with senior executives to help facilitate good and timely decision-making, as well as a Telework Dashboard informing senior executives of the department's progress.

What outcome measures* is your organization using:

**Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.*

Below are our hybrid work model high-level outcomes, developed in 2021:
Fairness and Transparency: Equitable decision-making with clear, timely and transparent communication

Flexibility and Well-Being: Prioritizing flexible work arrangements and employee well-being by recognizing the value in both in-office and at-home work

Cyber Secure and Digitally Supportive: Prioritizing a cyber secure environment that optimizes digital tools to support and enable productivity, collaboration, and employee satisfaction
Specific metrics are being developed as part of measuring experimentation this fall. More will be explored throughout the next several months, and discussed with senior executives and consulted with equity seeking networks.
Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations.
[✓ Yes] / No / My organization is already a partner

Pending further review in the fall.

If yes, please provide a contact name:
Holly Palen, Director, PACB
holly.palen@ec.gc.ca

Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes / No / [✓ Soon to implement] ECCC is in the process of shifting towards a hybrid work model. Senior leadership is committed to working to develop a model at ECCC that retains opportunities for off-site work, combined with a return to in-person, on-site work. Given the diversity of ECCC's workforce and operations, there will not be a one-size fits all. Approaches will vary, taking into account how work experiences differ across different functions within the department. Overall, the shift to a hybrid work model will occur in fall 2022. How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: Each position is reviewed on a branch level case-by-case basis; first a functional review was completed (our Position Profile Exercise, Step 1 and 2 completed between August 2021 and March 2022, with an additional updated completed in July 2022). ECCC did not consider personal preferences of managers or employees when profiling each position for this exercise. Once our Position Profile departmental exercise completed in the spring 2022, ECCC began to communicate with all-staff regard discussing work arrangements with their manager, whereby the manager would explain how their position was profiled from an operational stand-point and then a discussion on preference, performance, organizational needs and other related factors, was discussed and agreed upon between employee and manager. Finalizing work arrangements and telework agreement signing are currently underway for the department. Some examples of the different hybrid work models being explored throughout the department include:

EX. The Human Resources Branch has always adopted a hybrid approach with a large majority of staff who are located across Canada having telework agreements in place pre pandemic.

EX. The Enforcement Branch initiated its transition to voluntary-telework-agreement-based hybrid work in June 2022, signing telework agreements with a minimum physical presence of three regular days per week.

EX. Meteorological Service of Canada, as a critical service to ECCC, has prioritized onsite presence to ensure all field and lab staff are supported and are able to provide a strong service to Canadians.

Hybrid work arrangements are not new to ECCC. The department has always embraced flexibility and will continue to do so. ECCC has set a September target to all required telework agreements to be signed

How are the on-site days chosen?

Employees individually decide which day(s) to come on-site
There are fixed “team days” where everyone in the team comes on-site
A combination of a) and b)
Other:

Each position is reviewed on a branch level case-by-case basis; first a functional review was completed (our Position Profile Exercise, Step 1 and 2 completed between August 2021 and March 2022, with an additional updated completed in July 2022). ECCC did not consider personal preferences of managers or employees when profiling each position for this exercise.

The days on-site is decided on team-by-team basis, following the requirements and guidelines set forth by the department and the Centre which state that on-site presence is needed for: 1) handling secure documents, 2) are an executive/management, 3) onboarding, 4) stakeholder engagement, 5) client needs and engagement. On-site presence is decided between employee and manager. Ensuring each branch head has the autonomy to explore hybrid work models that work for their organization while setting out clear parameters has been top of mind for ECCC – we are committed to flexibility, while also committed to an equitable, fair and productive approach to building a hybrid workforce.

How did your organization choose hybrid models?

Position profile assessments
Employee location (NCR employees come into the office)
Precedence set by other government organizations
Employee engagement / Team charter exercises
Other:

	Each branch reviewed and profiled every position within their organization as either onsite full-time, onsite part-time or full-time telework and categorized their function as either, lab, field or office. Having each individual branch confirm their profiles gave ECCC an overall departmental profile, as well as the frequency and purpose of workplace access. Step 1 was completed in August 2021, Step 2 completed in the spring of 2022 and a final review of profiles was recently completed in July 2022. Did your organization apply a GBA+ lens when choosing hybrid work models? GBA+ was a consideration when developing our position profile options. However, a complete GBA+ Analysis has not yet been completed on our hybrid experimentation progress. A full GBA+ Analysis on our Return to Workplace planning and Hybrid Work Experimentation will be considered in Fall 2022.
Real Property & Technology	How is your office space currently configured? Hoteling workstations [✓ Traditional assigned cubicles] [✓ Activity Based Workplaces] Other: ECCC has been creating hoteling/unassigned workstations in high occupancy buildings across the country. ECCC has started to implement PSPC GC Workplace and implemented ECCC unassigned seating pilots in eight cities, coast to coast. Traditional assigned cubicles are the majority of our office space for now but are working towards to moving to unassigned/hoteling/active based workplaces based on departmental needs and right sizing the portfolio. Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings? Yes, we are adding more collaborative spaces to floors as they are transitioned to hoteling workstations/activity based workplaces Are you planning to reduce your office footprint? [✓ Yes] / No Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) [✓ Yes] / No If yes, please list: Increased remote work bandwidth capacity Increased WI-FI capability within GC buildings Introduced MS Teams and MS365 Improved boardroom videoconference technology
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? [✓ Yes] / No If yes: Please specify the name of the tool: Building access is monitored via our Return to Work Application. ECCC has ensured that all employees entering a worksite must use the RTW App prior/upon entering a building. This allows the Department to track each time an employee is onsite.

	In addition, once a telework agreement is signed, employees are to enter their telework agreement details into EnviroTel. This is ECCC's data base for all employee data and will allow us to monitor telework agreements. Finally, on a weekly basis, data is pulled from Human Resources, Real Property, Information Technology, and imported into PowerBI, creating a RTW visual dashboards highlighting onsite presence, which are shared with senior executives. In addition, Telework Dashboards are also updated and shared weekly, informing senior executives of the department's progress on signing telework agreements. Please specify the latest data / estimate you have on: August 24-28, 2022 All requests building access requests from RTW App for the week: 4566 Unique individual requests for the week: 1884 In addition, an estimated 800-1000 employees who are onsite all of the time (5 days per week) also enter ECCC workplaces on a daily basis, and have been throughout the pandemic.
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? Lack of (or perceived) consistency when applying the hybrid model across the public service. Many policies and guidance documents are pre-pandemic and must be modernized to align with current day context. Change management when asking employees to not only return to the office, but to return the office in an unassigned seating environment. Managing people's needs and wants as a RTW preference/balance.
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Seven ECCC Live Events have been completed as of August 2022, reaching on average over 2,000 employees every session. Intranet material sites have received over 17,000 unique hits since the start of the pandemic. Throughout ECCC's entire RTW planning, each branch has been able to provide input and thoughts on RTW in multiple ways. ECCC has held multiple working groups, live events, town halls and surveys, demonstrating that communication with staff is a top priority for the department. Engagement with staff has allowed for all employees to propose questions, concerns and thoughts on the future of hybrid work – all of which is taken into consideration. Key takeaways from staff include concerns regarding consistency when applying the hybrid model across the public service and asking the question as to why there is a need to a return to traditional worksites. Additionally, many concerns are raised on the staff dissatisfaction on the logistics of RTW, such as equipment and IT. **Have you consulted with Employment Equity Groups within your organization?**

	ECCC's Diversity, Inclusion and Employment Equity group oversees the departmental implementation, updates, and renewals of the Diversity, Inclusion and Employment Equity strategy and are regularly engaged with Employment Equity networks regarding departmental commitments, network challenges or issues, and broader considerations that need to be brought forward at the departmental level. Further in-depth consultations with Employment Equity Groups will occur in the fall and winter months as a key component to our hybrid work experimentation evaluation. **Have you consulted with your Bargaining Agents?** ECCC has been consulting with the unions extensively since the beginning of the Pandemic (over 50 meetings). In the last year, ECCC has provided numerous updates and held several discussion on the topic of return to workplace and Hybrid Work, as well as consulted them on key messages to employees. The latest meeting held with Bargaining Agents was August 4, 2022.

Farm Products Council of Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Farm Products Council of Canada (FPCC) Number of Employees: 18 Does your organization have regional offices? No Are your regional offices GC co working spaces? N/A
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes If yes, What percentage of positions were assessed as having full-time in-office requirements? 0%

	What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 100% What percentage of positions were assessed as compatible with fully remote work / telework? 0% What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? No If no, why? The office has been closed for 18 months for health and safety reasons. Extensive renovations are almost complete and the building is anticipated to re-open shortly. If yes: What is your organization experimenting with? What is the experimentation timeframe? What percentage of employees are participating? Is participation voluntary or mandatory? How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results What outcome measures* is your organization using: **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations.

	No – Given the size of our organization, models will be informal and fluid and insufficient data would exist to support decision making. If yes, please provide a contact name:
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Will do so shortly How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: As the requirement is not yet in place, we are looking at one to two days a week, or equivalent, based on operational requirements. We will also be encouraging staff who prefer a more significant presence to come in as often as they choose. How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: Activity based to support Council meetings. How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Did your organization apply a GBA+ lens when choosing hybrid work models?

	Given that FPCC is a micro organization, hybrid work models can be personalized to the individuals based on their circumstances, including GBA+ considerations.
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **Yes, we are currently reconfiguring the space to move away from large offices for one or two individuals to activity based working spaces which can be used by all staff as and when required, depending on the purpose of their time in the office. New spaces will also include technology for remote/hybrid participation in meetings.** **Are you planning to** reduce your office footprint? No : we are currently housed in a very small standalone building which will accommodate well the new configuration and continue to house all the staff appropriately. Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) In the planning stages If yes, please list **We are planning to invest in collaborative workspace technological solutions (screens, cameras, microphones, speakers, wifi, etc.) which can allow us to move about the building freely with laptops, project work on screens, and host remote participants on screens in hybrid meetings.**
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? No – given the size of FPCC, nothing more than a calendar and email is required. If yes: Please specify the name of the tool: Please specify the latest data / estimate you have on: __% of employees in office full time __% of employees in hybrid work __% of employees full time teleworking Time period the data refer to: _________
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. TBS policy may prove to be challenging given it is difficult to explain the requirement to sign a telework policy, especially one which makes the employee responsible for their home office furniture, when they have been working at home without an agreement for over 2 years and many colleagues have been provided with home office furniture. 2. 3.

Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Yes, most are looking forward to a part time return to the office. However, some would prefer to stay home full time and those will be challenging situations to address. **Have you consulted with Employment Equity Groups within your organization?** Given the size of FPCC, we consulted with each individual. Have you consulted with your Bargaining Agents? No, AAFC, our portfolio partner manages that relationship on our behalf.

Federal Economic Development Agency for Northern Ontario

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Federal Economic Development Agency for Northern Ontario (FedNor) Number of Employees: 82 FTEs Does your organization have regional offices? Yes Are your regional offices GC co working spaces? Yes, 2 out of our 7 office locations.
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes If yes, What percentage of positions were assessed as having full-time in-office requirements? 0 % What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 45% What percentage of positions were assessed as compatible with fully remote work / telework? 55%

	What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) This analysis was conducted within the earlier stages of return to work discussions and was based on the following criteria: Need to access or work on classified information/documents Need to use specialized equipment Need for in-person support Need to access paper records Need for regular networking and in-person meetings *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes If no, why? N/A If yes: What is your organization experimenting with? Implemented unassigned/hoteling workspaces/seating Implemented an online booking tool (Billie App) to reserve seating as well as boardrooms/meeting rooms. Various hybrid models (couple a days a week, once a month, in-person meetings, client meetings outside of the office) Team/hybrid meetings What is the experimentation timeframe? We experimented using a two phased approach to allow for some adjustments between phases: Phase 1 (June 20, 2022 to July 29, 2022) headquarters only (Sudbury) Phase 2 (August 2, 2022 to September 9, 2022) added on regional and satellite offices. What percentage of employees are participating? Phase 1 - 57% Is participation voluntary or mandatory? Voluntary but strongly encouraged. How is data being collected? Billie App. (online workstation/meeting room booking tool) What outcome measures* is your organization using: Talent attraction and retention Building a diverse and inclusive workplace Organizational culture/social cohesion Mental health including work life balance **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some*

	examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion. Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes, possibly depending on time commitment required. If yes, please provide a contact name: Lisa Furtado
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes, experimenting with various hybrid approaches. How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Not applicable: Staff have not been instructed to work on-site at a regular cadence. Different requirements. Other: We are actively experimenting various hybrid approaches (between a and e identified above) and based on employee location and nature of work. If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: We did a and b and we are working on team charter exercise. Did your organization apply a GBA+ lens when choosing hybrid work models? Yes

	Staff were surveyed a few times to gain feedback and insight on their specific needs including GBA+ considerations. The survey addressed concerns and solicited feedback on items such as work-life balance, family related responsibilities, and overall wellness relating to the employee's remote work location. Accessibility and duty to accommodate were also addressed to ensure employees needs were being met.
Real Property & Technology	How is your office space currently configured? Hoteling workstations **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** Yes **Given that we have implemented unassigned seating/hoteling workstations, we have re-purposed 2 existing offices into meeting/collaboration spaces.** **Cost is proving to be extremely prohibiting.** **Are you planning to** reduce your office footprint? No, we would need to move to a 2.0 GC workplace approach in order to be able to reduce our footprint however costs are excessive and prohibiting. Therefore, we are looking to adapt within our same footprint and adjusting where economically feasible. Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes If yes, please list **Billie app (online workplace booking tool)** **Owl/hibou to facilitate hybrid meetings in smaller meeting rooms** **Docking stations, dual monitors in unassigned workspaces**
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes If yes: Please specify the name of the tool: Our Billie App (online booking tool) has a reporting function. Please specify the latest data / estimate you have on: 4 % of employees in office full time 53 % of employees in hybrid work 43 % of employees full time teleworking Time period the data refer to: Phase one (June 20 – July 29, 2022)
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Pandemic concerns over the fall (health concerns). 2. Employees feel they are more productive working from home. 3. Technology and costs are prohibiting.
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?**

	Moving towards a team charter rather than from individual preferences. We have a return to work committee represented by various employees as well as a bargaining agent. Our President/DM meets with all staff on a bi-weekly basis to communicate regular updates to staff on return to work. We recently completed a survey on our phase one of experimentation. Key takeaways: When it comes to Health & Safety, there remains concerns about COVID-19 in the office, as well the effect of the transition to hybrid on work-life balance, on workplace flexibility, and productivity; Employees that came into the office welcomed the face to face interactions with their colleagues. Employees who onboarded during the pandemic particularly appreciated meetings new colleagues in person; Employees welcomed and praised the new technological tools to facilitate the hybrid model (Billie app/equipped workstations).

Federal Economic Development Agency for Southern Ontario

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Federal Economic Development Agency for Southern Ontario (FedDev Ontario) Number of Employees: 372 (Indeterminate, Term, Secondment In, Students and Casual Workers) Does your organization have regional offices? Yes Waterloo (HQ); Ottawa, Toronto and Peterborough (co-located in the Peterborough Innovation Cluster)

	Are your regional offices GC co working spaces? No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes The Agency undertook an assessment of positions. The majority of positions were identified as compatible with a hybrid work model.
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes If yes: What is your organization experimenting with? FedDev Ontario introduced a four step plan in the early Spring. The first two phases involved assessing the workspaces, followed by the removing of personal items and cleaning of all workstations and offices. The Agency is currently in Phase 3, the piloting and experimentation phase. Phase 4, the implementation of the model will be announced in September and implementation will begin in mid-October (to allow a 4 week notice for all staff). The piloting and experimentation phase took into account the nature of work the Agency performs in southern Ontario. As such, Branches were encouraged to test a variety of activities to support a hybrid workplace as well as meet operational and business needs. In-person activities took place 1 to 3 days per week and included, but were not limited to: Working on site Branch or team specific in-person meetings Individual Team Building, Strategic Planning and Collaboration meetings Direct support for activities related to cabinet affairs, parliamentary affairs, departmental liaison, information technology and processing payments Information Management clean-up of paper files Communications supported events and announcements External Stakeholder events Client/funding recipient site-visits Internal Agency events, such as National Public Service Week (NPSW) and DM Town Halls What is the experimentation timeframe? June 2022 to present What percentage of employees are participating? All FedDev Ontario employees were expected to participate (with some exceptional circumstances e.g. Duty to Accommodate (DTA), approved remote work arrangements etc.). Is participation voluntary or mandatory? Mandatory How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results

	Data is being collected from a variety of sources including: Employee Feedback Questionnaire (Simple Survey) Updates and Feedback at weekly Executive Committee Updates and Feedback at the bi-weekly Extended Management Team – includes all Executives and Managers Weekly Drop-In Sessions for all Agency Employees led by the Director General, Human Resources A generic Hybrid Workplace Mailbox established in the spring is available to all staff to send questions and feedback. What outcome measures* is your organization using: **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Employees have the tools to do their work safely, securely and productively Employees feel engaged, included and supported Managers can attract and retain the best talent and build dynamic teams Agency fulfills its mandate cost-effectively GBA+ and equity lenses applied Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Not at this time
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes / No / To be announced in September and implemented in mid-October (to allow 4 weeks notice to all staff) How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time)

	Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: Team-based in-office days, Cross-Team/Cross-Branch collaboration, internal Agency events, communications supported events and announcements, external stakeholder events and client site-visits If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: As there are four regional offices, teams are not all co-located in the same space, as a result there may be other days that employees come into the office to meet with colleagues from different branches. How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Piloting and Experimentation phase Did your organization apply a GBA+ lens when choosing hybrid work models? The Agency's Diversity, Equity and Inclusion (DEI) Champion has been engaged throughout all phases of the plan including the piloting/experimentation phase. The DEI Champion will undertake a full GBA+ analysis as part of the implementation phase.
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: FedDev Ontario office spaces are currently configured with a mix of closed in offices and workstations, which is the same configuration as pre-pandemic. However, all offices and workstations have been cleaned of personal effects and must be booked using the billie booking system. The four office locations have been set up by "branch neighbourhoods". Each office location also has a number of meeting rooms available for use/booking. **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?**

	Yes, the building of more collaborative workspaces and/or boardrooms has been considered. The Agency may use data gathered over the course of the pilot to inform decisions on required office fit-ups longer-term. However, there are no immediate plans to do so. **Are you planning to** reduce your office footprint? Yes / No / Other The Agency is looking at ways to optimize our current space. For example, pre-pandemic decisions were based on work requirements, such as the Peterborough office which moved into a co-located space with the *Peterborough Incubation Cluster*. Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes If yes, please list: **The implementation of Barco Click Share devices in all board rooms for both video and document collaboration with assigned client devices for modern plug and play meeting capabilities via Microsoft Teams.** **The modernization/adaptation of existing video conferencing equipment as supplied and supported by ISED.** **The use of an online tool called the "billie" app for floor plan and work space booking in shared spaces during hybrid phases of return to work.** **The continued use of online and cloud based tools such as Office 365, Teams and the remaining products in the Microsoft Office suite for the delivery of work.** **The continued use of mobile phones and mobile phone computing options such as office apps and other supported standard desktop software equivalents.**
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes If yes: Please specify the name of the tool: billie Booking System (https://billieapp.io/) Please specify the latest data / estimate you have on: Time period the data refer to: As of August 5, 2022, when the billie booking system was launched for use, on average, across our four office locations, 13.7% of our workforce were onsite daily.
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? Change in culture – Supporting staff to embrace the shift from remote work to a hybrid model has proved challenging. Employees continue to seek a rationale for returning to the office, stating they are more productive at home. Regional Context & Technology – FedDev Ontario is located in four office locations across the Southern Ontario with members of the same team working in different locations. Due to the unique workspace, there is high usage of technology to support day-to-day work and the current available technology does not support this need.

	Adequately Equipping IT Assets – Due to supply chain issues and back orders with securing information management assets, there are ongoing challenges in adequately equipping offices and workstations.
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** FedDev Ontario's four step approach to its *Moving to a Hybrid Workplace Plan* was introduced to all-staff in the early spring. The Plan is made up of four phases: Assessment of its current workspaces Cleaning of personal effects and workspaces Pilot and experimentation period Implementation of a hybrid model A cross-branch Working Group was established to support in the implementation of *Moving to a Hybrid Workplace Plan*. Throughout all phases, employees have been engaged and feedback has been sought via: Employee Feedback Questionnaire (Simple Survey) Updates and Feedback at weekly Executive Committee Updates and Feedback at the bi-weekly Extended Management Team – includes all Executives and Managers Weekly Drop-In Sessions for all Agency Employees led by the Director General, Human Resources A generic Hybrid Workplace Mailbox established in the spring is available to all staff to send questions and feedback. The Agency is currently in Phase 3 – piloting and experimentation. In addition to all the engagement methods noted above, a weekly drop-in session has been put in place for employees to ask questions and share their experiences and feedback. An employee feedback questionnaire was introduced allowing employees to share via a survey, their comments on their on-site experience throughout the pilot. In addition, an all staff weekly email is sent out to provide operational updates on the piloting phase, as well as provide reminders and clarification in response to questions and concerns raised in the questionnaires or during the drop-in sessions. In terms of key takeaways, it has been noted that employees are reluctant to go back into the office. However, the feedback from the questionnaires suggests that once they have gone in, they are generally satisfied with the overall experience, can effectively work in the office, and welcome the opportunity to engage with new and former colleagues. The efforts made to ensure our offices are safe and clean have also produced positive comments from employees. There continue to be employees within the Agency who continue to question the rationale for returning to the office, claiming they are more productive at home, raising concerns about child care, commuting time etc. There have also been an increase in Duty to Accommodate requests. **Have you consulted with Employment Equity Groups within your organization?**

	The Agency's DEI Champion, who is also part of the senior management team, is regularly consulted on the Agency's activities on hybrid workplace. The Hybrid Workplace Working Group also has EEDI committee member representation. There have been different opportunities through the pilot/experimentation phase for employees and managers to provide feedback. In particular, fears about the disproportionate negative impact it might have from an employment equity perspective - specifically for women and people with disabilities. As part of the implementation phase the Agency will undertake a GBA+ analysis. Have you consulted with your Bargaining Agents? The Agency has engaged and kept Bargaining Agents informed of the Agency's activities during our bi-annual National Labour Management Consultation Committee (NLMCC) meetings. The Agency's communications sent to all staff on the move to a hybrid workplace are also regularly shared. Additionally, a meeting is planned with the Bargaining Agents to be in line with implementation phase.

Financial Consumer Agency of Canada

Departmental Hybrid Profiles

Current Status: As you will see from our answers, our offices are closed for construction until 2023 and we will be planning our approach to hybrid this fall. The guidance of TBS and experience of the CPA and other separate employers are informing our approach, and we are interested in the outcomes of your research.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Financial Consumer Agency of Canada (FCAC) Number of Employees: 185 Does your organization have regional offices? Yes/No – Not at this time. An office in Toronto is under construction. Are your regional offices GC co working spaces? Yes/No – However, we participate in GCcoworking.

Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes/No – Based on the remote work experience of the past 2 years, we have determined that all positions can be performed via telework on a part-time basis at a minimum. In addition to building a Toronto office, we are modernizing our current workplace. Our head office is closed for construction and will not reopen until 2023. We will be planning our approach to hybrid this fall. If yes, What percentage of positions were assessed as having full-time in-office requirements? What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? What percentage of positions were assessed as compatible with fully remote work / telework? What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes / No If no, why? Our offices are closed for construction and will not reopen until 2023. If yes: What is your organization experimenting with? What is the experimentation timeframe? What percentage of employees are participating? Is participation voluntary or mandatory? How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results What outcome measures* is your organization using: **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to*

	organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion. Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes / No / My organization is already a partner If yes, please provide a contact name:
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes / No / Soon to implement How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations

	Employee engagement / Team charter exercises Other: Did your organization apply a GBA+ lens when choosing hybrid work models?
Real Property & Technology	How is your office space currently configured? Post-construction, the office space will include all three types. Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **This was part of the design for the workplace modernization project.** **Are you planning to** reduce your office footprint? Yes / No – The footprint of the Ottawa office will remain the same but will accommodate a growing workforce. Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes / No If yes, please list ServiceNow for online workspace booking. Investments will also be made in boardroom meeting technology as part of modernization. The Agency implemented MSTeams shortly before the pandemic closures in March 2020, and it has proven to be a key collaboration tool.
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes / No If yes: Please specify the name of the tool: Please specify the latest data / estimate you have on: __% of employees in office full time __% of employees in hybrid work __% of employees full time teleworking Time period the data refer to: _________
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Managing the change, while continuing to deliver on increasingly complex and challenging business priorities 2. Managing differing expectations 3. Construction uncertainty and delays
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?**

	We will be undertaking consultations this fall. **Have you consulted with Employment Equity Groups within your organization?** Have you consulted with your Bargaining Agents? FCAC employees are not represented by a bargaining agent.

Financial Transactions and Reports Analysis Centre of Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	Organization Name: Financial Transactions and Reports Analysis Centre of Canada (FINTRAC) As Canada's financial intelligence unit and anti-money laundering and anti-terrorist financing regulator, the Financial Transactions and Reports Analysis Centre of Canada (FINTRAC), or 'the Centre', helps to combat money laundering, terrorist activity financing and threats to the security of Canada, while ensuring the protection of personal information under its control. FINTRAC is one of 13 federal departments and agencies that play a key role in Canada's Anti-Money Laundering and Anti Terrorist Financing regime. The Centre's mandate is to ensure the compliance of businesses subject to the *Proceeds of Crime (Money Laundering) and Terrorist Financing Act* and associated Regulations, and to generate actionable financial intelligence for police, law enforcement and national security agencies to assist in the investigation of money laundering and terrorist activity financing offences or threats to the security of Canada. The Centre acts at arm's length and is independent from the police services, law enforcement agencies and other entities to which it is authorized to disclose financial intelligence. As a separate agency, the Director has exclusive authority to establish standards, procedures and processes governing staffing, including the appointment, lay-off or termination of the employment of employees otherwise than for cause. As such, it's employees are not represented by a collective bargaining agent. Number of Employees: 483, as per the 2021/22 actual FTE in the DRR draft report. Does your organization have regional offices? FINTRAC is headquartered in Ottawa, with regional offices located in Montréal, Toronto, and Vancouver. It reports to the Minister of Finance, who is in turn accountable to Parliament for the activities of the Centre.

	Are your regional offices GC co working spaces? Due to the nature of our functions, our small footprint in the regions, and the relative recency of the concept of co-working spaces, at this time, none of FINTRAC's offices form part of the GC co-working space.
Position Assessments	Did your organization assess positions for compatibility with hybrid work? YES. In adopting a hybrid work model FINTRAC is using a flexible by design approach that balances employees' needs and preferences, while enabling them to continue achieving results for the Centre and focusing on Centre optimal operations. A key component of the approach is the assessment of all (100%) positions against established 'position profile' definitions that considered the telework potential based on the functional and operational requirements of each position. Positions across FINTRAC can fall under three (3) position profiles to chose from to reflect their telework potential, as follows: Low Potential – there are limited opportunities to telework (ex, training, special projects, etc.); Medium Potential – work can be completed via telework on a part-time basis and requires some regular onsite presence. Of note, employees with supervisory responsibilities at a senior level are deemed medium potential due to the nature of their responsibilities to employees, as such, it is expected that they will work onsite at least 2 days per week or the equivalent. High Potential – work can largely be performed via telework. Limited and ad-hoc need for onsite presence. To note, it is expected that all employees will work onsite at least 1 day per week or the equivalent. The telework potential is a consideration in the final telework agreement between the employee and the employer. Other factors considered when implementing a telework agreement and determining the telework frequency include: Position profile Personal preferences Duty to accommodate The following telework frequency options are available at FINTRAC when an employee requests to telework: • Flex Hybrid - the employee will be primarily teleworking. There will be a recurring requirement to report onsite to optimize collaboration and based on the needs of the sector.[1,3] • Scheduled Hybrid - the employee will be onsite and teleworking on a set schedule to optimize collaboration as well as to fulfill the operational requirements of the position.[2,3] • Ad-Hoc - the employee will be primarily onsite and teleworking on an irregular/ad-hoc schedule, with prior consultation and approval required from their supervisor each time.

	1 By maximizing team work through increased socialization, collaboration and experimentation onsite, it is expected that employees will work onsite a minimum of 1 day per week or the equivalent. 2 It is expected that employees will be onsite at least 2 days per week or the equivalent. 3 FT-05 and above: As part of the people management function of leaders and building a strong public service culture, it is expected that our leadership cadre will be onsite at least 2 days per week or the equivalent. If yes, What percentage of positions were assessed as having full-time in-office requirements? 21% of the positions have been assessed as having full-time in-office requirements (ie. Low Potential for telework and where employees will be primarily onsite and teleworking on an irregular/ad-hoc schedule, with prior consultation and approval required from their supervisor each time) What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 79% of the positions have been identified to be compatible with hybrid work. What percentage of positions were assessed as compatible with fully remote work / telework? The Centre does not have positions identified as compatible with fully remote work given the Centre's guiding principles and hybrid workplace model. That being said, for exceptional circumstances and DTA, the Director & CEO (DM equivalent) may approve full-time telework requests. What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) No positions at FINTRAC are considered "fully remote" and as a result, telework arrangements are not intended to be full time given the Centre's guiding principles and hybrid workplace model. With this in mind and when it comes to establishing telework agreements/arrangements and the frequency, under exceptional circumstances, the Director & CEO (DM equivalent) may approve a full-time telework request based on the following: Family circumstances Personal circumstances Specialized skills and subject matter expertise Improving workforce diversity
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Our primary focus for experimentation is to optimize the use of hybrid to continue our efforts for evolution on how we delivery on our services by empowering our employees to be innovative, experiment and take responsible risks. The following are a few examples of what we're experimenting with: Hybrid Regulatory work: FINTRAC is working with other *Federal and Provincial Regulatory* Authorities (the community of federal regulators) and allied nations (the *Five Eyes* - intelligence alliance comprising Australia, Canada, New Zealand, the United Kingdom, and the United States),

s.19(1)

	to determine the conditions when a full-scale, onsite examinations/inspections will resume and how the hybrid work model will be used. The Compliance Sector is required to perform examinations of reporting entities such as financial institutions, casinos, real estate agents etc., to assess compliance with the Proceeds of Crime (Money Laundering) and Terrorist Financing Act. As such, we are experimenting with a hybrid-examination model in order to exercise our supervisory authority in arriving at a comprehensive assessment of a reporting entity's risk profile, viability, and compliance with legislation. Full-scale, on-site inspections can consume a lot of supervisory resources. Therefore, we are experimenting with a hybrid examination model which can be performed more quickly and with fewer resources than a full-scale on-site examination. Data can be reviewed remotely, and teams can access remote skills of colleagues in other regions who have expertise, along with targeted on site-visits. The flexibility to use both full-scale and focused remote inspections, as the situation may require, enables FINTRAC as a supervisory authority to use available resources effectively and efficiently. Experimentation Timeframe: one fiscal year – aligned with annual planning and performance reporting processes. % of Participants: All employees from the Compliance program which is representative of approximately 30% of FINTRAC employees. Mandatory: Yes – this is a program-wide experimentation Performance Measures: leveraging the program's performance measurement framework to measure outcome results Supporting employees with disabilities: Perhaps the most important thing we included in our hybrid workplace planning process is consideration for our employees with disabilities. We always accommodate and support our employees with disabilities, however in our hybrid-work model we are able to be creative in our recruitment and provide opportunities, which were previously not available to us. A good example is the recruitment of [redacted] [redacted] During our consultation process we invited [redacted] others with mobility challenges, to co-create a hybrid work plan that it is a good blend of business requirements and the needs of the employees. Of noteworthy, this experiment will also inform the Centre's Accessibility Strategy. Experimentation Timeframe: ongoing. % of Participants: based on the number of recruits Mandatory: n/a Performance Measures: under development

Evolution of Role of Managers:

With the shift to hybrid work, managers need to be more intentional in establishing and developing relationships with their team members.

The manager-employee relationship is critical in shaping the employee experience and connection to the organization. Hybrid work will require new skills, and managers will need to be equipped with the proper tools to become human leaders and manage employees' career perceptions, well-being and connection to organizational culture.

FINTRAC has appointed a senior leader as out Leadership Champion who is tasked with supporting leadership development in a hybrid work place.

With that in mind, managers are encouraged to experiment with collaboration activities with the intent of increasing of our understanding on how best to engage employees to bring people together to reinvigorate our partnerships, reignite our collaborative spirit and re-energize our focus on innovation and modernization throughout FINTRAC.

Outcome of the experiment will inform and influence others on effective collaborative approaches in a hybrid work model and inform directives and guidance improvements.

Experimentation Timeframe: July to December 2022
% of Participants: 20%
Mandatory: no
Performance Measures:
Nature and approach of engagement
Any changes in work efforts to prepare for engagement events
Level of engagement from employees; look for active participation differences in meetings between those onsite and those teleworking
Any noted relationships trends
Technology – what worked, what didn't what's needed
Accommodations – boardroom and workstation accessibility
Top 3 – what went well
Top 3 – areas for improvements

Space Optimization:

FINTRAC was scheduled for a major move to a Crown leased building to accommodate the growth of the organization and to support the modernization of workspace to meet our regulatory and intelligence mandate business requirement. The move was cancelled thus providing the Centre with an opportunity to rethink how to use existing space, leverage the experience of working remotely during the pandemic, and transition towards flexible workspace that embraces collaboration, innovation and experimentation in a hybrid environment.

Working within an existing small funding envelop for accommodations, and considering FINTRAC's growth over recent years as a result of expanding programs and legislation

	stemming from recent federal Budget decisions, the Centre is experimenting with its accommodations in multiple ways: Moving from assigned seating towards shareable and flexible workspace to ensure all employees have onsite access despite the limited space; Creating 'neighbourhoods' to support community and team spirit; and Creating collaboration space and focus rooms to support enhanced team innovation and creativity. The outcome of this experiment will increase our understanding on the type of space employees most seek and find useful to meet their operational and business needs. The findings will inform future accommodation projects. Experimentation Timeframe: July to March 2023 % of Participants: 100% Mandatory: no Performance Measures: Space use Space availability Technology availability in the space Effectiveness Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. No. The Centre has consulted with OCHRO'S Hybrid Experimentation team but the Centre was already well advanced in selecting a Hybrid Work Model and were concerned with survey fatigue considering the Centre's recent pulse-check efforts, the upcoming PSES, and the survey requirements of the Hybrid-in-a-Box Experimentation initiative.
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: As described in question #2 – Position Assessment – FINTRAC is implementing a hybrid model that is flexible by design. The hybrid work model goes beyond the number of days a week employees are expected to come onsite; it is about ensuring the onsite experience is meaningful and optimizes employee engagement to bring people together to reinvigorate our partnerships, reignite our collaborative spirit and re-energize our focus on innovation and modernization throughout FINTRAC. It is the foundation of our experimentation strategy.

	To answer your specific question, all employees are expected to work onsite at least 1 day per week or the equivalent with some, based on the position profile, to work onsite at least 2 days per week or the equivalent. How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: our org culture as an employer of choice while also strongly considering our HSO status Did your organization apply a GBA+ lens when choosing hybrid work models? Under application as we continue to evolve/experiment
Real Property & Technology	How is your office space currently configured? Being an intelligence organization, pre-pandemic, FINTRAC had very little capabilities to work remotely due to the nature of our mandate and the high requirement to protect the integrity of our information. As such, all employees had assigned seating. Having been at our current location for over 20 years, the workspace had not yet been optimized to GC 2.0 standards. For many employees, the transition from assigned seating to flexible workstations presents a significant change requiring careful management to ensure a positive and safe onsite experience. Using the existing footprint, the intent is to increase collaborative workspaces and boardrooms within our existing space limitations. Most of our senior executives are having to transition to flexible and shareable workspace as well, thus introducing a new challenge on how to manage things like heavy hybrid meeting schedules and how to conduct protected and/or sensitive discussions. It is for these reasons that, as previously indicated as part of question #3, one of our experimentation projects is to optimize the use of workspace. **Are you planning to** reduce your office footprint? No Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Considering the limited available resources, both financial and people from with FINTRAC and from SSC, there are plans currently underway to do limited user experience technology enhancements. Example of planned investments include:

	a space reservation application to allow the Centre to truly optimize the full hybrid experience and migrate us away from an in-house built tool implemented at the beginning of the pandemic to manage building capacity from an occupational health and safety perspective (BAM – Building Access Management). This in-house tool is designed specifically to limit capacity per floor and across the Centre. As such, it does not have the capabilities to manage the capacity at the individual workstations level thus considerable limitations for space management and reservations based on user preferences. MS Team access in collaborative and focus rooms with the hope that, over time, we could further invest in fully integrated collaborative tools and video conferencing capabilities. Converting regular desk to sit/stand capabilities, procuring technologies (docking stations, monitors, hubs, bandwidth, WIFI, etc.) to support flexible performant mobile unassigned work areas.
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? With the absence of a robust HR systems and a space reservations application, our only access to reliable data is through the use of our security building access card entry system in concert with our temporary Building Access Management (BAM) system. The system is designed to control building access and not to account and create dashboard on things like building occupancy rates. As such, we have access to reliable but limited data and can confirm how many people are onsite at any given time. However, working onsite is not always working at our assigned office space. For example, Compliance Officers within our regulatory programs will be working onsite but at the Reporting Entities place of work. As such, our data cannot be fully reflective of the true reality of onsite presence. Additional system limitations include the inability to extract more meaningful data to help further understand onsite employee profiles, such as, of those employees onsite, how many are full-time onsite employees vs employees approved to work remotely some of the time. Please specify the latest data / estimate you have on: __% of employees in office full time __% of employees in hybrid work __% of employees full time teleworking Based on the data available to us, we're seeing an average of 30% of employees working onsite over the summer months. With the new requirement of all employees expected to be onsite for at least 1 day per week or the equivalent, we expect to see these numbers climb to the 45-50% range starting in September.
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Inconsistency / gaps in central agency messaging and directives. The Clerk introduced messaging to Deputy Heads to encourage a much higher onsite presence by all, yet other GoC orgs or communities such as IT are continuing to issue messaging pushing for 100% telework option. In the meantime, TBS is encouraging experimentation of which includes working remotely 100% of time and no guidance or directive to guide hybrid model decisions 2. In light of the above, there is a real concern for internal GoC competitive purging of highly sought out skill sets, such as IMIT, HR, FI and Procurement specialists 3. concentrated effort to support space modernization to align with hybrid realities including ergonomic friendly equipment in all workstations.

Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** FINTRAC conducted a pulse-check survey in May 2022 which highlighted the following: When asked what opportunities or benefits our worksites offer, respondents most often selected: Socializing (57%) Collaborating with peers and staff (53%) Separation of home and work space (43%) When asked if their position allowed all/most of their tasks to be done remotely, employees reported the following as their preferred frequency for telework: 67% of respondents selected Flex Hybrid (primarily teleworking, with a recurring requirement to report to the designated worksite (subject to space availability) on an ad-hoc basis) 21% of respondents selected Scheduled Hybrid (combination of onsite work and telework on a fixed schedule) 13% of respondents selected Ad-hoc Only (primarily onsite, with ad-hoc telework, subject to prior approval from your supervisor) When asked about their concerns about shifting to a hybrid work model, the most common apprehensions were: Commuting to their on-site workplace (43%) Availability of enabling technology to support a hybrid model (26%) Concern for their mental health and wellbeing (24%) When asked why they would look for employment outside of FINTRAC or their Sector, the most common reasons were: If they have to work fully on-site (57%) If they do not have flexibility on how many days they can go into the workplace (40%) If they do not have flexibility on which days they can go into the workplace (32%) **Have you consulted with Employment Equity Groups within your organization? Yes. Included as part of the pulse check survey and also the EEDI Working group** Have you consulted with your Bargaining Agents? Not applicable as FINTRAC is a separate agency and non-unionized.

Fisheries and Oceans Canada (DFO) and the Canadian Coast Guard (CCG)

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Fisheries and Oceans Canada (DFO) and the Canadian Coast Guard (CCG) Number of Employees: 14,750 Does your organization have regional offices? Yes/No Are your regional offices GC co working spaces? Yes/No Yes, some are
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes/No DFO created and implemented the decision map for work arrangements (see Q3 below) to guide discussions between managers and their employees which would determine hybrid arrangements. The decision map is based on (1) the nature of the work, (2) operational requirements and team needs, and (3) individual needs. If yes, What percentage of positions were assessed as having full-time in-office requirements? There is an estimated 28% of the Department's population that can't telework based on their occupational group and the operational nature of their work, for example seagoing personnel. What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? The remainder of positions (estimated at 72%) would be compatible with hybrid work.

	What percentage of positions were assessed as compatible with fully remote work / telework? Full time telework in most circumstances is not encouraged, as we aim to maintain strong ties to the local communities we serve, and want to ensure ongoing synergies between front line personnel and enabling staff. However, full time telework may be approved in exceptional circumstances. Currently, 4% of employees have full time telework arrangements. See Q6 for more information on data collection. What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) Some examples of situations where full time telework was approved include: an employee being hired in a location where no DFO office exists within a commutable distance because of skills shortage or specific expertise required; to grant an accommodation request on one of the grounds under the CHRA; to allow Indigenous employees to remain within their communities while working with DFO; etc.
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes / No If no, why? If yes: What is your organization experimenting with? In September 2021, our organization implemented a Beyond COVID Framework, which was designed to support employees' transition to a post-pandemic work environment, with clear parameters for work arrangements. The Framework aimed to support the implementation of a hybrid approach where employees would be able to work both onsite and offsite for a pre-determined number of days during the week, when operationally feasible. Full time telework in most circumstances was not encouraged as we aimed to maintain strong ties to the local communities we serve, and ensure ongoing synergies between front line personnel and enabling staff. Further, the operational focus of regional operations, for example, are not conducive to full-time telework. The Beyond COVID Framework provided direction, guidelines, and tools to ensure managers and employees were informed and equipped to operate and succeed. The Decision Map for Work Arrangements was the main tool developed to assist managers in assessing and establishing new working arrangements. The purpose of the decision map is to help ensure that consistent discussions took place between managers and employees across the organization when establishing hybrid work arrangements while considering: (1) the nature of the work, (2) operational requirements and team needs, and (3) individual needs. decision_map_english.pdf Following the release of the Framework, training was provided to managers and supervisors across the organization in order to ensure a consistent approach. Managers were also encouraged to start having the discussions with their employees and to capture

them using the Blank Decision Map form to give employees and managers a sense of what their future work arrangements would look like once the organization would transition to a Beyond COVID environment and to ensure a standardized approach in the application of hybrid work arrangements. That being said, the final decision on exact work arrangement details is at the manager's discretion.

In the National Capital Region (NCR), managers were initially asked to have telework agreements reflecting their Decision Map discussion in place by December 17, 2021, while regional offices were instructed to lead their own transitions to a Beyond COVID environment according to timelines that meet operational requirements and adhere to guidance from local health authorities. However, the December 17, 2021, deadline could not be met due to the period of uncertainty related to the pandemic.

From May 9 to June 24, 2022, a Welcome Weeks were launched as an opportunity for employees to connect with colleagues, renew their knowledge of their office space, discuss with their manager, and identify workspace adjustments where required. Internal services (IT, Facilities and Security) were on-site each morning throughout the week to provide assistance as required.

What is the experimentation timeframe?
Employees were asked to complete a telework agreement, when applicable, by the end of August 2022.
The Hybrid work model is planned to be fully implemented as of September 12, 2022.

What percentage of employees are participating?
100%, as all managers were to have the discussion about the Decision Map with their employees and complete a telework agreement with those who will be teleworking as part of their new working arrangement.

Is participation voluntary or mandatory?
Mandatory. However, not every employee will be teleworking as part of their working arrangement. As an operational and scientific department, a large portion of the workforce has been working onsite full-time and will continue to do so as we transition into a Beyond COVID work environment.

How is data being collected?
In the first phase of the implementation and in order to build the Beyond COVID Framework, our organization:
Launched an employee survey on the future of work and received over 6,300 responses, including 8,626 qualitative comments that were each carefully reviewed;
Hosted 17 focus groups with employee networks and groups of similar position types to capture lessons learned and test various tools in development;
Completed an exhaustive environmental scan to track trends regarding the post-pandemic workplace within other government departments, other governments, and the private sector;
Consulted with the executive community through more than 20 management board discussions and 5 EX pulse check surveys on the future of work;
Held 6 national union meetings;

	Trained 92 promoters from various regions and sectors who then hosted lunch and learns to engage their teams to discuss the Beyond COVID environment. In the transition to a hybrid work environment, the following have been used: POWER BI to report data from our current telework agreement platform Telework Agreements to document the parameters of the working arrangement Turnstile Data to document the number of employees entering each worksite Microsoft 365 Log in to document the location of the employees login in What outcome measures* is your organization using: **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Our department has not identified outcome measures at this time. Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes / No / My organization is already a partner If yes, please provide a contact name: Magalie Brabant, Director General, Healthy Workplaces magalie.brabant@dfo-mpo.gc.ca 613-793-0836
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes, our organization will have shifted to a hybrid work model as of September 12, 2022 / No / Soon to implement How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other:

	If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: The Decision Map described in question 3 has been used by managers to implement the working arrangement and to ensure consistency across the department. How are the on-site days chosen? Employees individually decide which day(s) to come onsite There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Decision Map Did your organization apply a GBA+ lens when choosing hybrid work models? The Beyond COVID Framework described in question 3 included GBA+ Considerations. The guidance on the application of GBA+ was also shared on the Beyond COVID-Return to the workplace Intranet Site.
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: The organization currently has a mix of all of the above. The new Canadian Coast Guards building in Ottawa, for example, is a full GCWorkplace site, while other sites have moved to unassigned seating and completed rapid modernization projects. In some other locations, modernization projects are planned, but will be delivered in the short to long term and as such, employees are returning to a traditional workplace. **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** Yes, mainly in the NCR, rapid modernizations projects with the aim of completing furniture solutions to allow for greater collaboration have been implemented and continue to be implemented. In some regions, a few similar projects have also taken place and some are planned for the short to medium term. **Are you planning to** reduce your office footprint? Yes / No Yes, in part. The organization has asked Public Services and Procurement Canada (PSPC) to proceed with full modernization projects to allow for a greater reduction and consolidation of its occupancies (in the NCR mainly). Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes / No If yes, please list

	Yes, the organization has invested in a workplace booking system (Archibus; many floors have been onboarded nationally and many more will follow). In some regions (and mainly in the NCR), the organization has invested in ClickShare technology for existing enclosed space, as well as Audio-Visual carts to allow for mobile meetings. A review of existing Video Conferencing technology is ongoing with the support from Shared Services Canada (SSC).
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes / No If yes: Please specify the name of the tool: POWER BI, Telework Agreements, Turnstile Data, Microsoft 365 Log in. Please specify the latest data / estimate you have on: We are currently working on improving our data collection to obtain more precise data on hybrid arrangements and on site presence. We are also currently onboarding all regional employees on our new telework agreement platform. We will be in a better position to provide more valid data in the coming weeks. However, based on the data we were able to collect until now with the tools mentioned above, as of August 30, 2022, 7,557 employees who completed their telework agreements using the new platform. 8.6% of those employees are teleworking full-time and 91.4% are in hybrid work.
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Technologies (ex: Internet issues in the workplace and access to Wi-Fi, meeting rooms not being adequately equipped for hybrid meeting, etc). 2. Number of allocated space vs number of employees as well as the allocation of equipment. 3. Disparity between hybrid approaches between sectors, regions and Government of Canada in general creating confusion and ambiguity as people return to the workplace.
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Yes, employees were consulted during townhalls, Q&A sessions and various surveys. Welcome Weeks or "open-houses" were also organized to welcome employees back to the office and kick-start the experimentation period (NCR Specific). Some of the main concerns received in a pulse check survey (550+ participants) in June indicated: 1. Concerns about Wi-Fi accessibility and reliability and level of support available from IT teams as we are moving to more collaborative spaces and on-line collaborative tools. 2. Need for more open discussions about ways to maximize the usefulness of being in the office together (value added proposition of coming to the office). 3. Need for more open discussions about COVID best practices in the current environment and level of comfort with masking guidance or ability to maintain social distancing while gathering in the office as we are still in a pandemic. **Have you consulted with Employment Equity Groups within your organization?**

	Yes, various groups were consulted such as the Accessibility Network, Positive Space and GBA+ and considerations were added to the Beyond COVID Framework. Have you consulted with your Bargaining Agents? Yes, the organization has been doing regular COVID-19 Union Update meetings throughout the pandemic. The bargaining agents have been consulted and kept up-to-date on the Beyond COVID initiative along the way. The last consultation was done through the National Union Management Consultation Committee (NUMCC) held on August 3, 2022.

Global Affairs Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Global Affairs Canada Number of Employees: 7,000 in Canada (+6,000 employees abroad) Does your organization have regional offices? Yes/No Are your regional offices GC co working spaces? Yes/No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes/No If yes, What percentage of positions were assessed as having full-time in-office requirements? 12% What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site?

	88% What percentage of positions were assessed as compatible with fully remote work / telework? In line with senior management decision, the position assessment outcome did not have a "fully remote" option. However, position that were determined at 1 day/week in the office were considered *possibly* suitable for full-time telework. This was 25% of positions. What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) The position assessment considered such things as: ability to rotate duties amongst team members, specialized or high-demand skills, enabling function and highly transferable skills to other government departments or the private sector. In addition, managers were provide a guide to inform their decision and conversation with employees, highlighting areas such as professional development, individual factors (i.e. DEI, currently outside the NCR, accommodation requirements) as well as organizational factors (i.e., team needs and geographic location, diversification from across Canada, availability of office space, among others).
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes / No If no, why? If yes: What is your organization experimenting with? Different branches have been taking different approaches to on-site presence. Some were forward leaning in requesting 2+ days on site, whereas for others it was organic/employee driven. These approaches coupled with the request by senior management for everyone to come in once a week. What is the experimentation timeframe? Branches using different approaches was undertaken throughout the summer and will last until the hybrid model is implemented this fall. After that, the department will re-assess the model in the winter. What percentage of employees are participating? All employees Is participation voluntary or mandatory? Depending on model, voluntary if it was organic/employee driven versus mandatory for certain branches. How is data being collected? The department has been gathering data on entry stats per branch and by building through swipe card access, as well as gathering feedback from pulse surveys and informal feedback at retreats. The current pulse check data is currently being analyzed and not available for sharing at the moment.

	What outcome measures* is your organization using: The pulse surveys look at mental health, productivity, activities undertaken in the workplace, challenges or benefits working from home/office, and through comparisons by frequency of on-site presence over the past month, and whether the work arrangement was by choice, mandated or compromise. The survey enables a GBA+/DEI lens for further analysis, including length of time working for the organization and age. Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes / No / My organization is already a partner If yes, please provide a contact name:
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes / No / Soon to implement How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: Full time telework remains an option If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: Manager/Employee determination, but may not be the same as a "team" day

	How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: position assessment + individual, professional development and team/organizational needs Did your organization apply a GBA+ lens when choosing hybrid work models? GBA+ factors were included in the Manager Guide to inform decisions on models for each team/individual.
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **yes** **Are you planning to** reduce your office footprint? Yes / No Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes / No Boardroom meeting technology; increased bandwidth; increased wifi coverage; workplace booking app (version 2) being piloted – progress on these activities are impeded by delays with service provider/partner(s)
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes / No If yes: Please specify the name of the tool: Internally developed tool Please specify the latest data / estimate you have on: _12_% of employees in office full time **estimate based on position assessment tool _78_% of employees in hybrid work _10_% of employees full time teleworking Time period the data refer to: ___August 2022______
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Without central policy, the inconsistent approaches and models used by departments creates lack of buy-in from employees and risk of manager shopping/poaching.

	2. Ensuring coherent, consistent and variety of communication to managers and employees throughout the transition; especially in countering the rumour mill within and outside the organization. 3. Communicating the why – supporting organization needs and requirements balanced with employee expectations and desires
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** **Yes. Lack of coordination across departments, transparency in the process is important.** **Have you consulted with Employment Equity Groups within your organization?** Yes Have you consulted with your Bargaining Agents? Yes

Health Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Health Canada Number of Employees: 10649 Does your organization have regional offices? Yes/No = Yes Are your regional offices GC co working spaces? Yes/No = No

Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes. Positions were assessed for re-entry at the Branch level starting with those critical positions that needed to be on site since the onset of the pandemic due to the nature of their work. Health Canada's approach to re-entry was based on a phased and gradual approach and with each phase, Branches assessed functions to determine which positions would be suitable and prioritized for re-entry based on common criteria provided by Corporate Services, including operational needs, accommodation requirements and personal preferences, in order to obtain a certain level of consistency in approach. If yes, What percentage of positions were assessed as having full-time in-office requirements? The Department has approximately 14% - 16% of its workforce that is required to work full-time on-site due to the criticality of the work performed by the employees represented by this percentage (e.g., labs). Many of the employees in these positions have been on site throughout the Pandemic What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? It is estimated that 75% -80% of positions will be compatible with hybrid work. What percentage of positions were assessed as compatible with fully remote work / telework? It is estimated that 3% - 5% of positions will require full time remote work authorized with a telework agreement approved at the Director General level, a proportion of which will continue based on existing telework agreements prior to the pandemic. What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) It is expected that full time remote work will be associated with positions held by employees who require this work arrangement because of accommodation requirements. The Department also needed to hire from across the country to ensure resources with the necessary skill sets were available to support the pandemic response. In some cases, these new hires were found in locations other than where the positions were located. It is anticipated that employees, in these circumstances, may be required to work in a full time remote work arrangements. *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes / No = Yes If no, why? If yes: What is your organization experimenting with? During Spring / Summer 2022, Health Canada experimented with the adoption of hybrid work models. Senior executives were encouraged to show leadership by actively participating in the experimentation phase and to encourage their staff to also engage in

the testing phase by returning on-site. A portion of managers and employees representing branches from across the department returned to the workplace using a variety of schedules, such as 1-3 days on-site, with the remaining time spent working remotely. Some functions have tested using a monthly cycle based on the nature of their work e.g. bench scientists on site for2-3 weeks full time to conduct their research followed by 1-2 weeks remote work.

This phase of experimentation allowed the Department to test the performance of IT tools and infrastructure capacity in a hybrid model. It gave employees and senior managers a chance to use the workplace differently (e.g. assigned and unassigned seating) and to adopt new ways of working.

This phase and the testing that occurred provided the Department with insight into what worked well, where challenges existed and laid the foundation for the seamless integration of flexible work arrangements going forward.

Throughout the pandemic, HC had 15% of its employees on-site or in hybrid arrangements due to the nature of their work (e.g. lab work, emergency management response, facilities management, etc.)

The re-entry tools, processes, communications and engagement plans that supported this phase and which will be adapted and used going forward, were designed to support continued use of flexibility in a way that ensures the Department will continue to deliver on its core mandates as well as the ongoing COVID-19 response.

What is the experimentation timeframe?
The experimentation period was Spring 2022 – Summer 2022.
What percentage of employees are participating?
HC employee participation in the Spring/Summer 2022 experimentation phase was about 35% of the employee base.
Is participation voluntary or mandatory?
Participation was voluntary but heavily encouraged and promoted by branch senior executives and deputy heads partly to ensure that adequate numbers were available to test and assess the effectiveness of the hybrid approach. Senior Management also increased on site presence as a key leadership opportunity.

How is data being collected?
Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc.
*If you have employee pulse data, please share aggregate results

Progress on re-entry is being tracked through the number of Hybrid Work Agreements completed and IT Log-In Data. Use of card swipes has also been used throughout the pandemic as a proxy to determine approximate building counts. The data that has been capture and which continues to be collected is de-identified in order to ensure the privacy of employees.

	Employee pulse surveys have also been used throughout the pandemic to engage employees and gauge the impact of the pandemic, perceptions of hybrid and flexible work arrangements. and will be used as a tool to assess re-entry as well. HC/PHAC conducted two Employee Pulse Check Surveys What outcome measures* is your organization using: HC anticipates that the adoption of hybrid work models and the return of employees on a full or part-time basis to the office, will: Support a more nationally distributed and connected workforce – access to talent pools across the country, opportunity to recruit and retain talent. Give employees flexibility that supports their well-being Drive the hybrid model to create a culture of community by fostering personal connections and reap the benefits of engaging in informal side conversations, mentoring, coaching, training and collaborating In person connections are important to the development of grassroots support system amongst employees that can help to strengthen the organization, even if people are not co-located with their team For employees new to the public service, the chance to meet and be guided by existing employees is invaluable Cultivate a sense of belonging (reduce silos) Build/rebuild a supportive values based organizational work culture **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes / No / My organization is already a partner = No. If yes, please provide a contact name:
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes / No / Soon to implement = Yes How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month

	One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: As communicated to all HC employees via an email shared with them by the Deputy Minister and Associate Deputy Minister, HC expects that 75% - 80% of employees will be on-site 40% - 60% of the time. This translates to 2-3 days per week or 8 – 12 days per month depending on the work performed by the individual and / or team. HC is providing flexibility for days on site based on operation requirements and will not specifically prescribe exact days on-site. For example, as a Science based organization, teams may be balancing laboratory and desk-work that is more conducive to alternative configuration of days on and off-site. If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Overall Health Canada is looking at a combined approach in selecting on-site days in that organizations are selecting "team days" where it makes sense to come together as a team and make the most of face-to-face time to collaborate while some areas may require less collaboration and are allowing employees to determine which 2-3 days they will be in. Decisions are based on what operationally makes sense. Other: How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Many of the factors listed above (e.g. B – D), together with consideration afforded the operational requirements and culture within the Department, provided the foundation for determining the appropriateness of adopting a hybrid model. In addition, with many new hires at HC, the hybrid model has become a necessity due to space availability. Did your organization apply a GBA+ lens when choosing hybrid work models? As re-entry to the workplace activities occurred and as the Department made the conscious decision to adopt and integrate a hybrid work model, the diversity, inclusion, accessibility, SBGA Plus lenses were applied and considered to ensure that unique requirements were taken into account and incorporated into planned approaches. During

	engagement sessions with several employee network groups representing diverse communities, information was shared and feedback received that helped to inform how these lenses were applied and how they influenced final plans.
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: All the above. HC office space is currently configured using a variety of arrangements, including those noted above. **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **Yes, HC has considered adapting existing space to allow for more collaborative space and / or boardrooms. In several building locations, closed offices that are no longer assigned to specific individual, are being repurposed to serve as additional meeting rooms or space for employees to collaborate.** **Are you planning to** reduce your office footprint? Yes / No = Yes It is important to note that HC has substantially grown and planned reduction will also focus on modernizing office space to be able to accommodate under the hybrid model, as well as reducing the overall footprint. Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes / No = Yes If yes, please list **A workstation-scheduling app is being on-boarded through a service agreement with PSPC.** **New AV technologies (e.g. OWL) are being assessed and tested. These tools will be used to expand the availability of boardrooms that are equipped to be used by employees, working onsite and remotely, during MS Teams meetings.**
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes / No = Yes If yes: HC is testing a tool that has been built in house, that allows for unique IP address logins to be counted for a given building on a daily/weekly basis. While the use of this tool is still in the preliminary stages, the data gathered by this tool provides a high level overview of the number of employees returning to the workplace on a daily basis. Please specify the name of the tool: Return to Work Statistics using Microsoft Power BI Please specify the latest data / estimate you have on: Work agreements are in process, but premature to report percentages. *Health Canada is requesting that Hybrid Work Agreements be completed and submitted to HR by September 20, 2022. Data will be available post submission date. We estimate 15-18% onsite full time; 75=80% Hybrid; 3- 5% telework, __% of employees in office full time __% of employees in hybrid work __% of employees full time teleworking

	Time period the data refer to: _________
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Substantial growth of employees vs allocated/available space in addition to decommissioning of certain work locations as part of regular accommodation strategy leaving some program areas with a longer transition period between building locations. 2. Availability of IT and office equipment and supply chain challenges 3. Competition for resources across the federal government where certain departments permit employees to do fulltime telework creating inconsistencies across government departments. 4. Employee Change Management – resistance of some employees to return to the office.
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Employees have been consulted and engaged on the shift to hybrid work via regular departmental all staff meetings, branch meetings, technical briefings for senior management, managers and employees networks, employee surveys, employee engagement sessions, employee listening sessions, email updates, information provided on the intranet, updates through newsletters, etc. A re-entry focused Intranet page has been developed to provide employees with a single point of reference that contains links to tools, forms and Frequently Asked Questions. The content is updated regularly and promoted at all levels. **Have you consulted with Employment Equity Groups within your organization?** Since the onset of the pandemic, HC/PHAC hosted 4 Roadshows, involving over 120 meetings (Summer 2020, Fall 2020, Spring 2021, and Spring 2022) with Branch Executive Teams as well as employee networks and groups. During these sessions, representatives of the executive team of the Corporate Services Branch (CSB), held a series of engagement sessions with several employment equity groups including the Young Professionals Network, the Gender, Sexually Diverse Network and the Persons With Disabilities Network. The purpose of these sessions was to share re-entry plans with the employees representing these diverse groups and to gather feedback, address concerns and answer questions. In March and April, 2021, 8 "fireside" chats were hosted with employees from HC and PHAC that served to capture employee work preferences, hear about challenges they may have encountered and listen to their unique and diverse experiences after working remotely and advance the re-entry discussion. All employee networks were engaged. Fireside chats were both open discussions as well as theme areas to hone into diverse experiences, including accommodations, accessibility and psychosocial sessions. Have you consulted with your Bargaining Agents? Yes, regular meetings have occurred with Bargaining Agents to discuss re-entry plans and to share information on re-entry approaches and implementation parameters.

Immigration and Refugee Board of Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Immigration and Refugee Board Number of Employees: 2300 Does your organization have regional offices? [✓ Yes]/No Are your regional offices GC co working spaces? Yes/[✓ No]
Position Assessments	Did your organization assess positions for compatibility with hybrid work? [✓ Yes]/No If yes, What percentage of positions were assessed as having full-time in-office requirements? 1% What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 59% What percentage of positions were assessed as compatible with fully remote work / telework? 40% What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) Operational requirements; broader recruitment pool for skill shortages; diversity and inclusion considerations; persons hired at a distance. *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? [✓ Yes] / No

If no, why?
If yes:
What is your organization experimenting with?
Hybrid hearings models
Rotational in-person requirements for registry staff
In-person strategic discussions and key training
What is the experimentation timeframe?
Remainder of 2022-2023
What percentage of employees are participating?
60%
Is participation voluntary or mandatory?
Mandatory

How is data being collected?
Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc.
*If you have employee pulse data, please share aggregate results

Adjudicative System Data
Pulse check surveys
HR System Data
3rd party, Quality Performance Reviews of virtual hearings
3rd party review on the sense of access to justice when taking part in virtual hearings

What outcome measures* is your organization using:

Case finalization rates
Employee engagement and mental health scores
Attrition Rates
Employment equity representation rates
The percentage of cases that meet quality standards

**Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.*

Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations.
Yes / [✓ No] / My organization is already a partner

If yes, please provide a contact name:

Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes / No / [✓ Soon to implement] How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: Different requirements based on operational needs (e.g. hearing schedule) and participation in strategic discussions and training If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: Hearing Schedule Rotational in-person requirements Schedule of strategic discussions and training How did your organization choose hybrid models? [✓ Position profile assessments] [✓ Employee location] (NCR employees come into the office) Precedence set by other government organizations [✓ Employee engagement] / Team charter exercises Other: Did your organization apply a GBA+ lens when choosing hybrid work models? Considered impacts of hybrid work on diversities of employees and ensured in-person requirements were based on operational need.

Real Property & Technology	How is your office space currently configured? [✓ Hoteling workstations] [✓ Traditional assigned cubicles] Activity Based Workplaces Other: **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **Yes. Pilot space redesign exercise now underway.** **Are you planning to** reduce your office footprint? Yes / [✓ No] Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) [✓ Yes] / No If yes, please list Online workplace booking system Boardroom meeting technology
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? [✓ Yes] / No If yes: Please specify the name of the tool: Security swipe cards data Please specify the latest data / estimate you have on: 1 % of employees in office full time 25 % of employees in hybrid work 74 % of employees full time teleworking Time period the data refer to: August 2022 Based on swipe card data approximately 8% of staff are in on any given day.
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1.Lead time to redesign physical space 2.Treasury Board Policies that are based on traditional workspace models/traditional collective agreement provisions 3.Cultural change resistance
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** **Desire for workplace flexibility** **Need for any mandatory return to be based in operational need** **Have you consulted with Employment Equity Groups within your organization?** **No** Have you consulted with your Bargaining Agents?

	Yes

Immigration, Refugees and Citizenship Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization **Organization Name: Immigration, Refugees and Citizenship Canada** **Number of Employees:** 11, 897 as of August 28, 2022. **Does your organization have regional offices?** Yes. **Are your regional offices GC co working spaces?** No, IRCC has its own regional offices as well as access to GC co-working spaces.
Position Assessments	**Did your organization assess positions for compatibility with hybrid work?** *(all percentages below are as of August 28, 2022)* Yes, the majority of positions were assessed during IRCC's department-wide Position Assessment Process and additional positions continue to be assessed as identified. If yes, **What percentage of positions were assessed as having full-time in-office requirements?** 2% (assessed as 0% telework availability) **What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site?** 60% **compatible with fully remote work / telework?** 38% (assessed as 100% telework availability) **What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.)** As part of IRCC's position assessment process, the suitability to perform remote/virtual work was based on operational requirements and the ability to perform the required tasks

	through telework. While 38% of positions were assessed as having the potential for full-time telework, this is considered a maximum threshold as very few will be considered 100% remote. Rather, employees will be encouraged to come into the office from time to time, or on a regular basis, to under taken meaningful and purposeful in-office work. The assessment of the position is one step in the decision-making process which also includes a manager's assessment of organizational needs.
Experimentation	**Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work?** Yes. IRCC is comprised of teams that have employees who have continued to go into the office throughout the pandemic as well as teams who have been working remotely. As we prepare for a formal transition to a hybrid workplace, the department has been informally testing out different approaches to hybrid configurations. **If no, why?** **If yes:** **What is your organization experimenting with?** IRCC Internal Experimentation Within IRCC, sectors are experimenting with various hybrid combinations across their teams. The goal is to maximize telework flexibility to employees based on position-related tasks and responsibilities, but also, to consider the needs of the organization and team. Some groups within IRCC are testing out fixed in-office presence (1 day a week) IRCC is piloting a recruitment and staffing strategy as a means of addressing operational requirements and place-based resource shortages. This pilot involves the intentional recruitment of employees who live beyond 40km of any given office and whose job has been assessed as being suitable for a significant amount of telework. We are planning to evaluate a variety of position profiles, from across all business lines in which participants will participate in identifying both challenges and solutions to hybrid workplace challenges. Collaborative External Experimentation IRCC will be participating in TBS's Hybrid-in-a-Box experimentation which will be conducted with targeted groups/individuals matching various profiles set forth in the parameters for that experimentation. **What is the experimentation timeframe?** IRCC Internal Experimentation While experimentation is underway, a formal evaluation / strategy will be launched following our official transition to a hybrid workplace on October 17, 2022. All other experimentation will generally follow a pattern of six months of monthly data collection, then again at the nine and 12 month periods, with quarterly evaluations and reporting on outcomes. Semi-annual evaluations against management objectives and other models within the department will be used to guide the continuance, evolution, or termination of any given hybrid work arrangement/model. Given anticipated start dates, these timeframes have reporting taking place in early winter and spring of 2023, and early and late summer of 2023. Collaborative External Experimentation

The Hybrid-in-a-box experimentation will follow the timelines set forth by TBS, with reporting anticipated early in fiscal 2023.

What percentage of employees are participating?

On any given week over the summer months, IRCC observed roughly 10% to 15% of its effective workforce coming into the office at least once a week, with 5% to 6% of its workforce coming-in more frequently. We anticipate that this number will continue to grow in the coming weeks, in the lead-up to IRCC's official transition to a hybrid workplace on October 17th. As numbers begin to stabilize, and cohort can be identified, IRCC's evaluation and experimentation strategy will be finalized and implemented, including the percentage of employees who will be participating.

IRCC Internal Experimentation

Testing mandatory onsite presence at least one day per week represents approximately 5% of the Department's total population.

The percentage of employees involved in the virtual hiring pilot will be based on the number of successful candidates hired.

All IRCC employees will be working in a newly hybrid environment, and attempts will be made to collect their experiences and insights through department-wide pulse check and wellness surveys.

Collaborative External Experimentation (TBS)

At the minimum level of participation for the Department (two models, B and G, of 50 participants per model), the TBS-led experimentation is expected to account for less than 1% of IRCC's total population.

Is participation voluntary or mandatory?

All staff are encouraged to participate in opportunities to experiment and test out new approaches.

How is data being collected?

Our evaluation strategy is currently under development but we anticipate employee surveys, HR system/administrative data, IT system-based data, results of co-creation sessions, etc.

IRCC Internal Experimentation

Employee surveys developed jointly between the Future of Work Centre of Excellence and Communications and/or the Enterprise Change and Learning Academy will be used to collect data for all experimentation models.

Employees participating in experimentation may also participate in co-creation sessions where data will also be collected on the successes/failures of previously attempted solutions to challenges.

Administrative data provided by the HR system, Accommodations, and IT Operations will also be used in evaluation of experimentation models.

Collaborative External Experimentation (TBS)

Data in the Hybrid-in-a-box experimentation will be collected through targeted surveys.

What outcome measures* is your organization using:

	***Outcome measures** refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* IRCC's key objectives for a hybrid workplace includes focus on operational efficiency, client service, program integrity, building skill sets and competencies, staff well-being and flexibility. IRCC may use the following qualitative outcomes: Belonging and Inclusion Performance (employee and management perspectives) Interactions (Onboarding, Networking, Collaborations) Effectiveness of purposeful office utilization IRCC will use the following quantitative outcomes: Performance (traditional metrics) Retention **Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative?** Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. IRCC is already a partner. **If yes, please provide a contact name:** Simon Cardinal Simon.Cardinal@cic.gc.ca
Hybrid model(s)	**Has your organization shifted to a hybrid work model(s)?** As Health Canada pandemic guidelines were relaxed, in April IRCC began allowing more employees to go in and work onsite from its office locations. There has been a gradual uptake of this flexibility as office spaces have been fitted up for hybrid utilization, with a department-wide implementation of hybrid work and telework agreements to take place in October 2022. **How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply**: **Once a month or less** One to three days a month **One day a week** Two days a week Three days a week Four days a week

Five days a week (full time)
Not applicable: Staff have not been instructed to work on-site at a regular cadence
Different requirements based on employee location
Other: IRCC is using various models/ hybrid configurations. Three flexible work options reflect the unique characteristics of our post-pandemic workplace: on-site worker (telework threshold of 0%); part-time teleworker (telework threshold of 1-99%); or full-time teleworker (telework threshold of 100%).

If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization:

The department has identified the parameters within which it could experiment while still ensuring that it's able to deliver on its mandate. As such, the following parameters were establish to ensure IRCC's hybrid workplace model continue to support, and/or enhance:
the continued provision of high-quality services to the public;
clear and consistent, advice and support to the Minister and to Parliament;
ongoing alignment with the Government of Canada' s security requirements; and,
the Department's commitment to accessibility, equity, diversity and inclusion;
teamwork, collaboration and opportunities to establish strong working relationships; and,
informal learning, mentoring and collegiality within and across teams.
The approach has been rooted in a Position Assessment Tool, which was created in consultation with management and stakeholders across the department to assess the tasks of a given position and the extent to which in-office presence was required in order to complete tasks effectively and efficiently, thereby determining the potential for telework. In addition, organizational needs also informed the evaluation. Once this was completed, assessments were reviewed at the branch- and sector-level, allowing branches and sectors to further calibrate their approach to hybrid work for their business needs.

How are the on-site days chosen?

Employees individually decide which day(s) to come on-site
There are fixed "team days" where everyone in the team comes on-site
A combination of a) and b)
Other: Managers and employees will discuss individual and team needs/preferences to determine which days should be on-site.

How did your organization choose hybrid models?

Position profile assessments
Employee location (NCR employees come into the office)
Precedence set by other government organizations
Employee engagement / Team charter exercises
Other: Hybrid models were informed y operational requirements, the needs of the organization and of teams, all while striving to also balance the needs of individuals. As previously expressed, decisions pertaining to the implementation of IRCC's hybrid workplace model must continue to support, and/or enhance:
the continued provision of high-quality services to the public;

	clear and consistent, advice and support to the Minister and to Parliament; ongoing alignment with the Government of Canada' s security requirements; the Department's commitment to accessibility, equity, diversity and inclusion; teamwork, collaboration and opportunities to establish strong working relationships; and, informal learning, mentoring and collegiality within and across teams. **Did your organization apply a GBA+ lens when choosing hybrid work models?** By conducting an objective, task-based assessment of positions (not employees), IRCC arrived at a maximum allowable telework threshold for each position in a way that was objective and unbiased. This approach was intended to enable employees to have better work life balance, wherever possible. Management has been directed to consider disproportionate impacts to certain groups by allowing or not allowing for flexibility in work arrangements. Supporting Diversity, equity and inclusion will be an organizational goal for the hybrid workplace.
Real Property & Technology	**How is your office space currently configured?** Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Informal meeting spaces: chat points, huddle spaces/ enclaves Formal meeting spaces: meeting rooms, teaming rooms and work rooms **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **Where possible, and when it meets operational needs, we have been converting underutilized Workpoint-Workstations into collaborative and informal meeting areas on existing floors.** **Are you planning to reduce your office footprint?** Yes Following IRCC position assessments and based on expected mobility rates, beginning in 2026 and up until 2031, our current Accommodation Plan is to reduce our footprint in strategic locations nationally. Furthermore, we would like to align our Accommodation Plan with PSPC new Hub strategy in Atlantic Region, Vancouver Sinclair Centre, and GTA. **Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.)** Yes: Online reservation system Investing in Audio visual/ Video conferencing
Onsite Presence	**Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis?** Yes. **If yes:** **Please specify the name of the tool:** IRCC is currently using Reserve It (ICent) and has started the onboarding process for PSPC's Archibus reserving tool. **Please specify the latest data / estimate you have on:** 1.6% of employees in office full time

	11.4% of employees in hybrid work 87% of employees full time teleworking Time period the data refer to: August 22-26, 2022 – The percentage are based on domestic, active employees (10,897) and the total number of distinct reserve it users (1418) for the week of August 22 - 26, 2022. To note that Reserve IT is only for In-Canada employees and underrepresents the number of staff coming into the office. Efforts are being taken to establish a more reliable data source in advance of October 17, 2022.
Challenges	**What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace?** 1. Working within existing policies and directives as they were not written for an environment in which telework was normalized and common. For example, the ability for virtual position locations would greatly help. Not having virtual position locations impacts where employers hire from and limits the available talent. 2. Space management, particularly in the regional offices as space is limited - existing occupants and the regional Administrative Services Unit (ASU) are expected to manage these spaces locally. In addition, it will take time to fully understand the need for physical space in a hybrid environment and in the post pandemic era. 3. The limitations to the technology available to the department and that advancements will continuously need to be upgraded (e.g. video conferencing, boardrooms).
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Yes, IRCC has used department-wide surveys; executive and middle manager town halls and targeted focus groups with a large cross-section of employees at all levels. There was universal desire for greater flexibility and 80% of employees have said that they would prefer to work remotely at least three days a week. We have also presented at various management meetings and a main takeaway was the need for further guidance so we set up a Future of Work Tiger Team which involved numerous stakeholders across the department to develop "Navigating IRCC's Hybrid Workplace". This guidance aims to address key issues and scenarios that we will face as a hybrid organization. While we recognize that there will be unique circumstances that may need further guidance, this package establishes standards for location of work, space management, equipping employees, and the telework policy across the organization. We are currently preparing to host information sessions on this guidance to support managers on how to best implement and understand the information. **Have you consulted with Employment Equity Groups within your organization?** Yes, the targeted focus groups mentioned above included employment equity groups. In addition, the strategy for IRCC's position assessments and the development of IRCC's hybrid workplace guidance involved consulting IRCC's Anti- Racism Task Force (ARTF). We will also be reaching out to our employment equity groups to assist with the transition to our hybrid workplace and intend on having town hall discussions on the opportunities (and potential barriers) that the establishment of a hybrid workplace provides for us as an organization so that we can do better in the future. **Have you consulted with your Bargaining Agents?**

	Yes, we have consulted Bargaining Agents at every stage of our planning and operationalizing for future of work.

Impact Assessment Agency of Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Impact Assessment Agency of Canada Number of Employees: 451 Does your organization have regional offices? Yes/No Are your regional offices GC co working spaces? Yes/No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes/No If yes, What percentage of positions were assessed as having full-time in-office requirements? 0.5% What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 99.5% What percentage of positions were assessed as compatible with fully remote work / telework? 0% What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) N/A

	We acknowledge that positions assessed for full time remote are not always offered this option
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes / No If no, why? Our official experimentation will start on September 19th 2022, with a model of two days on average per week of on-site presence. Prior to September 19th, throughout the summer, teams were encouraged to start experimenting a hybrid approach in accordance with their preferences. If yes: What is your organization experimenting with? Two days a week, on average, of on-site presence starting on September 19, 2022. What is the experimentation timeframe? The Agency has embarked on the hybrid-in-a-box pilot project, led by OCHRO. The Agency will follow their experimentation timeframe, which seem to be a 6 month period to start with a checkpoint at 3 months. What percentage of employees are participating? 100% of Agency employees should be participating, with a caveat of those in exceptional circumstances who will request full-time telework agreements. Is participation voluntary or mandatory? Mandatory, with a caveat of those in exceptional circumstances of full-time telework agreements. How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results The Agency has embarked on the hybrid-in-a-box pilot project, led by OCHRO. They will be responsible for surveying the employees and analyzing the data. What outcome measures* is your organization using: The Agency has embarked on the hybrid-in-a-box pilot project, led by OCHRO. They will be responsible for surveying the employees and analyzing the data. **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations.

	Yes / No / My organization is already a partner If yes, please provide a contact name:
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes / No / Soon to implement How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: Two days a week, on average. If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: * The decision should be made between the manager and employees. Teams are encouraged to create team charters to determine preference for the team on such questions. How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: The pilot of an average of two days a week was a senior management decision, with in mind that we would review and assess. Did your organization apply a GBA+ lens when choosing hybrid work models?

	No.
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **The Agency has made more boardrooms available by converting closed offices into small hybrid meeting rooms. Our boardrooms have all been equipped with the proper technology to facilitate hybrid model.** **Are you planning to** reduce your office footprint? Yes / No Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes / No If yes, please list: Our boardrooms have been equipped with Cloud Video Interoperability (CVI) for Microsoft Teams. CVI is a solution that enables Video Conference (VC) and Video Teleconferencing (VTC) join meetings with legacy video conferencing systems and provides certified Cloud Interoperability for Microsoft Teams. With the help of SSC, all machines have been tested with Webex and normal VC to VC. We are also looking into ClickShare wireless conferencing system as an option for the smaller rooms.
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes / No If yes: Please specify the name of the tool: Please specify the latest data / estimate you have on: 0% of employees in office full time 10% of employees in hybrid work 90% of employees full time teleworking Time period the data refer to: August 2022
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Equipping employees at home and in the office 2. Ensuring consistency in establishing full-time telework agreements 3. Navigating the current legislative and policy framework surrounding teleworking, health and safety, etc.
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** We have consulted with all staff on multiple occasions, including equity-deserving groups since the start of the pandemic on how to approach the return to the workplace and hybrid approach. Employees are looking for flexibility and empowerment to make decisions for themselves to ensure greater productivity.

	Have you consulted with Employment Equity Groups within your organization? **We have consulted with all staff on multiple occasions, including equity-deserving groups since the start of the pandemic on how to approach the return to the workplace and hybrid approach.** Have you consulted with your Bargaining Agents? We have presented our approach to hybrid to the unions at our last Labour Management Consultation Committee meeting in June 2022. We subsequently shared with the unions the e-mail to staff informing on the preferred approach from our President and VPs.

Indigenous Services Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	Organization Name: Services aux Autochtones Canada / Indigenous Services Canada Number of Employees: As of August 31, 2022 : 8304 (data provided by HR Data Analytics) Does your organization have regional offices? Yes Are your regional offices GC co working spaces? No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes ISC developed a questionnaire to facilitate the planning for the return to worksites for functional authorities to ensure a safe return, as it may affect the measures in place and to be implemented. This questionnaire was completed by Sectors and Regions, and reviewed by authorities. While initial focus was set on active positions' operational requirements, respondents also had to consider information on FTEs, to yield a full headcount and allow to assess impact

	of positions' operational requirements on flexibility available with regards to work arrangements (including telework). In alignment with the department's Modern Workplace initiative and with OCHRO's Hybrid Workforce Approach, ISC introduced a decision tree to allow for a consistent assessment of appropriateness for flexible work arrangements. If yes, what percentage of positions were assessed as having full-time in-office requirements? Approximately 11% of positions were assessed as having full-time in-office requirements. What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? Approximately 44% of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site. What percentage of positions were assessed as compatible with fully remote work / telework? Approximately 45% of positions were assessed as compatible with remote work / telework being performed on a regular basis. What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) - *We acknowledge that positions assessed for full time remote are not always offered this option* ISC's formal stance is that any situation where a position and operational requirement doesn't require an employee to be in an official work site full time, and if the employee opts-in to flexible work arrangements, then a telework agreement is absolutely required as of the effective date of ISC stepping out of remote work. Any employee with a flexible work arrangement (more specifically telework agreement) is expected to work from an ISC work site for one day/week as an initial guidepost. Where some employees' homes are not within a reasonable distance of an ISC office or GCcoworking Hub (assessed on a case by case basis), and where there may be considerations relating to duty to accommodate, or telework agreements in place prior to the pandemic, further flexibility remains available for delegated managers to apply in such circumstances. ISC's Modern Workplace/Future of Work initiative is a consideration and seeks for ISC to nationalize its workforce while aiming to create opportunity for space and work from Indigenous communities. As referenced above, in operating its transition, ISC is fully considering the vision of the Future of Work, endorsed by its SMC, hence the Welcome Forward concept of taking gradual and intentional steps towards the future.
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work?

	Yes Over the summer, ISC's employees were invited to visit and work from our worksites on a voluntary basis and to become familiar with the changes, protocols, and provide feedback that would enable an improved experience towards ISC stepping out of remote. Delegated managers were encouraged to foster opportunities for teamwork and face-to-face collaboration. If yes, What is your organization experimenting with? ISC has created an application titled Office Booking System for employees to signal their presence and confirm their building and floor location when accessing worksites. The tool provides useful information to management for specific locations and for some locations, the employee is able to book a specific unassigned workstation. During the testing period, ISC was able to track presence at the office, wherever employees leveraged the booking solution. Please note that a large portion of our employees are directly providing health services to communities and have continued to do so on worksites at all times during the pandemic. These employees (nurses, dentists, psychologists, social workers and employees in nursing stations) do not use the Office Booking System when accessing worksites. This represents approximately 1000 employees, therefore the percentages below do not accurately represent all of ISC's employees. What is the experimentation timeframe? The experimentation timeframe started in July and will continue to September 26. What percentage of employees are participating? July 2022: 17 % of ISC employees accessed worksites (NRC and regional offices only) August 2022: 20% of ISC employees accessed worksites (NRC and regional offices only) Is participation voluntary or mandatory? Participation is voluntary. How is data being collected? *Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results* A Virtual Suggestion Box has been launched on the Intranet to invite employees to submit their feedback and/or suggestions on their in-office experience this summer. The Virtual Suggestion Box will remain open/operational even as ISC transitions out of remote work, to ensure feedback can be captured and addressed, and ISC will openly report on input and actions taken via its upcoming monitoring dashboard. An automated telework agreement platform has been created to allow employees to complete and submit their requests for a telework agreement. As of August 30, 2370 employees at ISC had a telework agreement in place, in the context of the transition out of remote being effective September 26, 2022.

	What outcome measures* is your organization using: **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* During the pandemic, many health services continued to be delivered in the field and across designated worksites. Considerations for maintaining services and operations yet working towards improved employee experiences, ensuring an equipped workforce, and wellness have been key considerations. ISC's Welcome Forward initiative is built on the following guiding principles: Health, safety and wellness first. Adhere to public health guidance and maintain flexibility to adjust to the evolving situation and retain a risk-informed approach We are a service organization. Ensure Partners have ongoing access to our services. Provide key supports and enabling tools to those in-the-field, and provide in-person services across our locations Be transparent. Communicate regularly and clearly with our different communication products (intranet, newsletter, DM messages and news) ; and ensure coherence –yet allow for management flexibility Promote our workplace as fit-for-collaboration and space to be made available across all locations In-office presence should be recurring and predictable, yet fully considerate of actual opportunities for valuable collaboration and in-person engagement Lead by example. Leverage the telework policy and other flexible work arrangement policies to structure flexible and mobile work arrangements We will continue to monitor flexible working arrangements including telework, further engage with employees and unions, and bring considerations to senior management for decision. A bi-monthly dashboard is being created to provide SMC monitoring and oversight capability. Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes ISC would welcome being part of OCHRO's Hybrid-in-a-Box Experimentation initiative.
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? No, planned for September 26, 2022

How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply:

Once a month or less
One to three days a month
One day a week
Two days a week
Three days a week
Four days a week
Five days a week (full time)
Not applicable: Staff have not been instructed to work on-site at a regular cadence
Different requirements based on employee location - *Flexible when the employee remains at a certain distance from the designated work location, or based on duty to accommodate, or other specific circumstance.*
Other:

If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization:

How are the on-site days chosen?

Employees individually decide which day(s) to come on-site
There are fixed "team days" where everyone in the team comes on-site
A combination of a) and b)
Other: Each employee not working full time from a worksite is required to complete a telework agreement. The telework agreement is discussed with the manager and approved as per appropriate delegation.

How did your organization choose hybrid models?

Position profile assessments
Employee location (NCR employees come into the office)
Precedence set by other government organizations
Employee engagement / Team charter exercises
Other:

A and B. ISC leveraged an initial and basic position profile assessment to build from, and considered opportunities for flexible work arrangements, including telework agreements.

Did your organization apply a GBA+ lens when choosing hybrid work models?

ISC has not yet applied a GBA+ lens when choosing its hybrid model. ISC will explore how to incorporate the GBA+ approach in it's return to worksites to have a diverse workforce and increase Indigenous employees.

Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: Depending on the building and floor, we have all the different configurations listed, with standards gradually being applied to the evolving unassigned seating spaces. **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** Yes **Are you planning to** reduce your office footprint? Yes, as per accommodations direction Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes If yes, please list A. Invested in IT equipment for cubicles to facilitate unassigned seating: Monitors, docking stations, keyboards, mice, cables B. Invested, and continue to invest, in the modernization and standardization of equipment in our boardrooms, focusing on MS Teams as collaborative technology: Purchased and installed Polycom Studios and "Owls" to setup small and medium boardrooms that did not have videoconference capabilities. Configured Cloud Video Interop (CVI) capabilities for boardrooms with Webex related equipment to use MS Teams in boardrooms Procured mobile Audio-Visual and Videoconferences (MS Hubs, Rolling Stands) that allows flexibility in where VC can be used. C. Invested in network upgrades to support the bandwidth requirements for new applications and services. We are also working with Shared Services Canada on implementing WIFI connectivity in more offices across the country.
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes If yes: Please specify the name of the tool: ISC has created an application (Office Booking System) for employees to signal their presence and confirm locations, floors and in some instances offices being accessed. Please specify the latest data / estimate you have on: July 2022: 17 % of ISC employees accessed worksites August 2022: 20% of ISC employees accessed worksites

	Please note that this % may not be fully accurate since not all employees may have leveraged the system, or some may have used it multiple times. In considering the data provided above, please note that a significant proportion of our employees are directly providing health services to communities and have continued to access worksites at all time during the pandemic. These employees (nurses and employees in nursing stations) do not use the Office Booking system.
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? Renovations, equipment and accommodation Mental health/wellness : desire to not return to the office Employees who want to continue teleworking full-time / in hybrid mode Difficulty in applying the approach consistently : Employees who do not live near a ISC/CIRNAC office
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Formal ISC Governance, including all Sector and Branch Heads, Deputy Ministers, Union leads (national) have been engaged on an ongoing basis on ISC's Welcome Forward initiative and transition out of remote, with recurring messaging to all-staff having taken place vis Deputies over the last year. Furthermore, a Virtual Suggestion Box has been developed where all comments are monitored and taken into consideration for the gradual return to worksites. **Have you consulted with Employment Equity Groups within your organization?** Not yet Have you consulted with your Bargaining Agents? Discussions have and continue to take place: NUMCC June Messages – 48 hours in advance HR-Sub committee to come NUMCC planned in the Fall

Infrastructure Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Infrastructure Canada Number of Employees: Current: 1321 (includes students and casuals) Does your organization have regional offices? Yes, in Montreal. The department also has a co-location agreement to provide offices to employees in Vancouver Are your regional offices GC co working spaces? No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? The department did not do an assessment position by position but did assess organizational needs opportunities in relation to its growing mandate and overall priorities.. This included identifying the opportunities that hybrid work can offer to INFC in order to expand our regional presence, increase diversity in our workforce, and maximize talent pools to ensure that while social distancing measures continue to be in place, we continue to support our key departmental functions. The department has identified and capitalized on opportunities in some particular job categories and roles such as: integrated regional planning, community-responsive policy development and program delivery, specialized talent in key areas of economic analysis and programming, operational functions, e.g, IT, HR and communications – that benefit from perspectives outside of the NCR, build and expand talent pools, as well as promote diversity. If yes, What percentage of positions were assessed as having full-time in-office requirements? What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? What percentage of positions were assessed as compatible with fully remote work / telework? What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes

If no, why?
If yes:
What is your organization experimenting with?

Throughout the past spring and summer, the department has been experimenting with hybrid ways of working. All employees have been strongly encouraged to return to the physical workplace and to experiment with onsite work both as individuals and as teams.

This period has been guided by extensive engagement at senior management levels and in discussions through departmental governance committees. In addition, a dedicated team – the INFRAfuture Secretariat – was established at INFC to support change and transformation; this unit has been undertaking consultations and engagement with employees since fall 2021, and is leading the departmental coordination for INFC's hybrid transition.

The INFRAfuture team has also implemented a deep-dive engagement process through the summer, applying human-centred design techniques, to focus on employee experience (UX Design). This has included closely tracking certain teams practicing hybrid and understanding experiences as teams and individuals. This work is capturing lessons learned regarding different team practices and operational strategies needed to support a hybrid transition, and is also informing the development of tools and resources to continue to support employees and managers in a hybrid environment.

What is the experimentation timeframe?

Experimentation has occurred throughout this past spring and summer, and has been supported by regular staff meetings at different levels across the department to outline expectations for regular and recurring in-person work, in line with a commitment to continue to build to an increased presence in the physical workplace this fall. A DM message will reinforce this expectation in the coming weeks, formally marking the department's hybrid work model with more detailed expectations for onsite presence, while recognizing the continued need for adaptation.

What percentage of employees are participating?

All employees who have been using the INFC offices throughout this past spring and summer, have been part of the experimentation phase. Onsite presence from June to September 2022 has been :
In June 2022, unique visitors to INFC (NCR) office: 427 (32%)
In July 2022, unique visitors to INFC (NCR) office: 387 (29%)
In Aug 2022, unique visitors to INFC (NCR) office: 500 (38%)
In Sept to-date (Sept 1-14), unique visitors to INFC (NCR) office: 473 (36%)
The departmental application for reserving workspaces (Billie) has shown a steady upward trend in the spring and early summer, with usage declining slightly in July, but increasing again from August to September.

Is participation voluntary or mandatory?

Participation has been voluntary but encouraged

How is data being collected?

Data and feedback are collected from several sources:

Administrative data. Data collected for various internal administrative purposes, including for human resources, accommodations, security, and more, provide important contextual information especially for senior management direction setting and decision making.

Survey data. INFC draws on data collected through internal pulse surveys (conducted by Audit and Evaluation), and the Fall 2021 Employee Survey (conducted by the INFRAfuture Secretariat). The Public Service Employee Census (PSEC; formerly the Public Service Employee Survey (PSES)) will provide an additional source of data by early FY2023/24, and provide for comparison between INFC and other GC departments along various dimensions of interest.

Hybrid feedback form. Employees who work onsite, as well as individuals working remotely with whom they interact, are invited to complete a brief feedback form at the end of each day of onsite work.

Employee engagement. INFC draws on qualitative data collected through numerous employee engagement sessions conducted by the INFRAfuture Secretariat throughout winter 2022. The insights that emerge from the analysis of these data provide for rich context for INFC's transition to hybrid.

Ad hoc feedback and questions. Employees are invited to submit questions and share feedback through a generic inbox (fwi-imtf@infc.gc.ca) and have occasionally had opportunity to pose questions through INFC events, such as the Deputy Minister Forum held on April 28, 2022. These questions are analyzed for common themes and provide a basis for adjusting the Department's evergreen list of hybrid FAQs that are shared on the INFRAnet.

Following Identified Teams (UX Design). INFC is following a small subset of teams who have volunteered to serve as test cases. At several points over the summer, each team has responded to a set of questions designed to better understand their experience in transitioning to hybrid. These data along with the information shared through discussions form the qualitative data set of the employee experience process.

What outcome measures* is your organization using:
The department has established some key measures that is has been benchmarking and tracking through its pulse surveys and most recent Employee Survey (Dec 2021), related to (for instance):
Satisfaction with the department, intent to stay or leave
Workload, stress, ability to complete work, and work-life interference factors
Sense of feeling connected and valued
Opportunities for growth and development
These are being measured along axes of job types (executives, supervisors, non-supervisory employees, casuals / contract workers, students & interns), by branch, and along diversity axes (gender, visible minority, disability, Indigenous ,…)

We have also been developing a more robust framework for measuring hybrid success built on the above, and looking at additional factors such as: other recruitment and

	retention measures, healthy work conditions, inclusion and performance measures, etc. This work still in early stages of development, but the department is keen to collaborate with other organizations on such frameworks. As a regular tracking measure, we also monitor onsite presence daily and weekly by floor (branch proxy) and organizationally, for aggregate trends (not individual monitoring). _*Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion._ Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? _Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations._ The department has been in contact with the OCHRO team and is interested in being part of the experimentation federal community for hybrid. We would like to work with OCHRO and other departments in refining the measures before administering an evaluation module. If yes, please provide a contact name: Contact is Natalie Frank, Director, InfraFuture Secretariat Natalie.Frank@infc.gc.ca 343-550-5903
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Will be fully implemented during the fall, with a formal communication to staff expected in the near future to clearly outline and confirm expectations.. How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: We are applying an equivalent of 40 % of time per month, to correspond to space use that optimizes the office space we have available for our growing workforce without a

	corresponding additional footprint, while monitoring changes in public health conditions which may require further adjustments. The monthly approach will give branches and teams some greater flexibility to orchestrate scheduling, recognizing different team and workflow needs, and our space limitations. How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: This will be team and branch determined, based on the nature of the work and what makes sense for teams and employees to be able to function. Organizationally, we expect it will include elements of a) and b) – recognizing that decisions will not be solely based on individual preferences, and will need to align with team members, partners, managers, and space availability, etc. Teams are encouraged to use a Team Charter, including work arrangements (template tool provided) to help establish team work patterns and practices, operating needs, expectations and norms. How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: A combination of recognition of importance of in-person connections to function effectively to deliver our mandate, precedence set by other government organizations, employee engagement / team and branch exercises (charters are supporting tools), and space limitations as a driving consideration (i.e., the organization expanded significantly due to the new portfolio and programming so workforce increased without new/additional space) Did your organization apply a GBA+ lens when choosing hybrid work models? No formal GBA+ lens was applied but inclusion has been considered in all facets of the hybrid transition. In addition, the department has a dedicated team for Anti-Racism, Equity and Inclusion who have been implicated throughout the planning and implementation of INFC's hybrid transition.
Real Property & Technology	How is your office space currently configured? Our office space configuration includes: Hoteling workstations, different size boardrooms, some executive (closed) offices. Boardrooms have all been equipped with technology and equipment to facilitate employees taking full advantage of the hybrid experience, including Microsoft Hubs in all meeting spaces. The department has made significant investments in recent years, beginning even before the pandemic, for workspace optimization and preparing for a modern GoC workplace. This has included investments in spaces and furniture to enable employees to work effectively in different ways (from collaboration spaces to individual updated individual

	workstations) as well as technologies and software to facilitate remote and hybrid meetings. **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **Yes. Work is underway to make the next wave of adjustments to INFC offices configuration – this includes building more collaborative spaces, activity-based work areas, introducing work zones, and tailoring branch floors/areas to their needs. Are you planning to** reduce your office footprint? No – given INFC's growth, our footprint is already relatively small in comparison to our workforce. INFC's offices can house approximately 50% of its workforce at one time (without physical distancing). In addition, work is underway to develop a regional footprint as there is an emerging need for this based on the growth in departmental mandate and programs. Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes. Investments include: Lockers, ergonomic equipment Surface Hubs in meeting rooms Online workplace booking system (billie app)
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes. INFC is using aggregate data and not measuring based on individual presence. If yes: Please specify the name of the tool: We use both our Billie app (booking system) and security logs. The data below for onsite tracking is based on security logs Please specify the latest data / estimate you have on: <1% of employees in office full time The remaining population of the department is shifting to hybrid work as the department implements its transition Number and % of employees in hybrid work In June 2022, unique visitors to INFC (NCR) office: 427 (32%) In July 2022, unique visitors to INFC (NCR) office: 387 (29%) In Aug 2022, unique visitors to INFC (NCR) office: 500 (38%) In Sept to-date (Sept 1-14), unique visitors to INFC (NCR) office: 473 (36%) *note that presence at the Montreal office has been low since those offices have been under renovation during this period __% of employees full time teleworking 41 employees have a full time signed telework agreement, this equates to 3%. These agreements apply to employees who had telework agreements prior to the pandemic, as well as employees who have been hired intentionally outside the NCR Time period the data refer to: Experimentation Phase: June 1 – September 14, 2022
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? The transition to hybrid work is a significant change that follows several years of unpredictability and uncertainty that translates into a climate of change exhaustion and

	resistance. The fact that social distancing measures are still in place in federal offices also generates significant reactions among staff who have difficulty seeing the benefits of in-presence connections while these measures remain in place. This generates an important communication and implementation challenge. For INFC, this reality co-exists with significant space limitations to be able to orchestrate an effective return to offices. INFC's workforce has almost doubled during the pandemic, including significant growth in the number of regional employees, which serves the interests of the department in providing on the ground intelligence. Integrating these employees into a hybrid work model, while people management and accommodations policies are being updated/modernized to reflect the current reality, will need to continue to be a focus as we leverage the local knowledge and insight that comes from attracting and retaining talent from outside the NCR. As an overall observation, INFC also faces – like all federal departments – the challenge of striving for coherence with OGDs, while reflecting the organization's culture and operating reality, and being flexible and adaptable to future events and needs.
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Yes. Teams have indicated that they want/need… greater clarity of expectations flexibility for onsite days transparent/honest communications voice, opportunity to give feedback Leader toolkit with policies, practices, expectations Early experiences of employees have noted that hybrid works best when… people can plan their days around onsite presence collaborators are also onsite and easy to find teams can align their onsite presence with tasks best suited to in-person (e.g. onboarding, more complex collaborations, etc) workflows and workloads can be adapted to the reality of onsite presence Common concerns were raised in relation to…. hybrid definition for regional employees; travel policies adapting to hybrid approach while managing heavy workload policies/procedures for exceptional cases protecting equity, diversity and inclusion gains limitations of office accommodation for disabilities, medical diagnoses, etc. some general health and safety considerations / still evolving public health context Some other over-arching takeaways and lessons include: Hybrid activity works best when people can plan for it, and organize work to seize the benefits of both office and home Employees recognize the social and collaboration opportunities of re-integrating some onsite presence, but it requires a critical mass of people and ways to coordinate schedules Flexibility remains important, especially as individuals and teams are figuring out what works

	Updates and modifications to spaces and tools are still needed, but we haven't had enough experiences yet to know what supports will be most helpful in serving everyone Employees want ongoing opportunities to provide feedback; and the more experience they have with hybrid working, the more specific and constructive their feedback gets **Have you consulted with Employment Equity Groups within your organization?** Although not specifically on this topic, we regularly engage our Anti-Racism, Equity and Inclusion team, and there has been diverse representation reflected in our employee engagements. Have you consulted with your Bargaining Agents? We keep them informed of the approach and communications to staff.

Innovation, Science, Economic Development Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Innovation, Science, Economic Development Canada Number of Employees: Approximately 5700 employees Does your organization have regional offices? Yes Are your regional offices GC co working spaces? No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes If yes, What percentage of positions were assessed as having full-time in-office requirements? What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? What percentage of positions were assessed as compatible with fully remote work / telework?

	What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) **Response:** ISED senior management has collectively landed on its assessments of roles/teams. While some limited fluctuations might still occur, the distribution of work profiles is strongly aligned with ISED's hybrid vision with approx. 78% of our workforce in a hybrid work profile, 6% full-time in-office and 16% fully remote/telework. Telework exceptions were applied consistently across sectors based on the following criteria: Whether there may have been decisions made about a team/role pre-pandemic (e.g., team already teleworking pre-pandemic due to nature of work performed by team); and Data entry role with productivity loss if required to come on-site. Hired at non-commutable distance (for reasons such as Employment Equity, Diversity and Inclusion considerations, Duty to Accommodate or Unique/Specialized talent) - - *note this criteria is being assessed on an individual basis between HR and the manager. An approach is still being developed. We acknowledge that positions assessed for full time remote are not always offered this option.*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes / No If no, why? If yes: What is your organization experimenting with? What is the experimentation timeframe? What percentage of employees are participating? Is participation voluntary or mandatory? How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results What outcome measures* is your organization using: **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes / No / My organization is already a partner If yes, please provide a contact name:

Response:

Experimentation is one of ISED's principles for our transition to hybrid.

Since July 25, ISED has been testing out a hybrid model, whereby, EX and EX equivalent employees (approx. 344) were to start to work on-site 2-3 days per week. Feedback from EX/EX equivalents is being sought via governance committees, feedback forms, and sector representatives. High-level findings will be shared with governance committees and will be published on the Future of Work intranet page. This feedback will be used to better support employees' transition to hybrid in the fall.

We are also testing out different hybrid models such as one day a week (for some internal services functions) vs. our expected, on average, 2-3 days/week. We are also experimenting with full-time telework in some areas and have a pocket where we are experimenting with non-commutable distance.

While the majority of ISED's workforce shifted to working from home during the pandemic, there was a small percentage of employees who continued to work on-site. Over the first two years of the pandemic, the number of employees working on-site grew to about 15% of the workforce. ISED collected feedback from these employees to understand their experience working in a quasi-hybrid environment through focus groups and feedback forms.

The feedback provided was similar for most employees within this stakeholder group: there should be a clear value-add or purpose in working on-site; there needs to be a critical mass of people on-site in order to seize the advantages of connecting and collaborating in-person; and preference is for flexibility in determining when to come on-site and for how long in any given day.

We have also recently launched a survey to ISED employees as a form of 'pre-post study' that compares outcomes for employees before and after they experience working in a hybrid environment. For example, it will measure attitudes and perceptions before, during and after the implementation of ISED's hybrid work model. This will help assess whether perceptions around the transition to hybrid have improved over time, worsened, or remained the same. The survey will help ISED understand what is happening in the employees' experience in the transition to hybrid in order to identify meaningful opportunities for targeted experimentation.

ISED is also interested in the following questions:
What practices are most effective for the adoption of key mindsets and behaviours within a team (e.g. related to communication, priority-setting, inclusion)
What tools are most effective for scheduling hybrid teams?
What activities build the strongest connections between team members?
Does increased exposure /acclimatization reduce concerns, anxiety, and/or increase desire to work on-site?

While ISED has adopted a test and learn approach thus far, we anticipate launching more formal experimentation that will be monitored and documented to reflect the

	methodology and rigor required for bona fide experimentation as reported through the Management Accountability Framework. We are exploring more information about TBS's Hybrid-in-a-box experimentation initiative.
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes / No / Soon to implement How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Did your organization apply a GBA+ lens when choosing hybrid work models? Response:

	ISED is transitioning to a hybrid work environment to leverage the best of both in-person and virtual work to deliver results. Every employee at ISED (including casuals and students) will have a work arrangement that fits into one of three work profiles: hybrid, on-site or telework. Work profiles are determined based on the nature of the work being performed and the operational requirements of the role. The majority of ISED can anticipate adopting a hybrid profile, working from an ISED location around 2-3 days a week, some employees may have more or less in-office days due to their job function. ISED's work profiles include: Hybrid profile: The employee works part time at their designated ISED location from one to four days per week and the rest of the time from their telework location. On-site profile: The employee generally works full time at their designated ISED work location and may work off site on an ad hoc basis (e.g. one day per month) when the circumstances permit. Telework profile: The employee generally works full time from their telework location and could be requested to work on site occasionally, with reasonable notice, for purposeful in-person activities (e.g. one day per month for brainstorming sessions). The telework location must be within commuting distance of their designated ISED workplace. ISED is adopting a 'scheduled' approach to hybrid work. This means that employees have predictable days that they work on-site. The 'scheduled' approach creates greater opportunity to connect and collaborate with intention. It also helps with logistical planning to ensure appropriate coverage of first aid officers, floor wardens, and for seating. Managers will have one-on-one discussions with employees to understand employee preferences on scheduling, accommodation needs as well as lead team discussions on team practices (consensus on coordinating on-site tasks and ways of working in hybrid). Following these discussions, the manager will consider the input and feedback from and propose a team schedule. Guidance has been shared with managers to support scheduling, which include tips such as : Working together – Working on-site may be more valuable if team members are on-site at the same time to connect, collaborate, and create together. Coordinate or share on-site tasks – Coordinating and distributing on-site services and tasks among team members can enable more flexibility for individual work arrangements (e.g., an employee is originally assigned to the on-site work profile because they need daily access to specialized equipment, however, their team can create a schedule that distributes this work among the group, and reduces the number of days the employee needs to be in the office). Consider other teams – Consider aligning with schedules of other teams within your branch, particularly if you connect, collaborate or create together with them. Because work profiles were determined based on the nature of the work being performed and the operational requirements of the role, a GBA+ lens was not applied to the mapping of positions into one of the three work profiles outlined above. However, through

	conversations between managers and employees about the employee's work arrangement, certain flexibilities may be considered due to equity, diversity, inclusion, and accessibility considerations, such as the number of days an employee is expected to work on-site or the start/end times of their day. Through these conversations, employees who need to telework full time due to an accommodation need will be identified and supported to seek a formal accommodation.
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: Response: At the onset of the return to the workplace this fall, most ISED employees will have a traditional assigned cubicle, but some employees will share an assigned cubicle (shared by two employees on different days). In addition, hoteling workstations have been installed over the last few months in a few sectors and/or units where the growth was significant throughout the pandemic. These hoteling workstations are unassigned. To help manage this, unassigned seats are being loaded into ISED's new seat reservation application called BURO. ISED has also started to deploy the new workplace fit-up standard, GCworkplace, which are activity-based workplaces. However, most of ISED workplaces are not yet modernized to this new standard. ISED is also onboarding to Public Service and Procurement Canada's GCcoworking. GCcoworking consists of alternate office spaces closer to people's homes. At ISED, employees will be able to use these locations as an alternate telework location if they prefer working in an office environment closer to home during their teleworking days, however, the access to a GCcoworking site will not be used as an alternative location for days required to be working on-site from an ISED location. The purpose of the onsite days are to bring people together with purpose to connect, collaborate and create. This would not be achieved with an employee attending a GCcoworking site. **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** Response: ISED has started to convert closed offices into small/medium work rooms to facilitate hybrid meetings. Given most boardrooms are not occupied at this time, we will monitor usage and availability of boardrooms and collaborative workspaces following our transition to hybrid this fall and will develop a plan to make further adjustments where required. **Are you planning to** reduce your office footprint? Yes / No Response: Over the past few years, ISED has been accommodating all new programs (1000+ FTEs) within its headquarters, resulting in a more efficient use of its office footprint via

	densification. On a moving forward basis, ISED will look at further opportunities to make a better use of its office footprint, considering possible reduction of footprint, as well as other models in regional offices such as co-locating with other departments. Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes / No If yes, please list Response: Virtual collaboration tools are made available to ISED employees to make it easy for teams to connect and collaborate, no matter where they are. ISED employees have access to many tools that help them stay connected while outside of the office like MS Teams, BBM Enterprise, WebEx, and more. In addition, many boardrooms on-site are equipped with Microsoft Surface Hubs or technologies to facilitate the use of MS Teams. Viva Insights is a new tool for employees that helps them identify opportunities to build better work habits with personalized insights created just for them in order to balance flexible work, changing workplaces and setting health boundaries. ISED has developed a few applications to support the department's transition to hybrid. We are finalizing the development of a telework agreement application to capture all ISED employees telework agreements in an electronic format, allowing for easy reporting. ISED has also developed a new seat reservation application called BURO to help manage the reservation of unassigned hotelling workstations and most workstations in a modernized GCworkplace area.
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes / No If yes: Please specify the name of the tool: Please specify the latest data / estimate you have on: __% of employees in office full time __% of employees in hybrid work __% of employees full time teleworking Time period the data refer to: _________ Response: ISED has developed a Telework Agreement Application to record and track telework agreements to be signed by both the employee and manager. We currently do not have any data in the application as it's soon to be launched. In addition, ISED will use its access card system to report on on-site occupancy levels at the sector-level and at the organization level. Given privacy considerations, the system will not be used to track nor report on the access of individuals.
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Communication & change management: Communicating the hybrid model and timelines for fall onboarding, ensuring employees understand the rationale for the return

	to in-office work, supporting employees through the transition, and the varying departmental approaches to hybrid. 2. Equipment & asset management: Ensuring proper in-office set up by onboarding, return of office equipment, creation of equipment packages for different work profiles, and maintaining accurate inventories of assets. 3. Managing a hybrid workforce: Hybrid is a new way of working for many ISED employees and managers. We anticipate there may be unique challenges uncovered from this change that will need to be understood and addressed. We want to encourage a culture of measuring performance based on results. 4. Health & safety: Some employees have indicated concerns about returning to on-site work because of the ongoing pandemic. ISED has and continues to follow all health & safety guidelines outlined by OCHRO. 5. TBS policies/HR frameworks: Current policies and frameworks that impact and discourage telework at non-commutable distances have been a point of discussion among senior management. Many clients would like to take advantage of the telework at non-commutable distance when there is a business or organizational need. 6. GC Workplace modernization: The rollout of workplace modernization is still underway. While employees will be transitioning to ISED's hybrid model and a new way of working, they may be returning to offices that look the same as they did pre-remote work.
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** **Response:** The Future of Work Office has collected feedback from employees on the transition to hybrid through various mechanisms. Through the use of targeted engagement sessions, we have sought feedback from employees who worked on-site between March 2020 and summer 2022, and experienced working in a quasi-hybrid environment. The feedback provided was similar for most employees within this stakeholder group: there should be a clear value-add or purpose in working on-site; there needs to be a critical mass of people on-site in order to seize the advantages of connecting and collaborating in-person; and preference is for flexibility in determining when to come on-site and for how long in any given day. We are in the process of completing targeted engagement sessions with Executives and Executive equivalents who experimented with hybrid over the summer, and ISED's Employment Equity Networks on their perceptions of hybrid work. Initial feedback from EX/EX equivalents include: It takes time to adjust to being back on-site, both personally in terms of one's routine/logistics and professionally in terms of how one organizes their work day/being set up in office. Productivity impacts. Many people felt they worked more during pandemic and now we are used to a higher level of output; commute time viewed as cutting into the work time needed to maintain that new standard of productivity we've achieved; the exhaustion associated with going into the office affects people's ability to work a "second shift" in the evenings.

	Technology. This could refer to the learning curve of using new tech, or the tech/equipment issues when coming on-site. There are productivity losses associated with these things. Meetings. People are concerned about having enough space for meetings once more people are back on-site. Many are converting EX offices into meeting rooms. People are also struggling to accommodate back-to-back meetings when on-site; behaviours need to adjust to allow people space to move from meeting to meeting. We have also collected feedback from employees through various information-sharing activities (22), such as an all-staff townhall held in June 2022; information sessions held with Executives, Managers, and Supervisors; and various working groups related to the future of work. 61% of the feedback is questions related to health and safety, active pandemic, location of work, commutable distance, workspace modernization, work arrangements/profiles, equipment and the why we are doing this change. Lastly, we have regularly collected feedback on the transition to hybrid through a feedback form that enables employees to anonymously share their perspectives with our Office. Since June 2022, we have received 157 feedback forms. Main topics are health and safety consideration, more information on the why we are transitioning to hybrid, equipment and flexibility options offered. **Have you consulted with Employment Equity Groups within your organization?** Response: The Future of Work Office has directly engaged with equity-seeking employees, groups, and their leaders, such as through four consultations with ISED's Accessibility Feedback Panel and discussions with the Chief Equity and Inclusion Officer and EDI Champions and Chairs. We have also received feedback through other forums, such as the DM Townhall held in June, Future of Work Working Groups, and Future of Work Feedback Form. An overview of the key messages and actions to date was presented to ISED's Senior Management Committee in August. In September, we will be hosting engagement activities with ISED's six EE Networks. These sessions have been developed in close consultation with Champions and Chairs and will prioritize meaningful and respectful engagement with participants. The objective of these sessions will be to better understand employees' perceptions of the transition to hybrid and how ISED can support employees through this change. FOWO will analyze the results from these sessions and share them with key stakeholders this fall. We expect to do future engagement sessions with equity-seeking groups as the transition to hybrid unfolds this fall and winter. We will also have opportunities to collect insights through surveys being planned over the next year that will allow for results to be disaggregated and analyzed for equity-seeking groups. Have you consulted with your Bargaining Agents? Response: Yes, Bargaining Agents continue to be engaged. For example, providing them updates on our approach, seeking input on our guides to establish work arrangements and sharing the content and approach for our new telework agreement application.

Invest in Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Invest in Canada Number of Employees: 67 Does your organization have regional offices? Yes/No Are your regional offices GC co working spaces? Yes/No

Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes/No If yes, What percentage of positions were assessed as having full-time in-office requirements? 0% What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 50% What percentage of positions were assessed as compatible with fully remote work / telework? 50% What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) - labour access outside the NCR, in some cases bilingual labour access outside the NCR - operational ability with organization's technology infrastructure (cloud-based) - extent of external stakeholder interactions (site visits, in-person meetings, etc.) *We acknowledge that positions assessed for full time remote are not always offered this option.*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes / No If no, why? If yes: What is your organization experimenting with? IIC is implementing our Future of Work Operational Plan. The Plan was developed to formalize the current hybrid approach. It will support employees to ensure they have access to flexible work arrangements, create opportunities for social connections with colleagues and establish a foundational agreement to ensure the health, safety and wellbeing of the employee is formally considered. The Plan outlines the policies, protocols and processes supporting, with the following considerations: At this time, the current IIC physical workspaces will be maintained as is, to support business continuity and service delivery to clients. IIC will continually reassess the impact of the implementation on its operations and employees; and will proceed with the appropriate adjustments, when and as required. Consequently, the current policies, protocols, and processes supporting the transition may evolve Employees can find the most up to date in office and in meeting protocols on the HR Hub (intranet) The Plan consists of 8 key elements as outlined below:

	1. Inclusivity and Organizational Culture – commitment of creating a workplace where all employees no matter their level, location or remote work status are empowered to actively participate and use their voice. 2. In-Person Meetings – commitment to host two all staff meeting per year and bring individual business units together three times per year for team development and strategy sessions. 3. Assigning Position Statuses – evaluate the ability of remote work for all IIC roles, some are required to meet with clients, attend in-person events, or work from the office. This is based on the core responsibilities and accountability of each position. Each position at IIC has been provided with a status that outlines whether they are required to work at a designated office to fulfill the core responsibilities of their role, or whether they could return to office voluntarily basis or telework on a fulltime basis. 4. Telework Agreements – based on the remote work status of the employee's position and their location, employees can sign a part-time or full-time telework agreement. 5. Flexible Business Hours – provided employees the opportunity to adapt their start and finish times within the core business hours based on their personal commitments. Employees must maintain 37.5 hours per week. 6. Telework Training Program – implemented a training program to support a teleworking environment including health and safety training, emergency and disaster preparedness as well as manager training to support the management of virtual teams. 7. Mental Health Resources – created an intranet page outlining multiple initiatives including the EAP, group benefits insurance, work from home support, etc. 8. At Home Office Equipment – formalize the existing equipment standard for new and existing employees to ensure access to a standard set up equipment is applied and create a defined process to request equipment and ergonomics assessments. What is the experimentation timeframe? IIC will evaluate the success of this plan approximately one year following the implementation of the Plan in June 2023. What percentage of employees are participating? 100% - all employees are teleworking in some capacity Is participation voluntary or mandatory? Voluntary How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results - Employee surveys - Administrative data

	What outcome measures* is your organization using: - employee retention rates - results of pulse surveys and the PSES - departmental performance indicators as outlined in the results framework - team and employee performance indicators **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes / No / My organization is already a partner If yes, please provide a contact name:
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes / No / Soon to implement How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b)

	Other: How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Did your organization apply a GBA+ lens when choosing hybrid work models? A GBA+ lens was not applied during development though IIC is undergoing a GBA+ review and audit over the next year which will include the Future of Work Plan.
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **Yes / No** **Are you planning to** reduce your office footprint? Yes / No Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes / No If yes, please list: - boardroom meeting technology through Microsoft Teams
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes / No If yes: Please specify the name of the tool: Please specify the latest data / estimate you have on: ** Estimate is based on the telework agreement that IIC employees have signed, fulltime telework and part time telework (hybrid work) 0 % of employees in office full time 67 % of employees in hybrid work 33 % of employees full time teleworking Time period the data refer to: _________
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace?

	1. Facilitating informal connection of teams which act as the foundation for formal collaboration 2. Materials management processes 3. Continuing to drive employee engagement and satisfaction
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** We consulted with staff in September 2021, as we developed the Future of Work Plan. Generally, employees enjoy working from home, they feel productive and enjoy the flexibility. Employees feel as though they can continue to do their work from home long-term with the tools, they have but would like more time to collaborate on complex topics and connect socially in person. We have not consulted with staff since implementing the Future of Work Plan in late June 2022. **Have you consulted with Employment Equity Groups within your organization?** Not yet, IIC will be implementing a DEI Advisory Committee this year and will use this committee for feedback related to the Plan going forward. Have you consulted with your Bargaining Agents? N/A

Library and Archives Canada

Profils hybrides des ministères

Situation actuelle : Veuillez fournir un bref aperçu des plans hybrides de votre ministère pour l'automne 2022. Nous comprenons que les ministères en sont à diverses étapes de planification et de mise en œuvre, et que les plans continuent d'évoluer. Si l'information n'est pas disponible pour certaines des questions, veuillez l'indiquer et fournir une estimation si possible.

Nom et taille de l'organisation	Voici un lien qui peut vous être utile : Taille de l'organisation Nom de l'organisation : Bibliothèque et Archives Canada Nombre d'employés : 947 employés

	Votre organisation a-t-elle des bureaux régionaux? Oui Vos bureaux régionaux sont-ils des espaces de coworking GC ? Non
Évaluations des postes	Est-ce que votre organisation a évalué la compatibilité des postes avec le travail hybride? Oui Dans l'affirmative, Quel pourcentage des postes ont été déterminés comme étant des postes où les employés doivent être présents au bureau à temps plein? 19% Quel pourcentage des postes ont été déterminés comme étant des postes compatibles avec le travail hybride, où les employés peuvent consacrer une certaine partie de leur temps au télétravail et doivent travailler sur les lieux le reste du temps? 47% Quel pourcentage des postes ont été déterminés comme étant des postes compatibles au télétravail à temps plein? 34% Quelles considérations ont été appliquées pour déterminer un poste entièrement éloigné (par exemple, embaucher à l'extérieur du RCN, pénuries de compétences, considérations relatives à la diversité et à l'inclusion, etc.) Puisque notre approche est basée sur les profils de poste, nous avons la possibilité d'embaucher à l'extérieur de la RCN pour les postes identifiés temps plein en télétravail ceci aidera l'organisation à compenser pour la pénurie de main d'œuvre. *Nous reconnaissons que les employés occupant des postes compatibles au télétravail à temps plein n'ont pas toujours l'option de travailler de cette façon.* Notre approche est basée sur les profils de poste même si le poste est identifié en télétravail, le choix restera aux employés de télé travailler à temps plein ou de venir travailler à temps plein ou quelques jours par semaine en présentiel.

Mise à l’essai	En ce moment, est-ce que votre ministère effectue la mise à l’essai* d’un ou de plusieurs modèles hybrides ou d’autres aspects à l’appui de la mise en œuvre du travail hybride? Non Si vous avez répondu non, veuillez expliquer pourquoi? Nous n’effectuons pas de mise à l’essai puisque nous avons des employés sur place depuis août 2020 qui travaille déjà en mode hybride ou temps plein en présentiel basé sur les fonctions des postes ou les préférences de certains employés de travailler sur place. En plus, nous n’avons pas encore mis en place des espaces partagées. Dans l’affirmative: Sur quoi porte la mise à l’essai de votre organisation? Quel est le calendrier de la mise à l’essai? Quel pourcentage des employés participent? La participation est-elle facultative ou obligatoire? De quelle façon les données sont-elles recueillies? Il peut s’agir, par exemple, de sondages aux employés, de données administratives et de données sur les systèmes des RH, de données sur les systèmes de TI, etc. * Si vous avez des données sur le ressenti des employés, veuillez partager les résultats agrégés. Quelles mesures de résultats* votre organisation utilise-t-elle ? *Les indicateurs des résultats désignent les aspects des résultats de la mise à l’essai qui éclaireront les décisions futures. Dans le but d’orienter nos activités de mise à l’essai du travail hybride à l’échelle du gouvernement, nous voulons en savoir davantage au sujet de ce qui est important pour les organisations. En voici quelques exemples : la diversité et l’inclusion, la santé mentale, la rétention des talents, l’intégration, la cohésion sociale.* *Êtes-vous intéressé à vous joindre à l'initiative d'expérimentation " Hybride en boîte " du BDPRH ?* Dans le cadre de cette initiative, l'équipe de recherche et d'expérimentation du BDPRH administrerait de façon centralisée une évaluation des modèles hybrides que vous testez et vous fournirait un résumé ministériel ainsi qu'une synthèse des résultats des autres organismes participants à l'échelle du gouvernement du Canada. Oui / Non / Mon organisation est déjà un partenaire

	Dans l'affirmative, veuillez fournir le nom d'une personne-ressource :
Modèles hybrides	Votre organisation est-elle passée à un modèle de travail hybride? Oui, tel que mentionné précédemment, nous avons plusieurs employés qui travaillent selon un mode hybride depuis août 2020. Maintenant, combien de jours les employés travaillant entièrement à distance durant la pandémie doivent-ils venir travailler au bureau? Si votre organisation teste plusieurs modèles, indiquez-en autant que possible : Dans notre situation, ça dépend, notre approche est basée par profil de poste selon certains critères, donc ça peut varier de 1 fois par mois jusqu'à 5 jours par semaine (temps plein). Critères pour déterminer les profils de poste en fonctions des : Exigences opérationnelles Exigences fondées sur la nature du poste Voir la grille d'analyse en annexe Pour les poste identifiés télétravail, il n'y a pas d'obligation de venir sur les lieux du travail. Une fois par mois ou moins D'un à trois jours par mois Un jour par semaine Deux jours par semaine Trois jours par semaine Quatre jours par semaine Cinq jours par semaine (à temps plein) Ne s'applique pas : On n'a pas indiqué aux employés qu'ils devaient travailler sur les lieux de façon régulière. Différentes exigences en fonction de l'emplacement des employés Autre : Si vous avez sélectionné plusieurs modèles hybrides ci-dessus, veuillez inclure des informations supplémentaires sur les modèles que vous testerez et sur la manière dont ils s'appliquent à l'ensemble de votre organisation : Comment choisit-on les jours où l'employés doit travailler au bureau? Les employés choisissent eux-mêmes les jours où ils veulent travailler sur le lieu de travail. * avec leur gestionnaire et selon les besoins opérationnels

	Il y a des jours d'équipe où tous les employés de l'équipe doivent travailler au bureau. Une combinaison des réponses a) et b). Autre : aussi De quelle façon votre organisation a-t-elle choisit les modèles hybrides? Évaluations des profils des postes Emplacement des employés (les employés de la RCN travaillent au bureau) Précédent établi par d'autres organisations gouvernementales Mobilisation des employés /Exercices de chartre d'équipe Autre : Votre organisation a-t-elle adopté une perspective de l'ACS+ lorsqu'elle a choisi les modèles de travail hybrides? Non
Biens immobiliers et technologie	Quelle est la configuration actuelle de votre milieu de travail? Postes de travail à la carte Modèle traditionnel de cubicules assignés Lieux de travail basés sur l'activité Autre : The vast majority of LAC general purpose office space is assigned cubicles / offices but we are doing some limited pilot testing of unassigned activity based workspace **Votre organisation a-t-elle envisagé de créer davantage d'espaces de travail collaboratifs et/ou de salles de conférence pour mieux faciliter les réunions hybrides ?** Oui/Non – Yes – with availability of funding and human resources. **Envisagez-vous de réduire l'encombrement de votre bureau ?** **Oui / Non** Yes, where appropriate. LAC has recently received confirmation that its total number of FTEs will increase by 30% plus over the next 3-5 years. Our goal in preparing to on-board these additional resources is to ensure that we are modernizing workspaces to meet evolving requirements and that we are exploring opportunities to right-size our footprint where possible / appropriate. **Avez-vous investi dans des technologies pour vous adapter à un environnement hybride ? Par exemple, la technologie des réunions dans les salles de réunion, les systèmes de réservation en ligne du lieu de travail, etc.** **Oui / Non.** **Si oui, veuillez énumérer** Yes. LAC has made some limited investments in new technology to support hybrid Teams meetings. This is an area that we would expect to

<table>
<tr><td></td><td>enhance significantly, as we work to modernize our office spaces to meet evolving needs of the hybrid workplace.</td></tr>
<tr><td>Présence sur le lieu de travail</td><td>Avez-vous un outil qui vous permet d’effectuer le suivi du pourcentage des employés de votre organisation qui travaillent sur le lieu de travail de façon hebdomadaire?
Oui / Non
Dans l’affirmative :
Veuillez préciser le nom de l'outil :
Yes. LAC is tracking onsite presence through a daily count of security sign-ins. This system allows us to track the total number of people onsite on a daily / weekly / monthly basis but it does not provide details on the percentage of staff working full-time on site, hybrid or full-time offsite.
Below are details for LAC’s from April – August 2022.
<table>
<tr><td>LACP</td><td>April</td><td>May</td><td>June</td><td>July</td><td>August</td></tr>
<tr><td>Daily avg. total</td><td>221</td><td>240</td><td>262</td><td>245</td><td>234</td></tr>
</table>
Veuillez préciser les dernières données dont vous disposez sur :
__ % des employés qui travaillent au bureau à temps plein
__ % des employés qui suivent un modèle de travail hybride
__ % des employés qui font du télétravail à temps plein
Période à laquelle les données se réfèrent :</td></tr>
<tr><td>Défis</td><td>Quels sont vos trois principaux obstacles (p.ex., politiques du SCT, bureaux non assignés, le nombres d’employés est plus grand que les bureaux disponibles, autre) affectant la transition vers un lieu de travail hybride ?
Too many priorities and not enough staff or funding to plan, develop and implement a highly evolved hybrid work model.
TBS policy and fact that departments do not receive any financial benefit from the massive required investment of time, effort and expense of undertaking a broad workplace modernization initiative
Don’t currently have technology / tools in place to support hybrid work model</td></tr>
<tr><td>Mobilisation</td><td>Avez-vous consulté vos employés au sujet de la transition vers le travail hybride? Dans l’affirmative, quels sont les principaux points à retenir?
Oui, nous avons consulté nos employés en faisant un sondage
Avez-vous consulté des groupes d’équité en matière d’emploi de votre organisation?
Non
Avez-vous consulté vos agents négociateurs?
Oui, nous les avons rencontrés pour leur expliquer notre approche, leur donner des mises à jour sur le processus et les résultats de notre sondage.</td></tr>
</table>

Military Grievances External Review Committee

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Military Grievances External Review Committee (MGERC) Number of Employees: 50 employees Does your organization have regional offices? NO Are your regional offices GC co working spaces? NA
Position Assessments	Did your organization assess positions for compatibility with hybrid work? YES If yes, What percentage of positions were assessed as having full-time in-office requirements? 0% What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 100% What percentage of positions were assessed as compatible with fully remote work / telework? 84% - some employees may be asked to come to the office to perform tasks related to the maintenance of our technology infrastructure or others to work on a secret classified file. Otherwise, the majority of positions at the Committee include tasks that can be performed completely remotely What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) We assessed all of the organizations' job profiles and determined that only a few positions required to be hybrid. Otherwise, for all other profiles, the tasks can be performed remotely. In addition, for all positions where the tasks can be performed completely remotely, diversity is considered. We recruit from outside NCR to diversify our workforce.
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes If no, why? If yes:

	What is your organization experimenting with? Hybrid model, reserving office space (hoteling workstations) What is the experimentation timeframe? September and October What percentage of employees are participating? Participation will be open to all employees. However, according to our last survey we believe that 10% will participate Is participation voluntary or mandatory? voluntary How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results IT system-based data Employee surveys NO data to share. We have not started experimenting yet. What outcome measures* is your organization using: The Committee will analyze, compare and present the following data to its Executive Committee to support decision making: - The retention rate of its employees - Public Service Employee Survey data - Use of the Employee Assistance Program - Organizational performance**Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes / No / My organization is already a partner If yes, please provide a contact name: Natasha Després, Natasha.despres@mgerc-ceegm.gc.ca
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Soon to implement

	How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence. Only the onboarding process with new employees will be mandatory done in presence. Different requirements based on employee location Other: If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: From a discussion with the manager, the employees decide which day to come on site. How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Did your organization apply a GBA+ lens when choosing hybrid work models?
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **We build more collaborative workspaces and improved our videoconference services in our boardrooms** **Are you planning to** reduce your office footprint?

	Yes Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes - If yes, please list Boardroom meeting technology, online workplace booking systems, going into the cloud,
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? YES If yes: Please specify the name of the tool: TEEM Please specify the latest data / estimate you have on: We do not have any data to share yet. __% of employees in office full time __% of employees in hybrid work __% of employees full time teleworking Time period the data refer to: _________
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. shift in priorities between financial savings of re-allocating space for rent vs mandating employees to return to the workplace 2. No incentive to reduce workspace, so deputy heads are reluctant to free up space 3. The TBS telework policy is too strict regarding remote work equipment. Employees who do not work in the office should have a minimum to work well and secure their workplace. The policy should give more flexibility to organizations or an allowance.
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** **We did consult employees and 85%of employees want to work remotely 100% of the time.** **Have you consulted with Employment Equity Groups within your organization?** no Have you consulted with your Bargaining Agents? We have informed bargaining agents at our last Labour Management Consultation Committee meeting which was held August 23rd.

Military Police Complaints Commission of Canada

UNCLASSIFIED / NON CLASSIFIÉ

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

1. Name and Size of Organization

This link may be helpful: Size of organization

Organization Name: Military Police Complaints Commission (MPCC)

Number of Employees:

On September 6, 2022, the MPCC counted 34 employees (including casuals and students)

Does your organization have regional offices?

No

Are your regional offices GC co working spaces?

No

2. Position Assessments

Did your organization assess positions for compatibility with hybrid work?

Yes/No : Yes, based on the current work descriptions and discussions with Senior Management

Yes. In the spring of 2022 and with the assistance of managers, senior management developed a hybrid workplace profile for all our positions. Note, the exercise was based solely on the work descriptions and duties performed. The results were shared verbally and in writing with employees in the summer of 2022.

What percentage of positions were assessed as having full-time in-office requirements?

None

What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site?

100%

What percentage of positions were assessed as compatible with fully remote work / telework?

In doing its exercise, Senior Management used a metric whereby the potential to telework largely full-time was defined as the ability to telework up to 5 days a week. Using this metric, 80% of positions were assessed as compatible with telework up to 5 days a week.

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What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.)

The exercise was done using solely work descriptions and job performed and the premise that we would have at least one employee on-site each day of the week, to greet members of the public and clients. To support employees, in addition to IT Remote Support, Technical Support would also be on-site at least 2 days a week (and employees will be encouraged to schedule appointments for support).

3. Experimentation

Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work?

No. Given the size of our organization and the fact that we are all located on one floor in the NCR, it was not feasible to test various hybrid models.

If yes:

What is your organization experimenting with?

What is the experimentation timeframe?

What percentage of employees are participating?

Is participation voluntary or mandatory?

How is data being collected?

Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc.

*If you have employee pulse data, please share aggregate results

What outcome measures* is your organization using:

*Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.

Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations.

No

If yes, please provide a contact name: N/A

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4. Hybrid model(s)

Has your organization shifted to a hybrid work model(s)?

Soon to implement. The MPCC has informed employees that it will be moving to a hybrid work model effective September 19, 2022.

How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply:

a. Once a month or less

b. One to three days a month

c. One day a week

d. Two days a week

e. Three days a week

f. Four days a week

g. Five days a week (full time)

h. Not applicable: Staff have not been instructed to work on-site at a regular cadence

i. Different requirements based on employee location j. Other: Different requirements based on hybrid work profile and operational requirements

If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization:

Approx. 20% of our position requires that they report to the office at least 1 day per week. The remaining positions can largely work from home but may be required to attend the office for task specific functions i.e., on-boarding, off-boarding, group training, team building exercise or meetings that are best done in person.

How are the on-site days chosen?

a. Employees individually decide which day(s) to come on-site

b. There are fixed "team days" where everyone in the team comes on-site

c. A combination of a) and b)

d. Other: various combinations of A and in one team, it was to maximize coverage at the office (e.g. 1 member in the office per day to have coverage 4 days a week)

As indicate previously, Senior Management expressed their desire that there be at least one person on-site to greet members of the public. As a result, it was determined that the Receptionist and one Registrar Officer be on site each day of the week. Following discussions with managers and employees, a rotational schedule was determined i.e., Paul will report to work on Mondays, Jane on Tuesdays, Joe on Wednesdays, Mary on Thursdays and Mark on Fridays.

In terms of IT Technical Support and given the size of our organizations, employees with hardware issues will be asked to schedule appointments on the one day / week the technician is on site. Note, we continue to observe that most IT issues can be resolved virtually.

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How did your organization choose hybrid models?

a. Position profile assessments

b. Employee location (NCR employees come into the office)

c. Precedence set by other government organizations

d. Employee engagement / Team charter exercises

e. Other:

Did your organization apply a GBA+ lens when choosing hybrid work models?

No.

5. Real Property & Technology

How is your office space currently configured?

Hoteling workstations

Traditional assigned cubicles

Activity Based Workplaces Other: In preparation for the hybrid work model, the MPCC has very recently moved to an Activity Based Workplace and unassigned seating.

Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?

No, not at the point but Senior Management remains open to building more collaborative workspaces.

Are you planning to reduce your office footprint?

The MPCC is in preliminary discussions with PSPC and other small organizations (of similar size) to discuss the possibility of sharing common office spaces within a larger space, once our lease is up for negotiation in 2026 (e.g. each entity would have a dedicated space but would share areas like the kitchen, business center or boardrooms). We would like to stress that these discussions are still in the preliminary phase but if successful, would lead to the reduction of our office footprint.

Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.)

Yes

The MPCC is presently in discussions with SCC to purchase a booking system. At this point, there has not been a need to invest in boardroom meeting technology but that may change over time. MPCC Representatives had visited other facilities of department which have hearing rooms and this may influence our thinking in the future.

6. Onsite Presence

Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis?

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Throughout the pandemic, employees who needed to report to the office were asked to indicate their intentions in the MPCC's Calendar (a shared calendar in MS Outlook) as well as sign-in with Security in the lobby. Security can also track ins and outs through the access pass system. A daily report is produced and sent to Management for consultation.

Please specify the name of the tool:

Given the size of our organization, there was no need to invest in a tool. We kept it simple and using a shared calendar in MS Outlook.

Please specify the latest data / estimate you have on:

_0_% of employees in office full time

__% of employees in hybrid work

_5.88% of employees full time teleworking

Time period the data refer to: August 29, 2022, to Sept. 2, 2022.

**MPCC employees are currently on a remote work agreement, and this will continue until Sept. 16, 2022. Those wanting to telework are asked to complete an agreement by Sept. 16th – those who opt out of teleworking are asked to inform their manager and a dedicated workspace will be assigned to them.

7. Challenges

What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace?

1. Lack of certified First Aid Attendants. The MPCC is in a unique situation where we lease office space from a private entity. As a result, we do not have access to Commissionaires – to meet the requirements of the CLC, we are struggling with having enough trained First Aid Attendants (employees are not keen in taking the training).

2. Unlike large departments with regional offices, small organizations like ours only have one designated workplace. Our employees teleworking outside of the NCR are therefore taxed according to the designated workplace and managers have no discretion or flexibility to reimburse travel expenses to our designated workplace. As a result, small departments are faced with the reality of losing valuable and sometime difficult to recruit expertise to larger departments who can ensure they are taxed against their province of residence or can reimburse travel costs when required to attend the office.

3. Like other organizations, we expect to face challenges regarding the duty to accommodate or to purchase assets usually not provided through a telework agreement. As an example, we expect to see an increase in requests for ergo. assessments to have the employer pay for office set-ups and office furniture not provided under telework e.g., office chairs, sit-stand desks, dual monitors, local printers, etc. We remain confident that TBS will issue guidance on these issues in the weeks or months to come.

8. Engagement

Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?

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The MPCC has bi-weekly all staff meetings and the hybrid workplace were quite often a topic of conversation. In addition, we conducted two surveys and hosted two focus groups to openly discuss our goal and vision of a hybrid workplace and address any concerns. A third session is scheduled after implementation date to gather feedback and adjust our approach as required.

Based on the feedback received, we expect that most employees will continue working under a telework agreement. Our employees expressed that doing so would help maintain work-life balance e.g., easier commute, easier to coordinate childcare, etc. Our employees nonetheless recognized and expressed a willingness to attend the office for task specific functions (on-off boarding, team discussions or events) or to use specific equipment (printers, mail room, etc). Employees at the MPCC did not express any interest in GC Collab areas (the thought process being that if they were to leave home, might as well head to the office and meet up with colleagues).

Have you consulted with Employment Equity Groups within your organization?

Given the size of our organization, we are unable to consult Employment Equity Groups however, they would have been consulted through the all-staff.

Have you consulted with your Bargaining Agents?

Regrettably, given the size of our organization, the bargaining agents do not have an active presence but will be consulted through NLCMM.

National Capital Commission

Profils hybrides des ministères

Situation actuelle : Veuillez fournir un bref aperçu des plans hybrides de votre ministère pour l'automne 2022. Nous comprenons que les ministères en sont à diverses étapes de planification et de mise en œuvre, et que les plans continuent d'évoluer. Si l'information n'est pas disponible pour certaines des questions, veuillez l'indiquer et fournir une estimation si possible.

Nom et taille de l'organisation	Voici un lien qui peut vous être utile : Taille de l'organisation Nom de l'organisation : Commission de la capitale nationale (CCN) Nombre d'employés : environ 500 employés Votre organisation a-t-elle des bureaux régionaux? Non Vos bureaux régionaux sont-ils des espaces de coworking GC ? Sans objet
Évaluations des postes	Est-ce que votre organisation a évalué la compatibilité des postes avec le travail hybride? Oui – sommairement. Selon les besoins opérationnels certains postes ont été désignés comme incompatibles avec le télétravail ou le travail hybride. Cependant, occasionnellement du travail à distance pourrait être offert (par exemple formation). À l'extérieur de ces postes opérationnels une analyse détaillée de compatibilité n'a pas été effectué au niveau de toute l'organisation. Dans l'affirmative, Quel pourcentage des postes ont été déterminés comme étant des postes où les employés doivent être présents au bureau à temps plein? Ne s'applique pas aux processus de la CCN. Quel pourcentage des postes ont été déterminés comme étant des postes compatibles avec le travail hybride, où les employés peuvent consacrer une certaine partie de leur temps au télétravail et doivent travailler sur les lieux le reste du temps? Ne s'applique pas aux processus de la CCN.

	Quel pourcentage des postes ont été déterminés comme étant des postes compatibles au télétravail à temps plein? Ne s'applique pas aux processus de la CCN. Quelles considérations ont été appliquées pour déterminer un poste entièrement éloigné (par exemple, embaucher à l'extérieur du RCN, pénuries de compétences, considérations relatives à la diversité et à l'inclusion, etc.) À ce stade la CCN maintien sa politique d'embauche à l'intérieur de la RCN. Cependant, nous sommes à développer des critères qui pourraient permettre d'identifier dans quels types de situation l'on pourrait permettre de travailler à l'extérieur du RCN.
Mise à l'essai	En ce moment, est-ce que votre ministère effectue la mise à l'essai* d'un ou de plusieurs modèles hybrides ou d'autres aspects à l'appui de la mise en œuvre du travail hybride? Oui Si vous avez répondu non, veuillez expliquer pourquoi? Dans l'affirmative: Sur quoi porte la mise à l'essai de votre organisation? Quel est le calendrier de la mise à l'essai? Mars 2022 – Ouverture des bureaux : les bureaux sont ouverts aux employés souhaitant revenir sur les lieux de travail. La réservation préalable d'un espace de travail est exigée; un certain maximum de personnes présentes doit être respecté selon les espaces de travail. Mai 2022 – amorce d'un retour : les bureaux sont ouverts à tous les employés, le retour sur les lieux de travail est permis sans préavis ou contrainte. (En parallèle, les recommandations de la santé publique demeurent en vigueur). Juin 2022 – premiers événements d'engagement des employés organisés en personne à travers les directions. La participation est volontaire, les gestionnaires avisent leurs équipes que la fréquence des rencontres en personnes devrait augmenter prochainement. Été 2022 – Les gestionnaires commencent à préparer la rentrée, transforment progressivement les espaces de travail individuels en espaces partagés. Octobre 2022 – tous les employés doivent se rendre au bureau 1 jour par semaine; la journée est fixes et déterminée par les gestionnaires. Novembre 2022 – tous les employés doivent se rendre au bureau 2 jours par semaine; une journée fixée par les gestionnaires, et une journée au choix.

	La haute gestion s'engage à réévaluer le processus au printemps 2023. Quel pourcentage des employés participent? 100% La participation est-elle facultative ou obligatoire? Obligatoire De quelle façon les données sont-elles recueillies? Il peut s'agir, par exemple, de sondages aux employés, de données administratives et de données sur les systèmes des RH, de données sur les systèmes de TI, etc. * Si vous avez des données sur le ressenti des employés, veuillez partager les résultats agrégés. Les suivis seront faits auprès des gestionnaires Quelles mesures de résultats* votre organisation utilise-t-elle ? *Les indicateurs des résultats désignent les aspects des résultats de la mise à l'essai qui éclaireront les décisions futures. Dans le but d'orienter nos activités de mise à l'essai du travail hybride à l'échelle du gouvernement, nous voulons en savoir davantage au sujet de ce qui est important pour les organisations. En voici quelques exemples : la diversité et l'inclusion, la santé mentale, la rétention des talents, l'intégration, la cohésion sociale.* *Êtes-vous intéressé à vous joindre à l'initiative d'expérimentation " Hybride en boîte " du BDPRH ?* Dans le cadre de cette initiative, l'équipe de recherche et d'expérimentation du BDPRH administrerait de façon centralisée une évaluation des modèles hybrides que vous testez et vous fournirait un résumé ministériel ainsi qu'une synthèse des résultats des autres organismes participants à l'échelle du gouvernement du Canada. Septembre 2022- premier événement d'engagement corporatif (extérieur). La participation était encouragée. Dans l'affirmative, veuillez fournir le nom d'une personne-ressource :
Modèles hybrides	Votre organisation est-elle passée à un modèle de travail hybride? Mis en œuvre à venir bientôt : 11 octobre 2022 : 1 journée par semaine fixée par le directeur 14 novembre 2022 : ajout d'une 2^{e} journée par semaine flexible selon l'employé et les besoins opérationnels de son poste.

	Maintenant, combien de jours les employés travaillant entièrement à distance durant la pandémie doivent-ils venir travailler au bureau? Si votre organisation teste plusieurs modèles, indiquez-en autant que possible : Une fois par mois ou moins D'un à trois jours par mois Un jour par semaine Deux jours par semaine Trois jours par semaine Quatre jours par semaine Cinq jours par semaine (à temps plein) Ne s'applique pas : On n'a pas indiqué aux employés qu'ils devaient travailler sur les lieux de façon régulière. Différentes exigences en fonction de l'emplacement des employés Autre : Si vous avez sélectionné plusieurs modèles hybrides ci-dessus, veuillez inclure des informations supplémentaires sur les modèles que vous testerez et sur la manière dont ils s'appliquent à l'ensemble de votre organisation : Comment choisit-on les jours où l'employés doit travailler au bureau? Les employés choisissent eux-mêmes les jours où ils veulent travailler sur le lieu de travail. Il y a des jours d'équipe où tous les employés de l'équipe doivent travailler au bureau. Une combinaison des réponses a) et b). Autre : De quelle façon votre organisation a-t-elle choisit les modèles hybrides? Évaluations des profils des postes Emplacement des employés (les employés de la RCN travaillent au bureau) Précédent établi par d'autres organisations gouvernementales Mobilisation des employés /Exercices de chartre d'équipe Autre : C et D Votre organisation a-t-elle adopté une perspective de l'ACS+ lorsqu'elle a choisi les modèles de travail hybrides? Non, cette perspective n'a pas été considérée à ce stade.
Biens immobiliers et technologie	Quelle est la configuration actuelle de votre milieu de travail? Postes de travail à la carte Modèle traditionnel de cubicules assignés Lieux de travail basés sur l'activité Autre : combinaison des 3 types de postes de travail.

	Votre organisation a-t-elle envisagé de créer davantage d'espaces de travail collaboratifs et/ou de salles de conférence pour mieux faciliter les réunions hybrides ? Oui **Envisagez-vous de réduire l'encombrement de votre bureau ?** **Oui** **Avez-vous investi dans des technologies pour vous adapter à un environnement hybride ? Par exemple, la technologie des réunions dans les salles de réunion, les systèmes de réservation en ligne du lieu de travail, etc.** **Oui** **Si oui, veuillez énumérer :** **Achat d'équipement informatique pour que les postes de travail soient accessibles (station d'accueil pour les ordinateurs portables) écrans avec caméras intégrés. Téléphones cellulaires.**
Présence sur le lieu de travail	Avez-vous un outil qui vous permet d'effectuer le suivi du pourcentage des employés de votre organisation qui travaillent sur le lieu de travail de façon hebdomadaire? Non Dans l'affirmative : Veuillez préciser le nom de l'outil : Veuillez préciser les dernières données dont vous disposez sur : __ % des employés qui travaillent au bureau à temps plein __ % des employés qui suivent un modèle de travail hybride __ % des employés qui font du télétravail à temps plein Période à laquelle les données se réfèrent :
Défis	Quels sont vos trois principaux obstacles (p.ex., politiques du SCT, bureaux non assignés, le nombres d'employés est plus grand que les bureaux disponibles, autre) affectant la transition vers un lieu de travail hybride ? 1. Aucune politique sur le télétravail en place 2. Le nombre d'employés est plus grand que les bureaux disponibles 3. Aménagement de bureaux non-assignés pour la première fois.
Mobilisation	Avez-vous consulté vos employés au sujet de la transition vers le travail hybride? Dans l'affirmative, quels sont les principaux points à retenir? **Oui, nous avons effectués quelques sondages sur le télétravail et le projet de modernisation de nos lieux de travail.** **Intérêt élevé de continuer à travailler à distance.** **Désir d'être mieux équipé et outillé pour le travail hybride** **Enjeux à gérer à distance.** **Avez-vous consulté des groupes d'équité en matière d'emploi de votre organisation?**

	Non Avez-vous consulté vos agents négociateurs? Nous consultons régulièrement avec les agents négociateurs.

National Research Council

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: National Research Council *Number of Employees: 4287* Does your organization have regional offices? *Yes* Are your regional offices GC co working spaces? *No*
Position Assessments	Did your organization assess positions for compatibility with hybrid work? *Yes* If yes, What percentage of positions were assessed as having full-time in-office requirements? *Did not perform a tally* What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? *Did not perform a tally* What percentage of positions were assessed as compatible with fully remote work / telework? *Did not perform a tally* What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) *Management was given the discretion to determine the possibility of model (on-site/off-site/hybrid) based on the operational requirements of each position. A comprehensive guide on telework at the NRC, including a playbook and generic questions (a journey map)*

	to help guide conversations between employees and supervisors to gauge which work arrangement type was appropriate was created and provided to the organization. *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? *No* If no, why? *We have implemented 3 models – fully on-site; fully off-site; hybrid* If yes: What is your organization experimenting with? What is the experimentation timeframe? What percentage of employees are participating? Is participation voluntary or mandatory? How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results What outcome measures* is your organization using: **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes / No / My organization is already a partner *No* If yes, please provide a contact name:
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? *Yes - as of Sept 12, 2022 for those whose position permits it.*

	How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence *Different requirements based on employee location* Other: *Different requirements based on operational requirements of the position and/or team* If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site *A combination of a) and b)* Other: *Determination on onsite days has been left to the discretion of the employee and their managers/supervisors based on discussion of operational requirements of the employee's position and/or team* How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations *Employee engagement / Team charter exercises* Other: *Implementation of hybrid model, along with other 2 models – fully on-site; fully off-site were choose based on the early analysis project we did on work arrangements (Sept 2020) and follow-up work completed by NRC Future of work project team* Did your organization apply a GBA+ lens when choosing hybrid work models? *No*
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles

	Activity Based Workplaces Other: *All of the above* **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** ***Yes*** **Are you planning to** reduce your office footprint? *Yes* Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) *Yes – in progress* If yes, please list: *MS Teams in boardrooms/meeting rooms* *Piloting meeting technology tools like Owl Prop within boardrooms to support virtual meetings* *Currently looking at options for an online workplace booking system (no decision made)* *Working with SSC to make upgrades to onsite WIFI and bandwidth with some of our buildings*
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? *Yes* If yes: Please specify the name of the tool: *NRC security badges swiped upon entry and exit of buildings (not available for all buildings)* Please specify the latest data / estimate you have on: _*60*_% of employees in office full time _*27*_% of employees in hybrid work _*13*_% of employees full time teleworking Time period the data refer to: *As of Sept 12, 2022, not all telework agreements have yet been processed, data is only a reflection of what has been processed as of that date. It is anticipated that there will be more hybrid & full time telework agreements to come, therefore, the % of employees in office full time will reduce.*
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Barrier related to offsite work arrangement – portions of NJC relocation and travel directives 2. Individual management team's vision on number of days onsite versus employee preference not aligning, anticipate to receive grievances 3. IT onsite infrastructure to support virtual meets. NRC has a number of older buildings with limited or poor WIFI reception and/or bandwidth. Currently working with SSC to address these issues, but this will take time and resources.
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?**

	NRC survey administered in Nov 2020 had some questions to try and gauge employee's view on more flexible work arrangements. We also received employee feedback during telework information sessions. Consultations were held with senior level stakeholders. *Some of the key takeaways from staff include:* *Appreciate the opportunity to telework (new Telework Police is timely – speaks to new reality)* *Concerns about how well we will be able to make this work, if onsite IT infrastructure is not improved to support this new way of working – a reliable technology platform is need for both offsite and onsite employees* *Need for fair application of telework - concerns expressed that not all employees may get an opportunity to telework (fully offsite or hybrid)* **Have you consulted with Employment Equity Groups within your organization?** ***No*** Have you consulted with your Bargaining Agents? *Yes*

Natural Resources Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Natural Ressources Canada Number of Employees: 4,851 as of March 31, 2022 Does your organization have regional offices? yes Are your regional offices GC co working spaces? NRCan owned buildings
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes

	If yes, What percentage of positions were assessed as having full-time in-office requirements? NRCan mapped occupational groups rather than positions for this exercise using National Occupation Classification (NOC) codes. 11 categories were mapped to full time in-office requirements What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 19 categories were mapped as compatible with hybrid work What percentage of positions were assessed as compatible with fully remote work / telework? None at the moment. A series of criteria were proposed to assess these scenarios which will be considered as exceptions and assessed by an ADM level body to ensure consistency and fairness across the organization. What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) Full time telework will be on an exceptional basis based on the following criteria: To hire employees with specialized skills, difficult to fill/retain positions To reduce identified employment equity gaps or use as a part of a strategy to increase representation To honor full-time agreements in place pre-pandemic For employees hired during the pandemic who are not within reasonable commuting distance For employees requiring accommodations due to restrictions or functional limitations. At the moment we do not know what percentage of our workforce this will represent *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes If no, why? If yes: What is your organization experimenting with? NRCan has requested employees to experiment with returning in the office over the summer months to test the technology and other elements that may be problematic such as work station set ups, obtaining security passes, and other. Note that the experimentation was mostly geared toward our NCR employees given the type of work conducted in the regions many have already returned or never left during the Pandemic. What is the experimentation timeframe? Our experimentation began in June. We will be turning to a more structured hybrid return in the fall but will still be framed as experimentation as we know our tools and facilities are not quite ready.

	What percentage of employees are participating? Although we do not have precise number, participation has been low (between 5-10%) Is participation voluntary or mandatory? Voluntary for the summer months; the period we are entering in the Fall will be mandatory based on telework agreements. How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results NRCan launched in the last week an experimentation survey to get a sense of how many participated and obtain their feedback. We are also looking at turnstile data on a daily basis to get a proxy of numbers. What outcome measures* is your organization using: **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* NRCan's hybrid approach is based on a vision of "moments that matter" and is supported by the following 4 C's: Connection, Collaboration, Creativity, Culture. Our outcomes will be such that teams and employees are able to relate to these and together understand the benefits of working in a hybrid environment. We will be developing a monitoring framework which will include retention as a key component. Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes / No / My organization is already a partner Yes If yes, please provide a contact name: Sophie Cimon-Kingsley
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes / No / Soon to implement

	How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: NRCan will soon be implementing their hybrid model with 3 days a week for ADMs and 2 days a week – more or less – as required to achieve our #OurNRCan objectives. There will be a certain level of flexibility with our Framework. How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Did your organization apply a GBA+ lens when choosing hybrid work models? Our employee networks were consulted which raised many valid concerns. Our approach will be evergreen which will allow us to pivot and address these concerns and others as we move forward over the next 6 months. We plan to review and adjust for next fiscal year.
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces

	Other: All our NCR offices have moved to unassigned seating for which we will be making use of a desk booking application. We do have one floor that was renovated before the pandemic which is all activity based. Limited renovations are underway as we are planning to move out of our building in a few year. Our regional posture is different as each building is managed regionally. We are however, retrofitting some space in these buildings for hoteling workstations in order to accommodate folks that were hired during the pandemic outside their designated workplace. **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **Some of our closed offices will be turned into small meeting rooms. We are also renovating 2 floors for collaborative workspaces.** **Are you planning to** reduce your office footprint? Yes / No We have already let go of one of our leases that was expiring and are looking at the remaining of our portfolio. Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes / No NRCan has put in place an online parking reservation system as parking is limited in our NCR office. We are also putting in place a desk reservation app (Archibus) in the Fall aligned with our launch of our hybrid approach. In addition, there are a series of RFPs on the street for boardroom technology but not all will be available in a short term basis. Our ADMs have been equipped with Surface Hubs on wheels to help facilitate hybrid meetings.
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes / No As indicated above we are using turnstile data for our NCR office. This is not available in our regional offices at this time. Difficult to provide information below as we do not have our work arrangements in place yet. For our NCR main building we have approx. 250 employees on a given day – trend is increasing daily. If yes: Please specify the name of the tool: Please specify the latest data / estimate you have on: __% of employees in office full time __% of employees in hybrid work __% of employees full time teleworking Time period the data refer to: _________
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. TBS policy or lack of clear guidance from the Center resulting in inconsistencies across the GoC which may lead to employee retention issue.

	2.technology making it difficult for employees to have a good experience 3.resistence from employees
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Discussions are underway. Some of the key takeaways are needing to clearly explain the value proposition to come to the office, fear of lack of productivity and the need to do additional hours to catch up and the fact that the offices are not ready/equipped. **Have you consulted with Employment Equity Groups within your organization?** **Yes – lots of concerns especially from our People with Disability network** Have you consulted with your Bargaining Agents? yes

Natural Science and Engineering Research Council

NSERC/SSHRC Departmental Hybrid Profile

Natural Science and Engineering Research Council (NSERC)

Number of employees: 531

Regional Offices: yes

Social Sciences and Humanities Research Council (SSHRC)

Number of employees: 315

Regional Offices: no

NSERC and SSHRC are Separate Employers within the public service. Both NSERC and SSHRC employees have adopted a remote-first approach during the pandemic, while continuing to deliver on our mandate to support research excellence in Canada. This approach continues as we plan for occupancy of our new Headquarters at Zibi later this fall. It is important to note that, currently, both NSERC and SSHRC do not have a physical workplace. In the interim, we leverage the GC coworking sites as and when needed.

Based on a series of staff engagement, research, and reflection/discussion of SSHRC and NSERC's current and future business model, the agencies have articulated a vision for a new hybrid work model that will enable both in-person and remote collaboration. This new model aims to strengthen, to optimize creativity, flexibility, and diversity, to foster innovation and prioritize health and wellness for all employees.

While both SSHRC and NSERC's core business will continue to be conducted in a hybrid model, in-person collaborations at our new headquarters and other spaces across the country will be emphasized. This approach will advance our vision for our People Strategy and attract and access more broadly talent, improve work-life balance, and broaden the diversity of our workforce; it will ensure that the health, safety, and well-being of our employees remain at the forefront, and will support the Government Greening Strategy and contribute to reducing greenhouse gas emissions and minimize the impacts on the environment. Hybrid work will be supported by a new bi-agency Mobile Work policy and Full-Time Telework Directive.

The new Headquarters at ZIBI is conducive to hybrid work. The workspace includes three functional zones: Quiet, Transitional and Interactive zones. Each zone offers a choice of work settings that best suits the employee and is optimal for that work tasks to be performed. These include unassigned workstations, touch down points, focus rooms and reservable teaming rooms, project rooms and more traditional meeting rooms. The technology provided throughout the office space will enable hybrid meetings.

Within SSHRC and NSERC, each branch has led a series of engagement sessions with their teams to build Team Charters that can articulate what work will require on site presence, what work will be optimized on site, what culture we want to maintain and enhance, how employee preference is reflected, and how the teams will communicate and work effectively together.

We will begin occupying our new Headquarters later this fall with a staggered entry to ensure a successful transition to a new work location, new unassigned workplace, and new hybrid work model, while mitigating the risks associated with building readiness and operational capabilities. We will take the winter to experiment, learn and adapt as we find our new normal work experience. We will be monitoring the level of occupancy throughout this period in order to adjust and adapt as required.

Office of the Commissioner for Federal Judicial Affairs Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and Size of Organization	This link may be helpful: Size of organization

	Organization Name: Office of the Commissioner for Federal Judicial Affairs Canada Number of Employees: 70 Does your organization have regional offices? No Are your regional offices GC co working spaces? N/A
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes If yes, What percentage of positions were assessed as having full-time in-office requirements? 0% What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 100% What percentage of positions were assessed as compatible with fully remote work / telework? 0% What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) N/A *We acknowledge that positions assessed for full time remote are not always offered this option.*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes If no, why? If yes: What is your organization experimenting with? Employees are expected to work on-site (in the office) 2 days per week, minimum. Employees have also been briefed by their directors that should operational requirements arise, additional days on-site will be necessary to meet those needs. What is the experimentation timeframe? We started April 1, 2022 and there is no end date. We plan to continue with this practice until such time as either operational requirements or central agency policy dictates otherwise. What percentage of employees are participating? 100% Is participation voluntary or mandatory? Mandatory How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc.

	If you have employee pulse data, please share aggregate results We are not collecting data. We are listening and adapting to management and employee feedback and concerns. What outcome measures is your organization using: **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* From the start, we have focused on diversity and inclusion, mental health, flexibility, operational requirements, talent retention and recruitment, onboarding, social cohesion and fairness. Fairness is an important factor for us. Why would employees earning 150 000$/year not have to come into the office when the ones earning $60 000/year have to come into the office and pay for parking/public transportation, spend time commuting, etc.? We have opted for the same number of days in the office for all employees at all levels (a minimum 2 days per week in the office). Please note that we are a very small department and that all employees live and work in the NCR. Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. No If yes, please provide a contact name:
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location

	Other: If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Management decision based on diversity and inclusion, mental health, flexibility, operational requirements, talent retention and recruitment, onboarding, social cohesion and fairness. Did your organization apply a GBA+ lens when choosing hybrid work models? Yes
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: Mostly assigned closed offices with a few assigned cubicles Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings? No Are you planning to reduce your office footprint? No Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes If yes, please list Boardroom meeting technology, MS Teams, web cams and microphone/head sets for all employees at home and in the office, Skype, cell phones, laptops/tablets
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? No If yes: Please specify the name of the tool:

	Please specify the latest data / estimate you have on: _1% of employees in office full time _98% of employees in hybrid work _1% of employees full time teleworking Time period the data refer to: _since April 1, 2022________
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. The lack of specific guidance from TBS has created some issues. Leaving every department to make their own decisions regarding hybrid work has made things difficult for small departments. 2. Employees that do not want to work in the office anymore are looking for other jobs in other departments where 100% telework is possible. We want to retain our employees, recruit talent, maintain morale and deliver on our operational requirements. Employee turnover will and has created a lot more work for management and HR. Departments are fighting for resources while there is a shortage of available qualified workers. 3. Leave, sick days, appointments, hours of work, lack of productivity and performance issues have been harder to manage in a remote work environment.
Engagement	**Have you consulted with your staff on the shift to hybrid work?** **Yes** **If so, what are some of the key takeaways?** Employees want to continue to telework. Most do not want to come into the office 5 days a week. Most like to come in a few times a week (social connections, gets them out of the house, team building, problem solving, training, printing, filing, mailing, etc.). **Have you consulted with Employment Equity Groups within your organization?** No, we do not have EE Groups; we are too small. Have you consulted with your Bargaining Agents? No

Office of the Commissioner of Lobbying of Canada

UNCLASSIFIED / NON CLASSIFIÉ

Departmental Hybrid Profiles FOR OCL

Departmental Hybrid Profiles FOR OCL

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

1. Name and Size of Organization

This link may be helpful: Size of organization

Organization Name: Office of the Commissioner of Lobbying

Number of Employees: 33

Does your organization have regional offices?

No

Are your regional offices GC co working spaces?

N/A

2. Position Assessments

Did your organization assess positions for compatibility with hybrid work?

No – Size of the organization is too small

If yes,

What percentage of positions were assessed as having full-time in-office requirements?

What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site?

What percentage of positions were assessed as compatible with fully remote work / telework?

What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.)

We acknowledge that positions assessed for full time remote are not always offered this option

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3. Experimentation

Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work?

Yes

If no, why?

If yes:

What is your organization experimenting with?

All employees were expected to come to the Office one day a week since April 1st.

As of September 12, employees will be expected in the Office twice a week.

What is the experimentation timeframe?

Ongoing

What percentage of employees are participating?

All- except for one employee that resides in Montreal. He was hired in the last 3 months.

Is participation voluntary or mandatory?

Mandatory

How is data being collected? Only 33 employees – expected to enter in an Outlook reintegration calendar when they intend to be present.

What outcome measures* is your organization using:

The purpose of the reintegration is to encourage in person collaboration, innovation and team brainstorming. Team meetings will be in person every other week (depending on the team) and the other day is at the discretion of the employee, however their choice of day will be based on who they need to meet for specific files or projects so that there is a coordination of attendance to reduce the use of MS Teams meetings.

*Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.

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Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations.

No

If yes, please provide a contact name:

4. Hybrid model(s)

Has your organization shifted to a hybrid work model(s)?

Yes

How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply:

a. Two days a week starting September 12th, 2022

If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization:

How are the on-site days chosen?

a. Employees individually decide which day(s) to come on-site

b. There are fixed "team days" where everyone in the team comes on-site c. A combination of a) and b)

How did your organization choose hybrid models?

a. Employee location (NCR employees come into the office)

b. Employee engagement

Did your organization apply a GBA+ lens when choosing hybrid work models?

No

5. Real Property & Technology

How is your office space currently configured?

Traditional assigned cubicles

Activity Based Workplaces

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Other:

The Office was refurbished in May 2019 based on Activity Based Workplaces model however our employees have assigned cubicles in a very open environment with many options for group discussions.

Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?

The Office is already equipped with these workspaces.

Are you planning to reduce your office footprint?

No

Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.)

No – only because our new offices built in Spring of 2019 already had those amenities and equipment. The transition to working from home was quite seamless.

6. Onsite Presence

Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis?

No – we are a small office of 33 employees and we use the Reintegration Outlook Calendar to track the presence.

If yes:

Please specify the name of the tool:

Please specify the latest data / estimate you have on:

__% of employees in office full time

_97_% of employees in hybrid work (one employee resides in Montreal)

__% of employees full time teleworking

Time period the data refer to: ____Since April 1st, 2022_____

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7. Challenges

What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace?

1. Not Applicable – there are no barriers. We have enough space to accommodate every employee. Although not a barrier, we are in a non-governmental building which means that the COVID restrictions are not the same between public space of the building and our workspace (ex. Wearing of the mask).

2.

3.

8. Engagement

Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?

We conducted a survey in the summer of 2020. Since then we have continued to discuss and update the staff with respect to the reintegration in the workplace to support a hybrid model.

Have you consulted with Employment Equity Groups within your organization? No

Have you consulted with your Bargaining Agents? No- however we have kept them informed through the LMCC of the OCL experience

Office of the Commissioner of Official Languages

Profils hybrides des ministères

Situation actuelle : Veuillez fournir un bref aperçu des plans hybrides de votre ministère pour l'automne 2022. Nous comprenons que les ministères en sont à diverses étapes de planification et de mise en œuvre, et que les plans continuent d'évoluer. Si l'information n'est pas disponible pour certaines des questions, veuillez l'indiquer et fournir une estimation si possible.

Nom et taille de l'organisation	Voici un lien qui peut vous être utile : Taille de l'organisation Nom de l'organisation : Commissariat aux langues officielles Nombre d'employés : 177 Votre organisation a-t-elle des bureaux régionaux? Oui Vos bureaux régionaux sont-ils des espaces de coworking GC ? Non
Évaluations des postes	Est-ce que votre organisation a évalué la compatibilité des postes avec le travail hybride? Oui, mais de manière non officielle. Nous avions effectué une analyse à l'automne dernier où les directeurs devaient compléter un tableau indiquant si les postes nécessitaient une présence au bureau. Dans l'affirmative, Quel pourcentage des postes ont été déterminés comme étant des postes où les employés doivent être présents au bureau à temps plein? Seulement un poste avait été identifié comme étant nécessaire à temps plein au bureau. Quel pourcentage des postes ont été déterminés comme étant des postes compatibles avec le travail hybride, où les employés peuvent consacrer une certaine partie de leur temps au télétravail et doivent travailler sur les lieux le reste du temps? Environ 99%, car tous les postes au commissariat à l'exception de quelques-uns sont compatibles avec le travail hybride. Quel pourcentage des postes ont été déterminés comme étant des postes compatibles au télétravail à temps plein? Nous avons établi une approche de demande d'exception pour évaluer les demandes de télétravail à temps plein. Ces demandes font l'objet de niveau d'approbation à un niveau supérieur (comité de gestion). La

	majorité des employés présentent une demande d'exception afin de ne pas devoir se présenter au bureau 30 heures par mois. Par contre, dans certains cas, ils doivent quand même venir à l'occasion. Quelles considérations ont été appliquées pour déterminer un poste entièrement éloigné (par exemple, embaucher à l'extérieur du RCN, pénuries de compétences, considérations relatives à la diversité et à l'inclusion, etc.) Nous avons créé un formulaire que l'employé et son gestionnaire doivent compléter. Je joins une copie à titre d'information.
Mise à l'essai	En ce moment, est-ce que votre ministère effectue la mise à l'essai* d'un ou de plusieurs modèles hybrides ou d'autres aspects à l'appui de la mise en œuvre du travail hybride? Non, mais nous avons une date de retour en milieu de travail le 3 octobre 2022, date à laquelle nous mettrons à l'essai notre approche organisationnelle. Si vous avez répondu non, veuillez expliquer pourquoi? Au printemps 2022, nous avons déterminé que la date de retour en milieu de travail se ferait le 3 octobre, permettant aux employés de prendre des mesures afin de se préparer à un retour à l'automne (par exemple services de garde). Dans l'affirmative: Sur quoi porte la mise à l'essai de votre organisation? Nous avons déterminé une approche organisationnelle qui exige à tous les employés de se présenter au bureau 30 heures par mois et sur demande avec 24 heures de préavis. Quel est le calendrier de la mise à l'essai? Le 3 octobre 2022 Quel pourcentage des employés participent? 100% des employés à l'exception des quelques personnes qui ont demandé une exception par l'entremise de notre processus d'approbation. La participation est-elle facultative ou obligatoire? C'est obligatoire pour tous les employés. De quelle façon les données sont-elles recueillies? Il peut s'agir, par exemple, de sondages aux employés, de données administratives et de données sur les systèmes des RH, de données sur les systèmes de TI, etc. * Si vous avez des données sur le ressenti des employés, veuillez partager les résultats agrégés. Nous avons fait des sondages dans les dernières années et nous prévoyons avoir des rencontres avec les employés après la mise en œuvre pour répondre à leurs questions.

	Quelles mesures de résultats* votre organisation utilise-t-elle ? Nous avons des rencontres de directeurs aux deux semaines et après le 3 octobre, ce sujet sera récurrent aux rencontres, afin d'évaluer la mise en œuvre de notre approche organisationnelle. De plus, nous avons un plan de communication et prévoyons une revue de notre approche organisationnelle à l'hiver 2023. *Êtes-vous intéressé à vous joindre à l'initiative d'expérimentation " Hybride en boîte " du BDPRH ?* Dans le cadre de cette initiative, l'équipe de recherche et d'expérimentation du BDPRH administrerait de façon centralisée une évaluation des modèles hybrides que vous testez et vous fournirait un résumé ministériel ainsi qu'une synthèse des résultats des autres organismes participant à l'échelle du gouvernement du Canada. Oui Dans l'affirmative, veuillez fournir le nom d'une personne-ressource : Michèle Lampron Directrice adjointe, Centre d'expertise Commissariat aux langues officielles 30, rue Victoria, 6e étage, Gatineau (Québec) K1A 0T8 michele.lampron@clo-ocol.gc.ca / Tél. 613-410-1866
Modèles hybrides	Votre organisation est-elle passée à un modèle de travail hybride? Mis en œuvre à venir bientôt le 3 octobre 2022. Maintenant, combien de jours les employés travaillant entièrement à distance durant la pandémie doivent-ils venir travailler au bureau? Si votre organisation teste plusieurs modèles, indiquez-en autant que possible : Une fois par mois ou moins D'un à trois jours par mois Un jour par semaine Deux jours par semaine Trois jours par semaine Quatre jours par semaine Cinq jours par semaine (à temps plein) Ne s'applique pas : On n'a pas indiqué aux employés qu'ils devaient travailler sur les lieux de façon régulière. Différentes exigences en fonction de l'emplacement des employés Autre : ✓

	Les employés doivent se présenter à leur lieu de travail désigné 30 heures par mois et au minimum des demi-journées. Si vous avez sélectionné plusieurs modèles hybrides ci-dessus, veuillez inclure des informations supplémentaires sur les modèles que vous testerez et sur la manière dont ils s'appliquent à l'ensemble de votre organisation : Comment choisit-on les jours où l'employés doit travailler au bureau? Les employés choisissent eux-mêmes les jours où ils veulent travailler sur le lieu de travail. Il y a des jours d'équipe où tous les employés de l'équipe doivent travailler au bureau. Une combinaison des réponses a) et b). Autre : ✓ Il s'agit principalement de B, mais la gestion détermine les besoins organisationnels et les employés doivent s'y conformer. Le but n'est pas que les employés se présentent seulement au bureau pour les 30 heures, mais c'est pour favoriser les rencontres d'équipe et la collaboration avec les autres secteurs de l'organisation. De quelle façon votre organisation a-t-elle choisit les modèles hybrides? Évaluations des profils des postes Emplacement des employés (les employés de la RCN travaillent au bureau) Précédent établi par d'autres organisations gouvernementales ✓ Mobilisation des employés /Exercices de chartre d'équipe Autre : Votre organisation a-t-elle adopté une perspective de l'ACS+ lorsqu'elle a choisi les modèles de travail hybrides? Pas de façon officielle, mais en demandant un nombre d'heures vs un nombre de jours, ceci permet une plus grande flexibilité aux employés.
Biens immobiliers et technologie	Quelle est la configuration actuelle de votre milieu de travail? Postes de travail à la carte Modèle traditionnel de cubicules assignés Lieux de travail basés sur l'activité ✓ Autre : **Votre organisation a-t-elle envisagé de créer davantage d'espaces de travail collaboratifs et/ou de salles de conférence pour mieux faciliter les réunions hybrides ?**

	Oui **Envisagez-vous de réduire l'encombrement de votre bureau ?** **Non** **Avez-vous investi dans des technologies pour vous adapter à un environnement hybride ? Par exemple, la technologie des réunions dans les salles de réunion, les systèmes de réservation en ligne du lieu de travail, etc.** **Oui** **Si oui, veuillez énumérer** **Les salles de réunion pour être compatible avec la technologie MsTeams. Nous avons choisi une technologie utilisant un kit d'intégration de système de vidéoconférence Crestron Flex avec MINI PC ASUS® pour salles Microsoft Teams® Le kit d'intégration UC-C100-T Crestron Flex fournit une solution de vidéoconférence personnalisable à utiliser avec le logiciel Microsoft Teams® Rooms. Il dispose d'un écran tactile de table et d'un ensemble de support UC.** Nous avons aussi développé une application pour la réservation de bureau sur la plateforme dynamics 365.
Présence sur le lieu de travail	Avez-vous un outil qui vous permet d'effectuer le suivi du pourcentage des employés de votre organisation qui travaillent sur le lieu de travail de façon hebdomadaire? Oui Dans l'affirmative : Veuillez préciser le nom de l'outil : Application de réservation de bureau sur la plateforme Dynamics 365. Veuillez préciser les dernières données dont vous disposez sur : Présentement, il n'y a pas d'employés qui travaillent au bureau à temps plein. L'ensemble du personnel suit un modèle de travail hybride. Présentement, la majorité des employés font du télétravail à temps plein. Cependant, à partir du 3 octobre, les employés devront se présenter au bureau 30 heures par mois.
Défis	Quels sont vos trois principaux obstacles (p.ex., politiques du SCT, bureaux non assignés, le nombres d'employés est plus grand que les bureaux disponibles, autre) affectant la transition vers un lieu de travail hybride ? 1. Déterminer quel équipement fournir aux nouveaux employés qui feront du télétravail puisque présentement, tous les employés actuels sont équipés. 2. Inconsistance des approches organisationnelles entre ministères. 3. Lignes directrices du SCT concernant l'ergonomie et ce que l'employeur doit fournir aux employés en télétravail.
Mobilisation	Avez-vous consulté vos employés au sujet de la transition vers le travail hybride? Dans l'affirmative, quels sont les principaux points à retenir?

	Nous avons rencontré tous les employés à l'automne dernier et avons demandé ce qui les inciterait à travailler sur le lieu de travail, quelles sont les raisons pour lesquelles ils ne voudraient pas retourner en milieu de travail. **Avez-vous consulté des groupes d'équité en matière d'emploi de votre organisation?** **Indirectement oui en rencontrant tous les employés de l'organisation.** Avez-vous consulté vos agents négociateurs? Nous avons des rencontres patronales syndicales régulièrement (2 fois par année) où nous discutons de notre approche par rapport au retour en milieu de travail. Nous partageons les communications aux employés avec les syndicats et sommes ouverts à toutes discussions au besoin.

Office of the Information Commissioner of Canada

Profils hybrides des ministères

Situation actuelle : Veuillez fournir un bref aperçu des plans hybrides de votre ministère pour l'automne 2022. Nous comprenons que les ministères en sont à diverses étapes de planification et de mise en œuvre, et que les plans continuent d'évoluer. Si l'information n'est pas disponible pour certaines des questions, veuillez l'indiquer et fournir une estimation si possible.

Nom et taille de l'organisation	Voici un lien qui peut vous être utile : Taille de l'organisation Nom de l'organisation : Commissariat à l'information du Canada Nombre d'employés : 135

	Votre organisation a-t-elle des bureaux régionaux? Non Vos bureaux régionaux sont-ils des espaces de coworking GC ? Non (Le CI fait partie de l'initiative coworking GC et prévoit utiliser des bureaux régionaux dans un future rapproché)
Évaluations des postes	Est-ce que votre organisation a évalué la compatibilité des postes avec le travail hybride? Dans l'affirmative, Quel pourcentage des postes ont été déterminés comme étant des postes où les employés doivent être présents au bureau à temps plein? 2% Quel pourcentage des postes ont été déterminés comme étant des postes compatibles avec le travail hybride, où les employés peuvent consacrer une certaine partie de leur temps au télétravail et doivent travailler sur les lieux le reste du temps? 98% Quel pourcentage des postes ont été déterminés comme étant des postes compatibles au télétravail à temps plein? 93% Quelles considérations ont été appliquées pour déterminer un poste entièrement éloigné (par exemple, embaucher à l'extérieur du RCN, pénuries de compétences, considérations relatives à la diversité et à l'inclusion, etc.) *Nous reconnaissons que les employés occupant des postes compatibles au télétravail à temps plein n'ont pas toujours l'option de travailler de cette façon.* Pour déterminer si un poste ou les fonctions associées à une catégorie de postes se prêtent au télétravail, il faut tenir compte de la mesure dans laquelle ils exigent une présence sur place. Les postes ne peuvent pas être évalués isolément. L'évaluation doit reposer sur des principes, des critères communs, l'approche organisationnelle et les besoins opérationnels de l'équipe ou de l'unité de travail. La présence sur place peut être rendue nécessaire par : un service en personne externe ou interne de première ligne; un accès obligatoire à l'équipement ou aux documents physiques disponibles uniquement sur le *lieu de travail désigné*; l'incidence sur les postes connexes de l'unité de travail et les besoins opérationnels combinés; l'accès obligatoire à des réseaux sécurisés pour des tâches régulières qui ne sont pas accessibles à distance.

	Suite à l'analyse des postes du Commissariat, il a été déterminé que les catégories de postes suivants ont un potentiel de télétravail à temps partiel (possibilité d'une combinaison de travail sur place et de télétravail) : Sécurité et administration Gestion de l'information Support à la technologie de l'information Tous les autres postes du Commissariat ont un potentiel de télétravail en grande partie à temps plein. Le télétravail à temps plein ne signifie pas nécessairement que l'employé n'aura jamais à se rendre à son lieu de travail désigné comme par exemple pour aller travailler sur des dossiers secrets ou se rendre à des rencontres, mais plutôt qu'il pourrait, en règle générale, travailler à temps plein dans un lieu de télétravail.
Mise à l'essai	En ce moment, est-ce que votre ministère effectue la mise à l'essai* d'un ou de plusieurs modèles hybrides ou d'autres aspects à l'appui de la mise en œuvre du travail hybride? Oui Si vous avez répondu non, veuillez expliquer pourquoi? Dans l'affirmative: Sur quoi porte la mise à l'essai de votre organisation? Travail hybride. Tous les employés ont signé une entente travail en mode hybride Quel est le calendrier de la mise à l'essai? Début juin 2022, fin mars 2023 avec des mises à jours à chaque trimestre Quel pourcentage des employés participent? 100% La participation est-elle facultative ou obligatoire? Obligatoire De quelle façon les données sont-elles recueillies? Il peut s'agir, par exemple, de sondages aux employés, de données administratives et de données sur les systèmes des RH, de données sur les systèmes de TI, etc. * Si vous avez des données sur le ressenti des employés, veuillez partager les résultats agrégés. Sondage et rencontre avec la haute direction, gestionnaires et superviseurs Quelles mesures de résultats* votre organisation utilise-t-elle ? *Les indicateurs des résultats désignent les aspects des résultats de la mise à l'essai qui éclaireront les décisions futures. Dans le but d'orienter nos activités de mise à l'essai du travail hybride à l'échelle du gouvernement, nous voulons en savoir davantage au sujet de ce qui est important pour les*

	organisations. En voici quelques exemples : la diversité et l'inclusion, la santé mentale, la rétention des talents, l'intégration, la cohésion sociale. La rétention des talents, l'intégration (à travers le pays) et la cohésion sociale. *Êtes-vous intéressé à vous joindre à l'initiative d'expérimentation " Hybride en boîte " du BDPRH ?* Dans le cadre de cette initiative, l'équipe de recherche et d'expérimentation du BDPRH administrerait de façon centralisée une évaluation des modèles hybrides que vous testez et vous fournirait un résumé ministériel ainsi qu'une synthèse des résultats des autres organismes participants à l'échelle du gouvernement du Canada. Oui Dans l'affirmative, veuillez fournir le nom d'une personne-ressource : Sébastien Lafond
Modèles hybrides	Votre organisation est-elle passée à un modèle de travail hybride? Oui Maintenant, combien de jours les employés travaillant entièrement à distance durant la pandémie doivent-ils venir travailler au bureau? Si votre organisation teste plusieurs modèles, indiquez-en autant que possible : Ne s'applique pas : On n'a pas indiqué aux employés qu'ils devaient travailler sur les lieux de façon régulière. Si vous avez sélectionné plusieurs modèles hybrides ci-dessus, veuillez inclure des informations supplémentaires sur les modèles que vous testerez et sur la manière dont ils s'appliquent à l'ensemble de votre organisation : Comment choisit-on les jours où l'employés doit travailler au bureau? N/AN/A De quelle façon votre organisation a-t-elle choisit les modèles hybrides? Évaluations des profils des postes Votre organisation a-t-elle adopté une perspective de l'ACS+ lorsqu'elle a choisi les modèles de travail hybrides? Non

Biens immobiliers et technologie	Quelle est la configuration actuelle de votre milieu de travail? Postes de travail à la carte **Votre organisation a-t-elle envisagé de créer davantage d'espaces de travail collaboratifs et/ou de salles de conférence pour mieux faciliter les réunions hybrides ?** Non **Envisagez-vous de réduire l'encombrement de votre bureau ?** **Oui** **Avez-vous investi dans des technologies pour vous adapter à un environnement hybride ? Par exemple, la technologie des réunions dans les salles de réunion, les systèmes de réservation en ligne du lieu de travail, etc.** **Oui** **Si oui, veuillez énumérer** **Technologie des réunions dans les salles de réunion (À venir en mode collaboratif)** **Systèmes de réservation en ligne du lieu de travail (À venir en mode collaboratif)** **Entente de travail en mode hybride (formulaire électronique présentement en mode papier versé au dossier des employés)**
Présence sur le lieu de travail	Avez-vous un outil qui vous permet d'effectuer le suivi du pourcentage des employés de votre organisation qui travaillent sur le lieu de travail de façon hebdomadaire? Non (effectué manuellement; par courriel) Dans l'affirmative : Veuillez préciser le nom de l'outil : Veuillez préciser les dernières données dont vous disposez sur : 2 % des employés qui travaillent au bureau à temps plein 5 % des employés qui suivent un modèle de travail hybride 93 % des employés qui font du télétravail à temps plein Période à laquelle les données se réfèrent : juin à août
Défis	Quels sont vos trois principaux obstacles (p.ex., politiques du SCT, bureaux non assignés, le nombres d'employés est plus grand que les bureaux disponibles, autre) affectant la transition vers un lieu de travail hybride ? 1. Le Commissariat a débuté le recrutement de talent à l'extérieur de la RCN mais le lieu de travail identifié dans les lettres d'offres reste Gatineau. Impact sur beaucoup de politiques du CT (ex : voyage). 2. Pas de financement pour améliorer lieux de travail 3. Besoin de vision stratégique des agences centrales et impact sur les politiques (NJC) et les conditions de travail standardisées afin de traiter les employés équitablement et avec transparence.

Mobilisation	Avez-vous consulté vos employés au sujet de la transition vers le travail hybride? Dans l'affirmative, quels sont les principaux points à retenir? Oui, nous avons consultés les employés et la gestion. L'équilibre entre les besoins organisationnels et les besoins individuels sont au cœur de nos préoccupations. Les équipes voulaient de la flexibilité pour établir le modèle qui convenait le mieux à leur besoin (ne pas imposer le mode en présentiel pour le moment de façon standardisé). **Avez-vous consulté des groupes d'équité en matière d'emploi de votre organisation?** **Oui** Avez-vous consulté vos agents négociateurs? Oui, nous avons partagé nos plans avec eux.

Office of the Intelligence Commissioner of Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Office of the Intelligence Commissioner Number of Employees: 7 Does your organization have regional offices? No Are your regional offices GC co working spaces?

Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes If yes, What percentage of positions were assessed as having full-time in-office requirements? 20% What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 80% What percentage of positions were assessed as compatible with fully remote work / telework? 0% What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) Security Classification of Documents/Operations which require the employee to be physically working in office. *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? No If no, why? The current model is efficient and is working effectively.
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: The ICO did not have any staff who worked full-time remote during the pandemic due to the security classification of documents/operations which require the employee to be physically working in office. How are the on-site days chosen? A combination of a) and b) How did your organization choose hybrid models? Position profile assessments Did your organization apply a GBA+ lens when choosing hybrid work models? No
Real Property & Technology	How is your office space currently configured? Other: assigned office spaces **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?**

	Yes **Are you planning to** reduce your office footprint? No Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) No
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? No
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Nil – ICO has adopted a hybrid workplace
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Yes, and employee satisfaction is a key takeaway with the shift to hybrid work. **Have you consulted with Employment Equity Groups within your organization?** No Have you consulted with your Bargaining Agents? NA – ICO does not have any bargaining agents.

Office of the Secretary to the Governor General

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Office of the Secretary to the Governor General Number of Employees: ~160 Does your organization have regional offices? Yes Are your regional offices GC co working spaces? No (Citadel in Quebec City)
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes (informally) If yes, What percentage of positions were assessed as having full-time in-office requirements? > 20% What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? < 80% What percentage of positions were assessed as compatible with fully remote work / telework? TBD What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) N/A *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes If yes: What is your organization experimenting with? A combination of both full time on site (guides, kitchen staff, etc.) and 1-2 days in the office. For one of our teams, they have re-configured the office and schedules to allow for maximum flexibility and more touchdown stations. What is the experimentation timeframe? Summer 2022 What percentage of employees are participating? 10% Is participation voluntary or mandatory?

	Strongly encouraged, but have accommodated some employees for a variety of reason (e.g. health) How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results OSGG is currently developing a pulse survey. What outcome measures* is your organization using: N/A **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes If yes, please provide a contact name: Bradley Harkness (bradley.harkness@gg.ca) Ginette Bailey (ginette.bailey@gg.ca)
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other:

	If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: It depends on the work, for some staff (tour guides, kitchen staff, events) are in full-time. For more corporate / typical office work jobs, staff are coming into the office (more administrators than supervisors/managers) to check mail/print/scan materials to return back to their remote offices. How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed “team days” where everyone in the team comes on-site A combination of a) and b) Other: How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Did your organization apply a GBA+ lens when choosing hybrid work models? No
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** Yes **Are you planning to** reduce your office footprint? TBD Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) No If yes, please list
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes – using calendar system If yes: Please specify the name of the tool:

	Excel / Outlook Please specify the latest data / estimate you have on: _10_% of employees in office full time _80_% of employees in hybrid work _10_% of employees full time teleworking Time period the data refer to: _April 2022 – September 2022_
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Occupational Health Guidance is dated. Understanding that the health situation hasn't changed much since may, but it would be helpful if the guidance on masking was updated. 2. Workspace will become an issue in the coming months (not because OSGG has grown that much over the last 2.5 years, but is looking to modernize some of the way it allots workspaces). 3. N/A
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** TBD - All staff planned for October. **Have you consulted with Employment Equity Groups within your organization?** No. Have you consulted with your Bargaining Agents? Yes – UMCC held in July 2022.

Office of the Superintendent of Financial Institutions Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Note: Responses are highlighted in green font.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Office of the Superintendent of Financial Institutions Number of Employees: 994

	Does your organization have regional offices? Yes/No Are your regional offices GC coworking spaces? Yes/No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes/No If yes, What percentage of positions were assessed as having full-time in-office requirements? What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? What percentage of positions were assessed as compatible with fully remote work / telework? What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes / No If no, why? If yes: What is your organization experimenting with? Mix of telework/in-office, based on work activities. What is the experimentation timeframe? 12 months What percentage of employees are participating? 100% Is participation voluntary or mandatory? Mandatory How is data being collected? A variety of mechanisms are used, e.g., employee surveys, working group feedback, feedback received via our dedicated hybrid generic mailbox, access card usage (by office location). We are still in the early days of our experimentation and currently looking at metrics. As our workplace and technology evolve, tracking mechanisms will be adjusted. What outcome measures* is your organization using: OSFI's hybrid work model was built on key principles that considered wellness, inclusion and flexibility. It starts from a place of trust and empowers employees to make informed decisions recognizing that at times, proximity and physical presence matter and contribute to our effectiveness, relationships, and community building. The "employee experience" is very important – the onboarding approach provides support to people leaders and employees from a change management perspective, allowing them to thrive in uncertainty.

	Our upcoming survey will collect information touching on wellbeing, inclusion, and employees' feelings towards working from the office (level of enthusiasm, comfort, and anxiety) and level of awareness of modernization plans and of our hybrid work model. **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes / No / My organization is already a partner Not at this time. Joining in another sprint could, however, be of interest. We are in the early stage of our onboarding and the vast majority of our employees are onboarding this fall. If yes, please provide a contact name:
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes / No / Soon to implement Note: Phased onboarding of employees in progress. How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b)

	Other: Managers/Employees determine where best to complete their work, based on their individual and team-based activities. The onboarding process leading to the establishment of work arrangements is supported by a 2-step conversation (one-on-one conversation and team conversation). How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Senior leader engagement and union and employee consultations led to the development of hybrid model principles and guidance on where best to complete various types of work activities Did your organization apply a GBA+ lens when choosing hybrid work models? OSFI's hybrid work model was built on key principles, one of which is "*Hybrid working leverages effective ways to deliver on mandate, while realizing people-related benefits (wellness, inclusion, flexibility)*". Our Diversity, Equity and Inclusion team has been involved and continues to be involved in the development and review of hybrid-related material.
Real Property & Technology	How is your office space currently configured? Hoteling workstations – Working towards activity-based workplaces as we progress in our renovation plan. Traditional assigned cubicles Activity Based Workplaces Other: **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings? Yes. After surveying employees on their in-office preferences and needs, a facilities renovation plan was developed allocating more space to collaborative workspaces.** **Are you planning to** reduce your office footprint? Yes / No Unknown at the moment This is unknown at this time as we are experiencing employee growth and we have not fully implemented our hybrid working model. We will need some time to determine the actual onsite space requirements. Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes / No If yes, please list. OSFI has invested in Microsoft Surface Hubs, and tools to integrate our onsite video conferencing solution with MS Teams. We are exploring options for a workplace booking solution as we are currently using MS outlook. In addition, we are looking at wireless solutions for mice and keyboards. We are also investing in increasing on-site bandwidth capacity to support more employees participating in Hybrid work scenarios; utilizing Wi-Fi and Video Conferencing solutions much more regularly with colleagues. We are moving Office tools to the cloud; enabling mobile access.

Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes / No We are still early in our hybrid onboarding process. At this time, we do not have a means to track the percentages below, but we will be tracking number of employees in the office daily to identify trends and to monitor office usage. If yes: Please specify the name of the tool: Please specify the latest data / estimate you have on: __% of employees in office full time __% of employees in hybrid work __% of employees full time teleworking Time period the data refer to: _________
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? While our rollout to hybrid work is underway, and will not be completed until December 2022, the anticipated barriers we foresee are: 1.COVID / trepidation to return to the office 2. Broad and reliable Wi-Fi access in the office (currently identifying "dead space") 3. Extensive commuting time Note: *Given the locations of several of our offices (Greater Toronto Area, lower Vancouver Mainland, and Montreal), most of our employees are faced with an extensive commute, which can be 90 minutes each way. Employees feel much more productive at home as a result of the time gained.*
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways? Yes, we have. Below are the main takeaways:** Employees like teleworking for a variety of personal and work-related reasons. Employees appreciate the ability to make decisions that work for them and their teams, as opposed to being mandated on where to work and when. Productivity is important to employees. **Have you consulted with Employment Equity Groups within your organization? OSFI has not directly reached out to specific employment equity groups regarding its shift to a hybrid model. Roadshows on the hybrid approach were delivered in all sectors and employees were surveyed regularly. Our Diversity, Equity and Inclusion (DEI) team has been involved and continues to be involved in the development and review of hybrid-related material.** **Through OSFI Family Tables[1] and other DEI-related forums and discussions, we learned that employees, particularly those from EE groups, are at times subject to micro-aggressions in public transportation. OSFI's forums and networks provide key insights**

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[1] OSFI's Family Tables are a type of **DEI-related events, in which we have created a safe space for staff to share their views, thoughts, experiences and opinions directly with colleagues on how issues related to DEI have impacted them or people they know.**

	that strengthen the development of policies, programs and approaches and a safe place for staff, fostering awareness and a culture of respect and inclusion. Have you consulted with your Bargaining Agents? Yes, the unions have been engaged at different times and participated in the review of our Hybrid Work Model Playbook and Guidelines on Telework.

Pacific Economic Development Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	Organization Name: Pacific Economic Development Canada (PacifiCan) Number of Employees: 155 Does your organization have regional offices? Yes Are your regional offices GC co working spaces? No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? PacifiCan looked at the compatibility of hybrid work from the perspective of our organizational culture, rather than on an individual basis. Employees' physical presence in the workplace will promote stronger team work, cohesion and an overall positive workplace culture. All of our positions were assessed to be suitable for a mix of office and remote work, with very few exceptions as determined by delegated managers. What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? n/a What percentage of positions were assessed as compatible with fully remote work / telework? n/a What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) n/a
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes What is your organization experimenting with?

	1 + 1 Hybrid Model - this model allows for staff to gather with teammates in the office on one Team Day set by management, and a second Flex Day in the office of their choosing, though not necessarily at the same time as other team members. Implementation of this model is intended to be gradual. In the Lower Mainland of British Columbia, our current plan is to start with one Team Day a week, and gradually build to two days per week once our interim space in Surrey is available. Once an interim Surrey HQ location is secured and the Vancouver Liaison office renovations are complete, we will implement the full 1+1 hybrid model in the Lower Mainland. In this scenario, employees will spend one Team Day a week at Surrey HQ, and one Flex Day a week at either the Surrey HQ or the Vancouver Liaison office. With respect to regional offices not in either Surrey or Vancouver, employees will also be in the office one day a week to meet as a team, and an additional day (or more) to meet with clients, stakeholders, etc. What is the experimentation timeframe? Official implementation launch 24 Oct 2022, however employees are already being encouraged to begin experimenting with this model now to become familiar with the new schedule. What percentage of employees are participating? 100% Is participation voluntary or mandatory? Mandatory How is data being collected? Employee surveys, administrative data collection through workspace booking tools, Future of Work committees/working groups, team meetings to discuss and collect feedback from employees. What outcome measures* is your organization using: TBD – we will request best practices from OCHRO to establish consistent measurements. In addition, Public Service Employee Survey results, particularly employee satisfaction and engagement levels, will continue to inform outcome measurement. Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? We would request more info on what is involved. Contact: Paul.Bharaj@pacifican.gc.ca
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Officially, as of 24 Oct 2022, but with some initial voluntary implementation currently underway. Full implementation anticipated for 2023 once Surrey interim and the Vancouver Liaison Offices are in place. How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: We are currently at one day a week on a voluntary basis, will transition to one day on a mandatory basis as of 24 Oct 2022, then two days mandatory as space becomes available. Once a month or less One to three days a month One day a week - currently Two days a week – when model fully implemented Three days a week

	Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: all of the above Did your organization apply a GBA+ lens when choosing hybrid work models? Although a formal GBA+ analysis has not been conducted, the Executive Committee and individual managers have considered related factors such as differential impacts of work-from-home and hybrid office models on women and parents of young children, as well as other identity factors such as socioeconomic factors, disability, age and mental health.
Real Property & Technology	How is your office space currently configured? Currently we only have access to borrowed space/interim space, specifically: Hoteling workstations – swing space and touchdown space available on floors within our main office building while our central workplace in Vancouver, BC is under renovation. Activity Based Workplaces (ABW)– once renovation of our central Vancouver, BC office is complete and interim/long term Surrey, BC space is acquired, work station configurations will be ABW, largely unassigned apart from executive and Ministerial offices. GCcoworking space – unassigned ABW space available from PSPC in Vancouver, BC. **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings? Yes, all our meeting spaces are able to support simultaneous in person and remote attendance. All new builds will also incorporate the same technology.** **Are you planning to** reduce your office footprint? PacifiCan and PSPC have been collaborating on External Mobility Scenarios to review space reduction options since we are no longer five days a week in the office. Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes – creation of

	in-house, customized workspace booking tools to support interim office space booking; longer term solutions currently under review. In addition, each employee has a tablet and cell phone as basic technology tools.
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes - our in-house, customized workspace booking tool can generate data on number of employees requesting onsite work space; all requests are also tracked through requests to our Corporate Administrative Services team. The tool, however, does not capture those who come in for a team meeting as they are not required to book a spot for the day since the meeting room is already booked. Please specify the latest data / estimate you have on: We have employees working hybrid who are in the office to receive/configure/deploy IT and office equipment and supplies, assist with office space booking and space use requirements, meeting with property managers to tour office space, meeting with designers and other contractors to manage our space requirements and refit projects. Administrative staff meet onsite with new employees as part of their onboarding process. We also have employees attending in-person meetings to discuss priorities, training purposes with other subject matter experts, and collaboration with partners from other government departments and agencies.
Challenges	What are your top three barriers affecting the transition to a hybrid workplace? 1. Lack of dedicated swing space to support the Vancouver Library Square refit project and the need to seek and secure space from OGDs to support our space requirement. 2. Timeframe required to establish a new national headquarters in Surrey, BC for our new agency, as well as the complexity of “returning” to the office when our office HQ is moving. 3. Technology to support truly hybrid meetings where every speaker across each virtual boardroom across the country can be seen by all participants when speaking to bring a more realistic experience across each in-person team.
Engagement	**Have you consulted with your staff on the shift to hybrid work? Yes - we have had surveys, town hall meetings, team meetings, and individual meetings.** **Have you consulted with Employment Equity Groups within your organization?** Not specifically. Have you consulted with your Bargaining Agents? Yes, we’ve had meetings with our Labour Management Consultation Committee.

Parks Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Parks Canada Number of Employees: 4666 *does not reflect seasonal employees Does your organization have regional offices? Yes Are your regional offices GC co working spaces? No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes Parks Canada is currently in the midst of running its Position flexibility assessment exercise. Results at Parks Canada level are expected by October 31. Discussion with employees on Telework and setting telework agreements for positions with such flexibility profile are expected to take place in November, 2022. What percentage of positions were assessed as having full-time in-office requirements? What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? What percentage of positions were assessed as compatible with fully remote work / telework? What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes If yes: What is your organization experimenting with? Communications was shared with employees informing them of the adoption of an hybrid model on the long run.

	Directorates have been invited on a voluntary basis to experiment the hybrid work settings throughout the summer as the organization complete its position flexibility assessment exercise. Given the nature of our operations, the scope of the experiment is limited to employees from National Office locations. Note that Parks Canada is a highly operational and decentralized organization and most of the operational staff have been working on site since fairly soon after the beginning of the pandemic. For office type staff, there has been a mix of on site, hybrid and telework. Decisions and direction have been taken at the field unit level in many cases to ensure the most appropriate model for delivery of services. How is data being collected? Parks Canada has developed an application to capture office reservation. However, the application is limited to one location at this time. The application capture presence in the office and allow for data monitoring and reporting. *If you have employee pulse data, please share aggregate results What outcome measures* is your organization using: No Key Performance indicator as been developed to date to help measure success/progress. **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes If yes, please provide a contact name: Patrick Laplante Patrick.laplante@pc.gc.ca
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Soon to implement How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply:

	Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: Parks Canada is currently in the midst of running its Position flexibility assessment exercise. Results at Agency level are expected by October 31. Those results will allow to tailor the hybrid model to the operational requirements associated to specific positions. How did your organization choose hybrid models? The models will be selected based on the position profile assessments Did your organization apply a GBA+ lens when choosing hybrid work models? No
Real Property & Technology	How is your office space currently configured? Each office site is configured differently. Most National Office locations reflect a traditional WP2.0 configuration. Rural and remote office locations reflect older workstations that are not compatible to modern reconfigurations. Due to space pressures in remote and rural locations, these offices have smaller utilization rates, despite the dated fit-up. **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **We are actively working on a design strategy to include collaboration spaces at Parks' NCA location (30 Victoria). We are analyzing and prioritizing boardrooms and offices, as well as possible collaboration spaces, in order to see partial space changes.** **Are you planning to** reduce your office footprint? No / maybe – with respect to National Office locations, space reductions could be possible. However, as it relates to remote and rural locations, Parks Canada is already severely underaccommodated. For most of these sites, employees are already desk-sharing. Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes – Options are being analyzed and tested for boardroom technology, as well as other small enclosed offices to be used as collaboration. As an immediate and interim solution, Parks has adopted an application for workspace booking. This tool is being used at one location and will be made available for some other locations.

	Additional investments have been made to ensure WiFi is available, workstations have universal docking stations, monitors, height adjustable work surfaces, etc.
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes – the booking app will allow for tracking of occupancy; however, this application is not available for each office site, therefore there remains gaps. This continues to be developed. Please specify the name of the tool: Book IT (an application developed by Transport Canada, Flexidesk app). Please specify the latest data / estimate you have on: _30_% of employees in office full time _30_% of employees in hybrid work _40_% of employees full time teleworking Time period the data refer to: _June to September 2022_________
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Change management 2. Technology (Bandwidth/Network capacity) 3. Allocated space (foot print/space design), including growth of employees.
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** A pulse survey was completed in May 2022, data was captured with regards to hybrid work setting, preferred approach to hybrid work as well as challenges encountered so far. RTO Survey Results_ENG_appro **Have you consulted with Employment Equity Groups within your organization?** **The Persons with disabilities network was consulted.** Have you consulted with your Bargaining Agents? Parks Canada have been holding monthly consultations with bargaining agent since the start of the pandemic. Director Labour Relations is meeting on a weekly basis with national PSAC representative to keep them abreast of any and all development on the return to work file.

Parole Board of Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and Size of Organization	This link may be helpful: Size of organization Organization Name: Parole Board of Canada Number of Employees: 498 FTE Does your organization have regional offices? Yes/No Are your regional offices GC co working spaces? Yes/No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes/No If yes, What percentage of positions were assessed as having full-time in-office requirements? 4% What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 51% What percentage of positions were assessed as compatible with fully remote work / telework? 36% What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes / No If no, why? We are currently implementing the new telework so far 81% of our staff have a valid telework.

	If yes: What is your organization experimenting with? What is the experimentation timeframe? What percentage of employees are participating? Is participation voluntary or mandatory? How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results What outcome measures* is your organization using: **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes / No / My organization is already a partner If yes, please provide a contact name:
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes / No / Soon to implement How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time)

	Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: Each division has the flexibility to determine what would be the best for the team How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Did your organization apply a GBA+ lens when choosing hybrid work models? YES
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: We are in transition to have different office space configuration unassigned, assigned , other **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **All options are on the table.** **Are you planning to** reduce your office footprint? Yes / No Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes / No If yes, please list : Our IT service provider doesn't have the capacity to support new initiative.
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes / No If yes:

	Please specify the name of the tool: Please specify the latest data / estimate you have on: __% of employees in office full time __% of employees in hybrid work __% of employees full time teleworking Time period the data refer to: _________
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. 2. 3.
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Yes , flexibility **Have you consulted with Employment Equity Groups within your organization?** No Have you consulted with your Bargaining Agents? YEs

Patented Medicine Prices Review Board

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Patented Medicine Prices Review Board (PMPRB) Number of Employees: 79 (per link above) Does your organization have regional offices? Yes/No Are your regional offices GC co working spaces? Yes/No/Not applicable
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes/No The PMPRB did not, and does not intend to, do a position-by-position review. The PMPRB was able to work almost entirely remotely since March 2020, with only the occasional office visit on an as and required basis (e.g., for server room maintenance, facility management, and conducting hearings, etc.). Without having done a formal assessment, 80%+ positions could likely work full time remotely, with the remaining 20% hybrid. If yes, What percentage of positions were assessed as having full-time in-office requirements? What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? What percentage of positions were assessed as compatible with fully remote work / telework? What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) *We acknowledge that positions assessed for full time remote are not always offered this option*

Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes / No If no, why? The PMPRB's policy on location of work allows employees to choose their location of work (i.e., office, home, mix of both). With that and given the small size of the PMPRB (79 FTEs), and the fact that all employees have assigned seating, the PMPRB hasn't had to prioritize seating or test anything out. Prior to Covid, the PMPRB was already setup to be fully mobile, with a digital first strategy; therefore, implementation/experimentation took place in 2019-20 and the PMPRB is resuming its previous posture (e.g., in 2019-20, meetings were already being held in a hybrid fashion, with in person and online participants). If yes: What is your organization experimenting with? What is the experimentation timeframe? What percentage of employees are participating? Is participation voluntary or mandatory? How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results What outcome measures* is your organization using: **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes / No / My organization is already a partner If yes, please provide a contact name:

Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes / No / Soon to implement How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: Varies branch by branch but generally no requirement to come in. The PMPRB encourages some office presence, and employees come in as they see fit. The PMPRB doesn't track when employees are in the office, but employee office presence is increasing. If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) – part b depends on the branch Other: How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Did your organization apply a GBA+ lens when choosing hybrid work models? No.

Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles – completed a Workplace 2.0 refit in February 2020 with assigned spaces Activity Based Workplaces Other: **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** No. The PMPRB already has all such required spaces. **Are you planning to** reduce your office footprint? Yes / No The PMPRB is open to the possibility but has only 1.5 floors of a building, with six years remaining on the lease. If PSPC is interested in some of our space, we could give some up. Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes / No If yes, please list All boardrooms are equipped with Surface Hubs and online booking systems are in place for boardrooms, etc. Since all employees have assigned workstations, no booking systems are needed for these.
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes / No Given the small size of the PMPRB (79 FTEs), and since all employees have assigned seating, the organization has not been tracking this. If yes: Please specify the name of the tool: Please specify the latest data / estimate you have on: __% of employees in office full time __% of employees in hybrid work __% of employees full time teleworking Time period the data refer to: _________
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. TBS policy, uncertainty of future direction 2. N/A 3. N/A
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Yes. The PMPRB's approach is to allow employees the choice of when to come to the office, with certain restrictions (e.g., telework within NCR, come in when called in, etc.). Employees have been very pleased with our approach and flexibility. Some employees

	come into the office regularly, others do not. The PMPRB welcomes and encourages office presence. **Have you consulted with Employment Equity Groups within your organization?** The PMPRB consulted all employees, so yes. Have you consulted with your Bargaining Agents? No. Given the small size of the PMPRB (79 FTEs), and the fact that we consulted all PMPRB employees, we did not consult bargaining agents.

Prairies Economic Development Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Prairies Economic Development Canada (PrairiesCan) Number of Employees: 392 as of August 2022 (283 indeterminate, 109 term, casual and student) Does your organization have regional offices? Yes Yes/No Are your regional offices GC co working spaces? No Yes/No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Our department took the view that, with very few exceptions as determined by delegated managers, all of our positions are suitable for a mix of office and remote work. Yes/No If yes, What percentage of positions were assessed as having full-time in-office requirements? What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site?

	What percentage of positions were assessed as compatible with fully remote work / telework? What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes Yes / No If no, why? If yes: What is your organization experimenting with? Some employees have been working in our offices throughout the pandemic. Since late 2021-22, we have been experimenting with broader returns of groups towards a hybrid office model. This has involved asymmetric, progressive implementation of regular office schedules, currently ranging from ad hoc to 2 or more days, per week, per employee. What is the experimentation timeframe? We began hybrid office experiments in the fall of 2021. However, with setbacks due to COVID variants, most of our regions began their full implementation in late winter or early spring 2022. What percentage of employees are participating? ~80% Is participation voluntary or mandatory? It is mandatory that employees comply with management's direction. Our Deputy Minister outlined the current approach in an all-staff communication on September 3, 2021 and reminded employees that they are expected to "play ball" when needed to work in the office. However, implementation has progressed asymmetrically based on group functions and operational requirements. Managers have also stayed attuned to the individual needs of employees, in the spirit of managing with flexibility through the COVID era. How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results We have surveyed employees through various tools and are gathering feedback anecdotally, through HR data-sets, EAP usage and union-management consultations. What outcome measures* is your organization using: **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.*

	Public Service Employee Survey results, particularly employee satisfaction and engagement levels, will continue to be of utmost importance to us. We are also paying close attention to internal measures regarding diversity and inclusion and mental health. Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. No Yes / No / My organization is already a partner If yes, please provide a contact name:
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes Yes / No / Soon to implement How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: Our organization has branded its hybrid working model "1 + 1." This means that staff gather with teammates in the office on one day set by management and that they choose the second day of the week to work in the office, but not necessarily at the same time as other team members. The logic is that one day is with their team and the second day allows for informal and random interactions with people from other teams. How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: How did your organization choose hybrid models?

	We conducted several employee surveys and focus group discussions, which showed that, while opinions varied significantly, the vast majority (~90%) wanted to work in the office some of the time. Our Executive Committee decided on the "1+1" approach after many discussions considering staff desires, the nature of our work functions and the organization's regional mandate. Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Did your organization apply a GBA+ lens when choosing hybrid work models? Although a formal GBA+ analysis has not been conducted, the Executive Committee, in arriving at this policy, and individual managers in implementing it, have considered related factors such as differential impacts of work-from-home and hybrid office models on women and parents of young children, as well as other identity factors such as socioeconomic factors, disability, age and mental health.
Real Property & Technology	How is your office space currently configured? Currently we have a mix of hoteling workstations that are free for any employee to use as well as traditional assigned cubicles. In some regions, the assigned cubicles are assigned to more than one employee, who share them using a "buddy system." Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **Yes, this has been done in some regions in the short term, to provide more meeting space, with fewer individual workstations. We are working with PSPC towards longer-term office space refits.** **Are you planning to** reduce your office footprint? No, we do not have imminent plans. This might make sense in the future, but our organization has been in growth mode as a result of COVID relief funding, other new programs and the expansion of western regional development agencies. Yes / No Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Earlier in the pandemic, we used an office entry reservation application to track and maintain office presence under a certain % threshold. More recently, we have invested in technologies to better work in a hybrid environment, such as the integration of Enterprise VC System with MS Teams, which allows a videoconference device to connect to MS Teams meetings. We have also increased our capacity of GCSRA (remote access) and have increased the procurement of SurfacePro and mobile phone devices for employee use. Yes / No If yes, please list

Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? No, we have not used such a tool since removing the requirement to use the Office Entry Application. However, our office sizes are sufficiently small to afford management with a good visual view of the employees who are in the office. Yes / No If yes: Please specify the name of the tool: Please specify the latest data / estimate you have on: ~2 % of employees in office full time ~75-80% of employees in hybrid work ~20-25%% of employees full time teleworking Time period the data refer to: Summer 2022
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Whole space re-configuration – while minor improvements have been made, our office space requires modernization to newer and emerging federal office space standards; 2. Culture – we have yet to fully replicate, virtually or in a hybrid office setting, certain features of our positive office culture, such as the quick and effective onboarding of new hires and regular social cohesion activities (potluck celebrations, birthdays, retirements, etc); 3. Health and Safety – e.g. ; regular availability of trained first aid attendants and emergency evacuation volunteers; ongoing concerns with COVID-19 transmission and proper current safety protocols.
	Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways? **Yes, through surveys and anecdotal feedback received through various means (focus groups, town halls, and 1 on 1). Key takeaways have been largely positive. After getting past the initial anxiety and logistics related to returning to office, many staff report enjoying the benefits of working in an office and seeing colleagues in person. Others report that they have not fully bought into the need to work for a hybrid model and that they would prefer to work from home full-time.** **Have you consulted with Employment Equity Groups within your organization?** Yes, our departmental employment equity, diversity, and inclusion employee resource group is actively engaged and discusses areas of departmental concern such as hybrid workplace, return to work, employee wellbeing and learning and development needs. Have you consulted with your Bargaining Agents? Yes, informally and through ongoing formal consultation at department-wide and regional labour-management consultation committees.

Privy Council Office

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Privy Council Office Number of Employees: 1215 Does your organization have regional offices? Yes Are your regional offices GC co working spaces? No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes If yes, What percentage of positions were assessed as having full-time in-office requirements? 31% of employees have operational requirements that require them to be in the workplace between 4 – 5 days / week What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 53% of employees have operational requirements that require them to be in the workplace part-time. 28% 2-3 days / week 17% 1 day / week 8% 1-3 days / month What percentage of positions were assessed as compatible with fully remote work / telework? 15% of employees do not have an operational requirement to be in the workplace What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) Full-time telework arrangements will only be offered in exceptional circumstances. All requests for full-time telework will be reviewed and discussed on a case-by-case basis

	with HR and such things as skills shortages and diversity and inclusion may be considered as part of the decision process. *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes If no, why? If yes: What is your organization experimenting with? PCO employees were asked to have a recurrent in-person presence in the office every week, beginning June 13, 2022 to help test our hybrid technologies, accommodations, and to give all employees a chance to contribute to a period of experimentation and testing. Managers were encouraged to try different models within their work units such as having employees in on the same day, allowing employee choice in the day of the week they come to work, etc and then assessing the impact. Employees and managers were surveyed to gauge the success of the experimentation period and perceptions of the various approaches. What is the experimentation timeframe? June 13 till the end of summer What percentage of employees are participating? Most participated. According to a survey conducted in August 2022, 93% of respondents indicated having some presence in the workplace between June 13, which was the launch of the experimentation period, to August 9, when the survey ended. Is participation voluntary or mandatory? Mandatory. How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results Employee survey: An initial survey, designed to capture employee feedback and serve as a temperature check, was launched on July 28, 2022 and closed August 9, 2022. Office Entry Application: employees have been asked to log their presence in the workplace and select their workstation for each day in the workplace. Discussions within each branch between management and employees. What outcome measures* is your organization using: **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.*

	In the survey that was conducted, employees were asked to rate whether their experience improved or declined during the experimentation period with various attributes including team building/collaboration, networking, communication, cross-functional collaboration, idea generation, work satisfaction, well-being, productivity/performance and work-life balance. The survey also asked new employees who joined PCO during the pandemic how their onboarding and integration experience had been. The survey had an optional questions for respondents to identify their designated EE group(s) to help conduct additional analysis from a diversity and inclusion perspective. Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Maybe – we would like to learn more. We definitely want to support OCHRO initiatives If yes, please provide a contact name:
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes. A message was sent by the Deputy Head to all employees, which we can share. Many employees are already required to be in the office for operational reasons. For those who are not, a minimum of 2 days per week in the office will be required for all employees beginning later in September. How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site

	A combination of a) and b) Other: How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Did your organization apply a GBA+ lens when choosing hybrid work models? Yes, through surveys of staff
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: A mix of traditional closed offices and assigned and unassigned workstations **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **Yes** **Are you planning to** reduce your office footprint? Not in the immediate term, but we are in the process of a longer-term accommodation planning exercise with PSPC and our experiences with hybrid work will influence the outcomes. Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes If yes, please list SSC supported integrated boardroom solutions; M365 full suite; Increased network bandwidth; Secure Video terminals installed throughout PCO and in the homes of senior officials; Secure laptops for home access to secret material Upgraded laptops to support hybrid work Fully hybrid boardrooms for secure video, webex, and MS Teams including interpretation.
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes If yes: Please specify the name of the tool: The Office Entry App was developed to make it easier to manage building entries and occupancy levels in order to keep everyone safe. Through this app, employees and

	contractors (users) can submit requests to use and reserve a specific workstation within applicable PCO facilities at a chosen date and time. The employee survey asked respondents to identify their weekly presence in the workplace, which is the data stated below: Please specify the latest data / estimate you have on: _20_% of employees in office full time _73_% of employees in hybrid work _7_% of employees full time teleworking Time period the data refer to: June 13 until the survey closed on August 9, 2022________
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Change Management i.e., Employee resistance 2. Inconsistency between departments undermining efforts to bring employees into the office. 3. Disincentives to come to the office (requirement for masks, increased transportation costs, loss of work-life balance, etc)
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Yes, PCO employees and managers were surveyed to gauge the success of the experimentation period and perceptions of the various approaches Generally, survey respondents indicated they are participating in the experiment and coming into the office more frequently compared to prior to the experimentation period. For those who indicated a change in their experience during the first month of experimentation, the improvements outweighed the declines. Work-life balance and productivity/performance had the largest declines. Access to secure systems, team building exercises and networking were the top three most voted activities better performed in the workplace. Work-life balance was the #1 most valued aspect of remote work. Most respondents prefer an unstructured approach with return to the workplace with the flexibility to choose their own day(s) in the workplace. Transportation / commute was the highest concern with returning to the workplace for respondents. The majority of supervisors/managers indicated having no challenges managing employees remotely. The highest ranked support tools for managers/supervisors were guidelines on technology in the workplace, training on working in hybrid models and HR accommodations support. **Have you consulted with Employment Equity Groups within your organization?** RTW was discussed at a June 28, 2022 meeting with our Employment Equity and Diversity Advisory Committee. Throughout the fall we will meet with various employee networks and conduct additional surveys potentially. Have you consulted with your Bargaining Agents? Yes – through our National Labour Management Consultation Committee, Occupational Health and Safety Policy Committee, and ad-hoc Labour-Management meetings

Public Persecution Service of Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Public Persecution Service of Canada Number of Employees: 1124 Does your organization have regional offices? Yes Yes/No Are your regional offices GC co working spaces? No Yes/No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes Yes/No If yes, What percentage of positions were assessed as having full-time in-office requirements? 10% What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 70% What percentage of positions were assessed as compatible with fully remote work / telework? 20% What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) Tasks allow them to be fully remote and hiring outside work location *We acknowledge that positions assessed for full time remote are not always offered this option*

Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes Yes / No If no, why? If yes: What is your organization experimenting with? We're experimenting with Hybrid in all our regions and NHQ and we will review effectiveness and examine lessons learned and best practices in the coming months. What is the experimentation timeframe? Beginning in September 2022 Until March 2023 What percentage of employees are participating? 100% Is participation voluntary or mandatory? All employees will take part in the hybrid workplace. How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results We have done and will continue to conduct surveys. What outcome measures* is your organization using: We will be assessing employee's experience with hybrid and the impacts on their wellbeing and mental health as well as impacts on productivity, retention, recruitment and team cohesion etc. This will be done via surveys, town halls and employee focus groups. **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. No Yes / No / My organization is already a partner If yes, please provide a contact name:

Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes some regions already have and all will in September 2022 Yes / No / Soon to implement How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Did your organization apply a GBA+ lens when choosing hybrid work models? Yes
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles

	Activity Based Workplaces Other: **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** Yes **Are you planning to** reduce your office footprint? Yes / No Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes / No If yes, please list MS Teams, new video conferencing equipment for boardrooms, Wi-Fi at workplaces, work phones for all employees.
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes / No If yes: Please specify the name of the tool: Security check ins via employee passes Please specify the latest data / estimate you have on: Don't currently have this information __% of employees in office full time __% of employees in hybrid work __% of employees full time teleworking Time period the data refer to: _________
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Employees who have settled into new routines after 2 years of remote work 2. Health concerns with ongoing pandemic 3. Managing hybrid workforce for middle managers.
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Yes - we held focus groups with groups of employees. All prefer the flexibility of teleworking, but recognize that for some tasks, team building and team cohesion that some worksite presence is required. **Have you consulted with Employment Equity Groups within your organization?** Yes – same as above Have you consulted with your Bargaining Agents? Yes – same as above

Public Safety Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Public Safety Canada Number of Employees: Approximately 1,450 Does your organization have regional offices? Yes/No Are your regional offices GC co working spaces? Yes/No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes/No If yes, What percentage of positions were assessed as having full-time in-office requirements? *In November 2021, 21% of positions were assessed as having limited potential to telework* What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? *In November 2021, 79% of positions were assessed to be compatible with hybrid work* What percentage of positions were assessed as compatible with fully remote work / telework? *No positions at Public Safety have been assessed to be compatible with fully remote or telework* What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) N/A *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work?

Yes / No

If no, why?
If yes:
What is your organization experimenting with?
A progressive transition to hybrid will ensure the workplace is equipped and ready to support employees and that we have opportunities to learn and continue to adjust based on feedback and lessons learned.
During the experimentation period, it will be incumbent on managers to facilitate bringing people together and on every employee to actively participate in this period of experimentation. An experimentation period during which PS encourages teams to come into the workplace to: Connect, Create and Celebrate
Transition activities during the Summer 2022:
Depersonalization
Transitional Management Workshops
Meetings and team activities

What is the experimentation timeframe?
The experimentation timeframe is scheduled to continue until the end of fiscal year to allow employees and management to experiment the workplace as well as developing their team charters and tw agreements
What percentage of employees are participating?
20% of employees have come on-site to experience the workplace
Is participation voluntary or mandatory?
Participation is voluntary but highly encouraged

How is data being collected?
Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc.
*If you have employee pulse data, please share aggregate results
The collection of on-site experimentation is being done through:
Monthly feedback surveys
Turnstile Card Access
As of October – the data will be collected using the reservation Buro App, this will provide numbers per floor, per branch and provide more data on the use of the space as we move forward with the transition period.

What outcome measures* is your organization using:

**Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.*

Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an

	evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes / No / My organization is already a partner If yes, please provide a contact name: Emmanuelle Dany
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes / No / Soon to implement How many days are staff who worked full-time emote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed “team days” where everyone in the team comes on-site A combination of a) and b) Other: How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Did your organization apply a GBA+ lens when choosing hybrid work models?

Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **Yes, PS accommodation team in collaboration with IT are working in identifying more collaborative location in the NCR as well as in the Regional Offices. More boardrooms will be enabled throughout this FY and more will be built with the accommodation modernization plan.** **Are you planning to** reduce your office footprint? Yes / No (although there is more flexibility in hybrid model, the organization is growing and many areas have ongoing “in-the-office” needs). Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes / No If yes, please list Videoconference tools to enable boardroom to conduct hybrid meetings Developed a “Buro application” to reserve workstations.
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes / No If yes: Please specify the name of the tool: Building Turnstiles As of October using data from the Reservation Buro App Please specify the latest data / estimate you have on: N/A – Only number of employees who have visited the workplace: __% of employees in office full time __% of employees in hybrid work __% of employees full time teleworking Time period the data refer to: _____June – August 2022____
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Employees not understanding difference between remote work and telework / as well as operational requirements. The pandemic has created “entitlements”. 2. Challenge in reorganizing the workplace – supply issue (equipment, wifi, etc.) 3. Recruitment challenge – all departments not applying same approach, employees looking for most flexibility – many policies not flexible enough for national recruitment (NJC, etc.)
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?**

	Regular discussion and information sharing held at our Workplace Consultative Committee (WCC). Quarterly discussion with our NOSHPC. Discussion with NLMCC. Presentation to our DAC – Departmental Audit Committee **Have you consulted with Employment Equity Groups within your organization?** Accessibility discussion – considering the needs of persons with disability Have you consulted with your Bargaining Agents?

Public Service Commission of Canada

Profils hybrides des ministères

Situation actuelle : Veuillez fournir un bref aperçu des plans hybrides de votre ministère pour l'automne 2022. Nous comprenons que les ministères en sont à diverses étapes de planification et de mise en œuvre, et que les plans continuent d'évoluer. Si l'information n'est pas disponible pour certaines des questions, veuillez l'indiquer et fournir une estimation si possible.

Nom et taille de l'organisation	Voici un lien qui peut vous être utile : Taille de l'organisation Nom de l'organisation : Commission de la fonction publique du Canada Nombre d'employés : 878 Votre organisation a-t-elle des bureaux régionaux? Oui Vos bureaux régionaux sont-ils des espaces de coworking GC ? Non
Évaluations des postes	Est-ce que votre organisation a évalué la compatibilité des postes avec le travail hybride? Oui, l'évaluation a été réalisée à l'automne 2021 lors de la confirmation des employés requis sur place pour les besoins opérationnels de notre plan pour l'augmentation de l'occupation en phase 1. Dans l'affirmative,

	Quel pourcentage des postes ont été déterminés comme étant des postes où les employés doivent être présents au bureau à temps plein? 2.1% Quel pourcentage des postes ont été déterminés comme étant des postes compatibles avec le travail hybride, où les employés peuvent consacrer une certaine partie de leur temps au télétravail et doivent travailler sur les lieux le reste du temps? 31.9% Quel pourcentage des postes ont été déterminés comme étant des postes compatibles au télétravail à temps plein? 66% Quelles considérations ont été appliquées pour déterminer un poste entièrement éloigné (par exemple, embaucher à l'extérieur du RCN, pénuries de compétences, considérations relatives à la diversité et à l'inclusion, etc.) Lors de l'évaluation des postes, on a demandé aux gestionnaires d'évaluer les facteurs suivants : Fonctions exigeant du soutien sur place (SST, sécurité, soutien en TI, etc.) Exigence de collaboration avec collègues sur place Travail pouvant être effectué de manière autonome Fonctions de supervision sur place Fonctions exigeant interactions avec intervenants externes sur place (clients, partenaires, etc.) Nécessité d'accès à des équipements spécialisés ou des documents secrets/classifiés Fonctions peuvent être effectuées à un des bureaux de la CFP (siège social ou bureaux régionaux) Exigences du poste particulières exigeant une présence importante sur place. La vision ministérielle pour l'avenir du travail a été approuvée au printemps 2021 comme suit : *Un employeur de choix avec une main-d'œuvre agile, inclusive et équipée dans un milieu de travail numérique*. Cette vision: offre une flexibilité pour le télétravail ou le travail à distance lorsque cela est possible favorise la santé et le bien-être des employés favorise l'accessibilité et augmente la diversité fournit un modèle d'entreprise plus flexible à nos clients aide à attirer et à retenir les meilleurs talents dans tout le pays. Effort de régionalisation/diversification (recrutement candidats variés de différentes régions du Canada). Compte tenu de la concurrence pour les talents dans la RCN, la capacité d'attirer des talents à travers le Canada est devenue une préoccupation croissante. Embauche de ressources autochtones vivant en réserves/ communautés pour supporter l'Équité en emploi et la diversité.

Mise à l’essai	En ce moment, est-ce que votre ministère effectue la mise à l’essai* d’un ou de plusieurs modèles hybrides ou d’autres aspects à l’appui de la mise en œuvre du travail hybride? Oui Si vous avez répondu non, veuillez expliquer pourquoi? Dans l’affirmative: Sur quoi porte la mise à l’essai de votre organisation? Actuellement la CFP est dans sa phase 1 (Entrée contrôlée) : Le travail sur place aux bureaux de la CFP est limité aux employés de la CFP dont la présence est requise et à ceux qui veulent travailler sur place pour des raisons de santé mentale ou d’autres raisons. Certaines présences ponctuelles peuvent être approuvées par un directeur général, en fonction des besoins opérationnels ou de la situation personnelle de l’employé. Quel est le calendrier de la mise à l’essai? Avril 2002 à octobre 2022 Quel pourcentage des employés participent? Entre 15 et 20% La participation est-elle facultative ou obligatoire? Les deux, obligatoire pour ceux dont la présence est requise et facultative pour ceux qui le préfère ou le demande. De quelle façon les données sont-elles recueillies? Le système de la CFP Accès au bureau (gestion et confirmation de présences) et commentaires des employés transmis à une boîte de courriel générique. De même, l'enquête de référence de l’approche Hybride en boîte lancée en septembre 2022 fournira des données sur l'expérience des employés. Quelles mesures de résultats* votre organisation utilise-t-elle ? La santé mentale, l’attrait et la rétention des talents, l’intégration, la collaboration et la cohésion sociale. *Êtes-vous intéressé à vous joindre à l'initiative d'expérimentation " Hybride en boîte " du BDPRH ?* Mon organisation est déjà un partenaire Dans l’affirmative, veuillez fournir le nom d'une personne-ressource : Stéphane Chartrand, Directeur – Gestion du milieu de travail
Modèles hybrides	Votre organisation est-elle passée à un modèle de travail hybride?

	Mis en œuvre à venir bientôt (3 octobre 2022) Maintenant, combien de jours les employés travaillant entièrement à distance durant la pandémie doivent-ils venir travailler au bureau? Si votre organisation teste plusieurs modèles, indiquez-en autant que possible : Une fois par mois ou moins D'un à trois jours par mois Un jour par semaine Deux jours par semaine Trois jours par semaine Quatre jours par semaine Cinq jours par semaine (à temps plein) Ne s'applique pas : On n'a pas indiqué aux employés qu'ils devaient travailler sur les lieux de façon régulière. Différentes exigences en fonction de l'emplacement des employés Autre : Si vous avez sélectionné plusieurs modèles hybrides ci-dessus, veuillez inclure des informations supplémentaires sur les modèles que vous testerez et sur la manière dont ils s'appliquent à l'ensemble de votre organisation : Le modèle d'un jour par semaine est une exigence minimale. Certaines fonctions opérationnelles devront travailler sur place plus d'un jour par semaine. Comment choisit-on les jours où l'employés doit travailler au bureau? Les employés choisissent eux-mêmes les jours où ils veulent travailler sur le lieu de travail. Il y a des jours d'équipe où tous les employés de l'équipe doivent travailler au bureau. Une combinaison des réponses a) et b). Autre : De quelle façon votre organisation a-t-elle choisit les modèles hybrides? Évaluations des profils des postes Emplacement des employés (les employés de la RCN travaillent au bureau) Précédent établi par d'autres organisations gouvernementales Mobilisation des employés /Exercices de chartre d'équipe Autre : Concertation et décision du Comité Exécutif de Gestion de la CFP (volonté d'un modèle fixe/stable mais pas trop contraignant) Votre organisation a-t-elle adopté une perspective de l'ACS+ lorsqu'elle a choisi les modèles de travail hybrides?

	Oui, une ressource ACS+ a été consultée sur l'approche ministérielle progressive et l'évaluation des postes pour leur compatibilité avec le travail hybride. De plus, divers comités sur la diversité et l'inclusion ont été consultés (p. ex. le sous-comité des femmes et le sous-comité des personnes handicapées) sur la détermination de l'approche de la CFP.
Biens immobiliers et technologie	Quelle est la configuration actuelle de votre milieu de travail? Majoritairement selon le modèle traditionnel de cubicules assignés. Toutefois, la CFP met à l'essai les postes de travail non-assignés dans deux bureaux régionaux et sur un des étages du bureau national **Votre organisation a-t-elle envisagé de créer davantage d'espaces de travail collaboratifs et/ou de salles de conférence pour mieux faciliter les réunions hybrides ?** Oui, toutes nos salles de conférences sont disponibles pour réservations par l'entremise de Outlook. **Nous continuons à travailler avec Services partagés Canada pour mettre à niveau la technologie de réunion dans nos salles de rencontres et la mise en œuvre du téléphone logiciel - nous ne prévoyons pas que cela sera terminé avant la mise en œuvre de la phase 2 en octobre, ce qui pourrait avoir un impact négatif sur l'expérience des employés.** **Envisagez-vous de réduire l'encombrement de votre bureau ?** **Oui. À la suite du projet pilote de postes de travail basés sur les activités mentionné ci-dessus, nous prévoyons de travailler avec le CPFP pour réduire l'empreinte des bureaux au 22, rue Eddy (retour d'un étage), ainsi que dans deux bureaux régionaux (Toronto et Halifax).** **Avez-vous investi dans des technologies pour vous adapter à un environnement hybride ? Par exemple, la technologie des réunions dans les salles de réunion, les systèmes de réservation en ligne du lieu de travail, etc.** **Oui, nous avons le système de la CFP Accès au bureau (app) en ligne. Nous continuons à travailler avec Services partagés Canada pour mettre à niveau la technologie de réunion dans nos salles de rencontres et la mise en œuvre du téléphone logiciel - nous ne prévoyons pas que cela sera terminé avant la mise en œuvre de la phase 2 en octobre, ce qui pourrait avoir un impact négatif sur l'expérience des employés.**
Présence sur le lieu de travail	Avez-vous un outil qui vous permet d'effectuer le suivi du pourcentage des employés de votre organisation qui travaillent sur le lieu de travail de façon hebdomadaire? Oui Dans l'affirmative : Veuillez préciser le nom de l'outil : Le système de la CFP Accès au bureau (gestion et confirmation de présences) Veuillez préciser les dernières données dont vous disposez sur : 1 % des employés qui travaillent au bureau à temps plein 24 % des employés qui suivent un modèle de travail hybride

	75 % des employés qui font du télétravail à temps plein Période à laquelle les données se réfèrent : Semaine du 12 au 16 septembre 2022
Défis	Quels sont vos trois principaux obstacles (p.ex., politiques du SCT, bureaux non assignés, le nombres d'employés est plus grand que les bureaux disponibles, autre) affectant la transition vers un lieu de travail hybride ? 1. Réticence d'employés qui préfère continuer à télétravailler à temps plein 2. L'application juste et équitable de la présence minimale sur place dans la phase 2, étant donné l'effort concerté de la direction pour embaucher des télétravailleurs à temps plein dans tout le pays, qui ne sont pas en mesure de se présenter sur place à un bureau de la CFP. 3. L'application incohérente du retour au travail hybride dans l'ensemble du secteur public, ce qui a un impact sur le recrutement et la rétention pour la CFP.
Mobilisation	Avez-vous consulté vos employés au sujet de la transition vers le travail hybride? Dans l'affirmative, quels sont les principaux points à retenir? Oui des sondages ont été faits et plusieurs employés ont indiqué une préférence pour le maintien du télétravail, mais plusieurs ont exprimé le désir de pouvoir retourner au travail pour briser l'isolement, socialiser et pour collaborer avec leurs collègues. Le sondage de référence de l'approche hybride en boîte a également été lancé auprès de tous les employés de la CFP en septembre 2022. **Avez-vous consulté des groupes d'équité en matière d'emploi de votre organisation?** **Oui, les comités des Personnes en situation de handicap et des Femmes ont été consultés pour la détermination de l'approche de la CFP** Avez-vous consulté vos agents négociateurs? Oui, au moyen d'une rencontre spéciale du Comité d'orientation de politiques en santé et sécurité au travail et par deux rencontres spéciales des instances syndicales du niveau national. Les agents négociateurs et les comités de SST ont également été consultés tout au long de la pandémie sur notre approche ministérielle concernant l'assouplissement des restrictions COVID 19 et l'augmentation de l'occupation des lieux de travail de la CFP.

Public Services and Procurement Canada

Departmental Hybrid Profiles

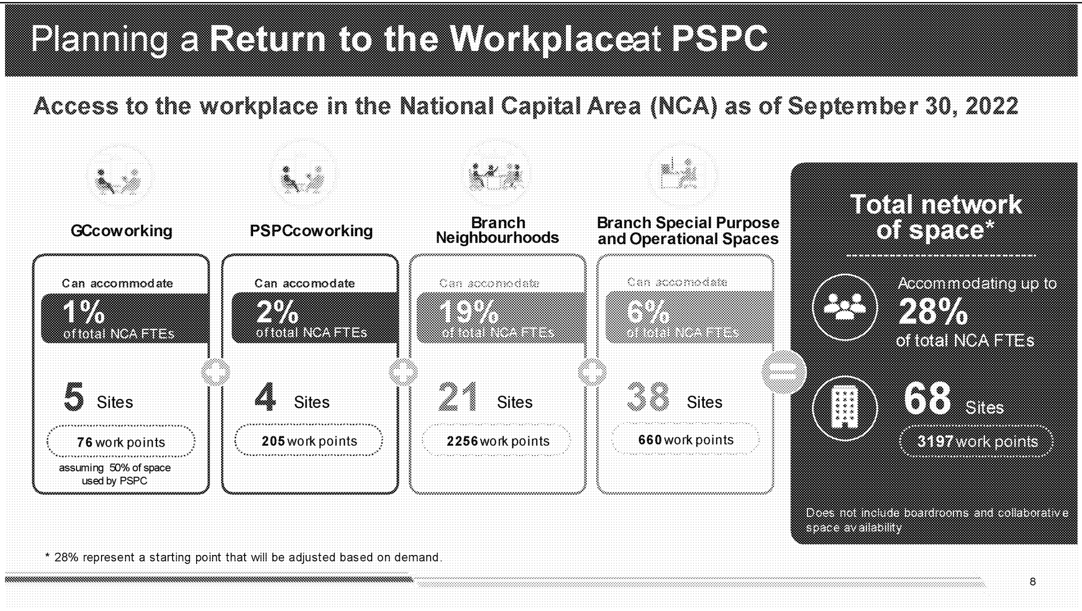
Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Public Services and Procurement Canada Number of Employees: 18,927 (Population report August 1, 2022) Does your organization have regional offices? Yes Are your regional offices GC co working spaces? Yes/No GC co working spaces provide options for PSPC employees as part of the PSPC network of space; however, PSPC regional offices are primarily ABW and workplace 2.0 spaces.
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes but it was undertaken early during the start of the pandemic to ensure continuity of critical services. Building on experimentation to date and OGD experience, PSPC is planning an assessment of all positions for compatibility with the current hybrid work model (targeted to be completed Fall of 2022). Approach will build on work recently undertaken by OGD counterparts (e.g., ESDC). What percentage of positions were assessed as having full-time in-office requirements? Pandemic context (as described above): May 2020 assessment identified 1% of NCA positions requiring full-time in-office presence. That said, about 10% of employees continued to remain on site. Departmental Interim Work Arrangements identified/projected 5% for full time in-office work arrangements. What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? Prior to the pandemic approximately 5% of PSPC employees had telework arrangements. With the exception of the estimated 5% noted above (via the Interim Work Arrangements) that require in person presence, the majority of PSPC positions would be suitable for hybrid work. What percentage of positions were assessed as compatible with fully remote work / telework? This is being confirmed with exercise underway. What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.)

	To be determined as part of Fall Exercise. Factors being considered to determine level of flexibility: functional requirements, degree of autonomous vs collaborative work, whether characterized by measurable outputs, and whether there are geographically dispersed teams because of skills shortages, and possibly diversity and inclusion considerations. Individuals in positions assessed suitable for full time remote would not automatically be offered this option as other management considerations may come into play.
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes, with the easing of restrictions and the opening of branch neighbourhoods in the NCA, we are encouraging managers to have employees increase presence in offices for purposeful activities such as collaboration, team meetings, training, on-boarding etc. Furthermore, we are exploring the options that are being deployed in other government departments and those identified in OCHRO Hybrid in a Box initiative. This work will inform further departmental guidance on the matter in early Fall. If no, why? If yes: What is your organization experimenting with? See above. Increased use of spaces for moments that matter. What is the experimentation timeframe? Summer 2022 to January 2023, with ongoing evolution based on assessment of approach. What percentage of employees are participating? As of the end of August 2022, there were approximately 25% of PSPC employees in the NCA who have used the network of space. Of that, 10% of employees continued to remain on-site throughout the pandemic. Is participation voluntary or mandatory? Voluntary, though strongly encouraged. How is data being collected? Voluntary feedback reports as well as occupancy data calculated via a space booking/reservation system. Departmental Diversity, Inclusion and Workplace Well-being Survey. What outcome measures* is your organization using: As part of the Fall exercise, assessing tracking of indicators related to Effective Service Delivery and Operations, Space Utilization, and Employee Satisfaction. **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.*

	Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes If yes, please provide a contact name: Martin Prescott and Deborah Arranz
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Soon to implement, that said the current increases in presence for moments that matter is in fact a hybrid model. How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: no specific requirement at this time. Options being considered. If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: Predominantly different requirements based on employee location. That said, active promotion of presence in the workplace in coordination with teams to build social cohesion through moments that matter. We will be rolling out team charters and managers have been encouraged to establish team days once a week to engage in purposeful activities. How are the on-site days chosen? Employees individually decide which day(s) to come on-site We will be soon promoting team based approaches. We expect to promote purposeful "team days" where everyone in the team comes on-site A combination of a) and b) Other: On-site days established by teams. How did your organization choose hybrid models?

	Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Employee engagement. Will be incorporating team charter approach as part of Fall experiment. Did your organization apply a GBA+ lens when choosing hybrid work models? Not formally but inclusion is strongly promoted.
Real Property & Technology	How is your office space currently configured? PSPC has been able to leverage all Activity Based Workspaces (ABW) that were already modernized which include a variety of heads down workstations, hoteling workstations, as well as open and closed collaborative spaces. PSPC has decided to embrace the opportunity created by COVID to completely transition to an unassigned environment; however, given that there is was not enough modernized ABW spaces completed prior to COVID, PSPC has made light fit-up with no structural changes to adapt a few traditional office spaces to offer unassigned workstations with adjustable desks, as well as open and closed collaboration spaces. The office space that is being opened to employees is composed of: Operational sites (38) traditional for those critical services and those that required access to space for specific operational purposes PSPC Co-working site for PSPC shared space (5) GC-Coworking (8) and Neighborhoods for branch employees to meet in team or withing their organization to collaborate. For fall of 2022 we are planning to have space to accommodate 30% of employees on a daily basis

	 Planning a **Return to the Workplace**at PSPC **Access to the workplace in the National Capital Area (NCA) as of September 30, 2022** **GCcoworking** – Can accommodate 1% of total NCA FTEs – 5 Sites – 76 work points – assuming 50% of space used by PSPC **PSPCcoworking** – Can accomodate 2% of total NCA FTEs – 4 Sites – 205 work points **Branch Neighbourhoods** – Can accomodate 19% of total NCA FTEs – 21 Sites – 2256 work points **Branch Special Purpose and Operational Spaces** – Can accomodate 6% of total NCA FTEs – 38 Sites – 660 work points **Total network of space*** – Accommodating up to 28% of total NCA FTEs – 68 Sites – 3197 work points Does not include boardrooms and collaborative space availability * 28% represent a starting point that will be adjusted based on demand. 8 **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **Yes, in the next few months, as part of PSPC's mid-term bridging strategy and longer-term strategy, PSPC must identify future requirements for collaborative space and boardrooms for the longer-term.** **Are you planning to** reduce your office footprint? Yes / No: Yes, by 52% over the next 7-year horizon, aligned with large fit-up projects, including PDPIII and the end of the Occupancy Instruments (OIs) with RPS. Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes / No: YES If yes, please list For AV/VC, we implemented the CVI solution to allow the legacy CISCO system to interoperate with Teams; we have implemented Surface Hubs for small collaboration spaces; we have implemented as a quick solution for small to medium sized boardrooms, the Jabra Panacast and Owls. For the end state, we are implementing the Crestron UCB30 for small boardrooms, the Crestron UXMX70 for medium boardrooms, and the Crestron CX100 for large boardrooms. The Crestron devices are Microsoft certified to operate the Teams platform. In addition, for putting presentations onto TV monitors, we have implemented Miracast which allows our laptops to wireless connect to monitors in both boardrooms and collaboration spaces.
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes, the booking/reservation system and eventually also with connectivity to the network. If yes: Please specify the name of the tool: Archibus Attached for reference is a National, NCA Coworking and Neighbourhood occupancy dashboard prepared on a weekly basis, however data are not yet available for September when higher levels of in person work have been observed.

	Occupancy dashboard - National,
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Employee reluctance to return to workplaces given the success of remote work. 2. Difficulty reconciling the need for in office presence with geographically dispersed teams. 3. Recruiting/retention – with very low labour market availability, the public service is competing with not only itself but with the broader public and private sectors, making offering maximum flexibility to employees a useful tool to recruit and retain talent.
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Executive engagement sessions have been taking place over the summer. Two townhalls were held with EX's and two broader townhalls that included managers. Engagement with all staff will roll out in the fall. **Have you consulted with Employment Equity Groups within your organization?** **This is planned for fall 2022.** Have you consulted with your Bargaining Agents? Not specifically regarding hybrid work however consultation is very much on-going with respect to increasing office presence and what the hybrid model will look like going forward. Consultations will continue.

The Royal Canadian Mounted Police

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: The Royal Canadian Mounted Police Number of Employees: 33,052 Does your organization have regional offices? Yes/No

	Are your regional offices GC co working spaces? Yes/No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes/No Only on a case-by-case basis. The RCMP has unique needs that may vary, even by division, as some positions involve duties and operational requirements that require work to be done on-site. The RCMP has developed a framework for flexible work arrangements tool to assess position suitability. This helps to ensure a consistent approach on how decisions are made across the department when determining if a position is suited for flexible work arrangements, specifically related to evaluating the potential for telework. As of today, the RCMP has a total of 369 telework agreements completed and approved. We will continue to assess the data and breakdown the percentages as the transition to a hybrid model evolves in some areas. What percentage of positions were assessed as having full-time in-office requirements? What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? What percentage of positions were assessed as compatible with fully remote work / telework? What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) As the RCMP is a highly operational organization, all positions are assessed based on its operational requirements in each division/region and their districts. *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes / No If no, why? If yes: What is your organization experimenting with? The RCMP has unique needs that may vary, even by division, as some positions involve duties and operational requirements that require work to be done on-site. However, it's possible that teams will be made up of some employees who work on-site and some, where there is flexibility, who work a combination of on-site work and telework. As of March 2022, the RCMP released the RCMP Telework Guidelines which serves as a tool for all RCMP managers and employees in terms of how they choose to optimize work and workplace flexibilities. These Guidelines are consistent with government direction and

	are inclusive to all categories of employees (Regular Members, Civilian Members, Public Service employees). In addition, a framework for flexible work arrangements tool has been developed to ensure a consistent approach on how decisions are made across the department when determining if a position is suited for flexible work arrangements, specifically related to evaluating the potential for telework. Once a position is assessed against the flexible work arrangements tool, employees have been encouraged to discuss their individual circumstances and options for telework / flexible working arrangements with their managers. The conversation starts with the employee and their manager, who are best placed to know and understand the operational requirements of their unit, as well as the employee's day to day duties to be carried-out. What is the experimentation timeframe? The RCMP has taken a divisional approach to workplace reintegration and transitioning from "remote work" to telework agreements, as the divisions deems appropriate, as each province and territory experience unique circumstances. RCMP Commanding Officers in each division, as well as Business Line heads, are responsible for planning their own reintegration strategies, taking into consideration their operational needs. What percentage of employees are participating? The RCMP is in the process of collecting data related to the number of telework agreements approved. Is participation voluntary or mandatory? Participation is voluntary. How is data being collected? *If you have employee pulse data, please share aggregate results Data on telework is currently being managed through our labour relations advisors throughout the divisions. As per the RCMP Telework Guidelines, managers are to submit their employee's telework agreements to their LR advisor for tracking purposes. The RCMP is working with subject matter experts to develop a telework agreement tracking module within our HR system in the near future. What outcome measures* is your organization using: **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.*

	Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes / No / My organization is already a partner If yes, please provide a contact name: who should be the contact or are we already participating?
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes / No / Soon to implement How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: Case-by-case. The employee and their manager will have a discussion, as they are best placed to know and understand the operational requirements of their unit, as well as the employee's day to day duties to be carried-out. How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises

	Other: Case-by-case. The RCMP has used a combined approach of assessing position profiles and having managers determine suitability based on operational requirements. The telework guidelines include tools to assist managers and employees in terms of how they choose to optimize work and workplace flexibilities. Did your organization apply a GBA+ lens when choosing hybrid work models?
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: Given the number of regions/divisions and the uniqueness of each respective province, there are variety of office space configuration across the country. **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** Yes / No During the COVID-19 pandemic, the RCMP has been moving forward with a pilot project to apply the GCworkplace standard within its national headquarters location, specifically for the Corporate Management & Comptrollership (CM&C) organization. The GCworkplace approach reduces the previous footprint of CM&C significantly, enable others programs within the RCMP to expand/grow within the existing footprint (space expansion avoidance) and to create unoccupied space for further GCworkplace implementation. This project will be completed in October, enabling the RCMP CM&C program to pilot the space, have employees engage in a hybrid environment, develop lessons learned and best practices, which will be applied to future RCMP GCworkplace projects. **Are you planning to** reduce your office footprint? Yes / No We are commencing a functional programming exercise in the National Capital Region, which represents a large portion of our real property portfolio. Given the variety of roles and responsibilities that RCMP personnel have, this exercise will be more complex than a typical functional programming exercise. The RCMP's intent is to work with PSPC on a long-term accommodation plan for the pure 'office worker' type of office accommodation, and over the long term, look at reducing the number of RCMP locations within the portfolio while ensuring that similar programs are co-located or consolidated to support a reduced footprint. Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes / No The RCMP has invested in the Archibus reservation tool, which will be used for the aforementioned GCworkplace pilot project. The goal is for employees to have access to the reservation tool online through their laptops, as well as through an application on their phones. This is still being developed and is anticipated for use upon completion of the pilot project (October 2022). Performance results of the system will dictate future use and application at other locations.

	The GCworkplace environment has been designed to consider and incorporate new communication technology, to facilitate hybrid meetings (i.e. meeting with in-person and virtual presence).
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes / No If yes: Please specify the name of the tool: Please specify the latest data / estimate you have on: __% of employees in office full time __% of employees in hybrid work __% of employees full time teleworking Time period the data refer to: _________
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Operational nature of the organization and of many of the positions 2. Limited IT infrastructure, bandwidth, and internet plans with limitation in some remote locations.
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** **Have you consulted with Employment Equity Groups within your organization?** Have you consulted with your Bargaining Agents? The bargaining agents were consulted and had the opportunity to provide feedback during the development of the RCMP Telework Guidelines and at various meetings (eg. National and Local Labour Management Consultation Committees).

Shared Services Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Shared Services Canada Number of Employees: 8995 Does your organization have regional offices? Yes Are your regional offices GC co working spaces? No, SSC has its own regional offices. Part of our strategy is to leverage the use of GC co-working space in the future to hire talent in areas where there is no dedicated SSC space. SSC has a number of employees that provide services in other settings, for example in data centres, at client offices, at clients' service delivery sites, etc.; other employees are assigned to deliver projects with clients and in some cases to co-locate with clients meaning their work location is driven by the partner department (and not by SSC). As such, in addition to our national distribution of employees among GCworkplace and traditional office set-ups, it is important to note that more than 8% of the SSC workforce is embedded within other departments (e.g., accessing and working out of client department installations). This represents a unique layer in our overall hybrid approach, and demands a broader lens – beyond current GCworkplace models.
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes. SSC completed an initial position assessment based on functional requirements and whether or not the activities / duties associated with a given position could be carried out remotely. Moreover, consideration was given to SSC's priority to hire and retain talent from across the country to deliver on its enterprise-wide mandate. It is important to note that this assessment was conducted as a preliminary evaluation in a very specific context (i.e., a pandemic environment where most of the Public Service was working from home and hybrid models were yet to be defined). As such, the distribution below may not represent SSC's end-state hybrid approach. Over the coming months, this assessment will be refined, including by establishing a closer link between the position assessment, our workforce distribution and our branch-specific 'concept of operations' / hybrid models. This is particularly true given SSC's mandate as a service provider to other departments and agencies, where the availability of our workforce is impacted by clients' evolving needs. In this context, SSC will continue to pivot and adapt to various operational environments – meaning that the current position assessment is a snapshot in time.

	It is further important to remember the manner in which SSC was created in 2011, when employees from across the country joined SSC from other departments. This has organically led to a distributed workforce, with more than half of SSCs employees working remotely or accessing traditional / GCworkplace office space on a part-time basis. Pre-pandemic, between 30% to 50% of employees accessed SSC's GCworkplace space on a daily basis (out of 1750 unassigned workpoints nationally), and approximately 50% to 60% accessed traditional space (out of 6250 assigned workpoints nationally). SSC has also requested ID access logs from the RCMP with a view to gathering further information on pre-pandemic building occupancy. Note that the RCMP manages the IT system used by SSC for 70% of SSC buildings. That said, it is worth noting that SSC's workforce is comprised of a range of different types of employees – those occupying technical roles at SSC and in facilities or client departments (the majority of the departments' employees), and more traditional office workers (a lesser number of employees at SSC). With this, SSC is continuously evolving and refining its workforce management approach to best serve clients and deliver on its mandate. This means identifying the most suitable hybrid model and real property footprint / office design for the various types of workers. It is important to highlight that for a number of years pre-pandemic, SSC put a priority (including targets) on hiring staff in the regions. In fact, regional hiring grew since the beginning of the pandemic, with 49% (626 out of 1288) of new hires since March 2020 in regional locations, resulting in a regional presence increase of 37% from pre-pandemic levels (1710 to 2336). This hiring further reinforces SSCs decentralized model which impacts our hybrid approach. Prior to the pandemic, SSC set a strategic goal to reduce its footprint by 44% by 2031-32. The pandemic served to accelerate timelines and confirm our workforce management / real property vision, solidifying the staffing strategy to hire talent regardless of location and to continue to promote flexible work arrangements. This is especially the case in the IT field, and 63% of SSC's population is comprised of IT professionals. Given the above, SSC as a department is at an advanced stage in leveraging a distributed, remote and nationally distributed workforce. The employee baseline data on which SSC is basing the development of its current hybrid models is likely considerably different than those of other departments. SSC intends to continue moving towards a hybrid model, both from a real property and HR angle. What percentage of positions were assessed as having full-time in-office requirements? 3.82% What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 17.15%

	What percentage of positions were assessed as compatible with fully remote work / telework? 79.03% ** The number of remote workers at SSC will be affected over time by the approach of client departments with whom the department works, as well as by operational requirements.
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes Experimentation has allowed SSC's senior management to better understand the experience of worksite users and their requirements for a successful onsite experience, including information needed before, during and after an onsite work day, security requirements, navigating accommodations and having the information technology hardware and software to enable employees to transition to more hybrid work options. Additionally, over the past six months, SSC has been working on defining branch-level 'concepts of operations' that are being adopted by work units to enable a successful hybrid return to the workplace in a way that is based on the unique business requirements of that unit. These concepts of operations are now being implemented and have already informed real property direction for some branches (e.g., adoption of branch neighborhoods). What is your organization experimenting with? Given that experimentation occurred over the summer period, employees chose their individual experimentation approach, adapted to the needs of their team, their leave schedules and other requirements. This has allowed employees to visit worksites either individually or as groups, to familiarize themselves with the facilities, processes and tools in a pressure-free environment. This approach has allowed for experimentation with change management approaches, internal communications, and adjusting processes in response to feedback. SSC has also been able to leverage positive employee experience stories to encourage increased adoption of onsite worksites. Individual user evaluations were collected to better understand the needs of users and their experience of the work location. What is the experimentation timeframe? SSC initiated experimentation in June 2022 and continued throughout the summer. The feedback collected over this period will be used to adjust the experimentation approach in the fall and beyond. What percentage of employees are participating? Less than 10% of SSC employees in the NCR who used to go to the office on a full-time basis pre-pandemic have participated in this experimentation. Is participation voluntary or mandatory? Over the summer months, experimentation was on a voluntary basis. That said, there was an expectation that all office workers would come into a building at one point in time, and that managers would organize team events in the workplace during this period. Managers were also asked to be ready to provide direction to employees in early fall 2022, based on their respective concepts of operations.

	How is data being collected? Data is being collected through an Employee Questionnaire (MS Forms) that is shared with employees upon booking a work point through SSC's reservation tool (Archibus). As of August 31, 2022, 243 employees registered through Archibus, with 117 employees having completed the Employee Questionnaire. What outcome measures* is your organization using: **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* During the summer months, the model for experimentation was established to encourage 'early adopters' to use and provide feedback on SSC worksites. By allowing voluntary participation, SSC gathered important feedback from testers before extending the worksite experimentation to a larger group. As such, SSC gained valuable information on the number of employees who chose to be at worksites for a variety of reasons, as well as on those who did not participate. Managers encouraged teams, where appropriate, to gather at the work site. Further experimentation is required to better understand the needs of those employees who did not participate in the voluntary phase. Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? *Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GC-wide roll-up of the results of other participating organizations.* The SSC Return to Worksites team has engaged OCHRO on the Hybrid-in-a-Box Experimentation Initiative. If yes, please provide a contact name: Sari Abdallah @ Sari.Abdallah@ssc-spc.gc.ca
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? As per the above, it is SSC's goal to continue efforts to shift towards a hybrid work model for the entire organization. Different models have been established based on operational requirements and type of work. Office workers is one group where the model described below may be applied more consistently. However, in the case of technical and other IT workers, it is often the operational requirements and client demands that will dictate the approach. How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: See above.

	How are the on-site days chosen? See above. How did your organization choose hybrid models? See above. Did your organization apply a GBA+ lens when choosing hybrid work models? Any initiative affecting the SSC workforce must include a GBA plus perspective. At this time, as SSC continues to work on its return to the office / hybrid model, the department will further its GBA plus analysis.
Real Property & Technology	How is your office space currently configured? 85% of SSC's office space is located in the NCR and 15% in the regions, split based on the following configuration: Traditional assigned cubicles: 6250 workpoints (78%) Activity Based Workplaces: 1750 workpoints (22%) Workpoints are made available to employees in a phased approach; various models are being rolled out, from dedicated experimentation space to branch neighborhoods where employees from the same branch can huddle and collaborate. As hybrid models evolve and are clarified, and through experimentation approaches, SSC will convert some of its traditional workpoints into unassigned and flexible work spaces, ensuring SSC employees are equipped with the tools they need to deliver products and services in an evolving hybrid work environment. **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **Yes, SSC is actively working on the modernization of its space portfolio to increase collaborative workspaces and enclosed rooms to facilitate hybrid meetings. However, prior to the pandemic, SSC had undertaken an exercise to reduce its office footprint. Decisions about space requirements will be adjusted ongoing, based on the nature of activities GCworkplaces will become the standard for any new configuration.** **Are you planning to** reduce your office footprint? Yes, SSC is planning on reducing its office footprint by 44% by 2031-32. Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes, SSC is currently implementing an online workplace booking system (Archibus) to allow employees to reserve a workpoint in our unassigned GCworkplace locations.
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes If yes:

	Please specify the name of the tool: We use the LENEL, an RCMP owned and managed access card system that enables the tracking of individual users per day in approximately 70% of SSC's active workpoints. Please specify the latest data / estimate you have on: Less than 10% of SSC employees in the NCR who used to go to the office on a full time basis pre-pandemic have been accessing a workpoint since the beginning of the fiscal year, as public health restrictions have lifted. This number has gradually increased over that time. We expect this number to increase, with the end of the summer period.
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Challenge in articulating a value proposition for hybrid, given the success of virtual work during the pandemic. 2. Pace of change and transition to hybrid is expected to introduce challenges from a change management perspective. 3. Need to adapt Health and Safety/Canada Labour Code provisions To reflect a hybrid environment (e.g., first aid attendants, fire wardens).
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Yes, employees have been and continue to be consulted on the shift to hybrid work. Engagement has happened through all-staff pulse check surveys, all-staff town halls, EX town halls and branch and directorate discussions. Worksite user feedback is also being gathered through an Employee Questionnaire that is automatically sent to employees after working at a worksite. As more teams participate in experimentation models, SSC will use a focus-group model to better understand the group experience of the worksite. Overall, feedback from the Employee Questionnaire has been positive – 81% of participants were either satisfied or very satisfied with their onsite experience. Further data shows high employee satisfaction on cleanliness (92%), worksite layout (82%), physically safety and onsite experience (88%). Many employees also provided feedback that they appreciated the opportunity to connect with colleagues. Responses to the questionnaire also surfaced the fact that some employees have concerns related to productivity, work life balance, and defining the value of onsite experiences. 51% of the respondents from the individual approach felt that they were less productive onsite compared to working remotely. Since experimentation has been primarily an individual choice, participants sometimes equated the experience to that of working from home, attending virtual meetings in isolation. **Have you consulted with Employment Equity Groups within your organization?** **No, but these consultations will be linked to the aforementioned GBA+ assessments moving forward.** Have you consulted with your Bargaining Agents? Yes, regular Future of Work meetings are held with all National Bargaining Agents (minimum every 3 weeks), attended by the ADM of Corporate Services, DG of HR and key Executives from the HR, Real Property, OHS, etc.

	Moreover, Bargaining Agents were invited to attend and participated as panelists at SSC all staff townhalls where return to work has been a focal topic where SSC leaders provide updates and discuss next steps with all employees. Future of Work is also a standing item at the National Labour Management Committee Meetings, in addition to informal ongoing dialogue outside of formal governance with the ADM of Corporate Services to discuss various operational approaches to enable a successful return to workplaces.

Statistics Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Statistics Canada Number of Employees: As of Aug 30, 2022, number of employees are as follows Statistics Canada: 6,782 (excludes those on LWOP) Statistical Survey Operations (separate agency outside of core public administration): 1,957 (excludes those on LWOP), mostly located in the regions. Does your organization have regional offices? Yes Are your regional offices GC co working spaces? No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes. Statistics Canada modernization efforts, including significant investments in our technical and physical infrastructure as well as our work culture, pre-date the onset of the pandemic. Increasing user-centricity, using modern tools and methods, greater

	collaboration, increasing numeracy and literacy along with a modern workforce and workplace have formed the foundational pillars of our transformation agenda resulting in increasing the depth, timeliness, integration and analysis of our outputs for the benefit of all Canadians. Even before the pandemic, a portion of our positions had been assessed as compatible with hybrid work and many employees already had full- and part-time telework agreements in place. What percentage of positions were assessed as having full-time in-office requirements? Some positions (<5%) for mission-critical programs as well as enabling functions (HR, Finance, IM/IT, Security, etc.) have been assessed and identified as requiring full-time in-office presence. Employees also have the flexibility to work full time (4 days or more per week) in-office with a designated workstation. What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? The vast majority of positions (>90%) within our agency are generic (data analyst, data production) and have been assessed to be best suited for hybrid work, balancing the best of remote and in-person activities, with the aim of better serving the evolving data and analytical needs of Canadians. What percentage of positions were assessed as compatible with fully remote work / telework? While some positions (< 5%) were assessed as being compatible with fully remote work / telework the value of time spent on-site to better meet the needs of clients, team building, team cohesion, a strong culture and collaboration applies to all positions. Note that even before the pandemic we had fully remote work positions such as our field interviewers (within Statistics Survey Operations, a separate agency) in various areas across the country. What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) All the considerations noted above have been considered as well as labour market conditions and private sector trends. *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes If no, why? If yes: What is your organization experimenting with? Statistics Canada has asked employees to return to the office a minimum of 2 days per week or 8 days per month, beginning July 12, with full and sustained implementation by September 12, 2022. The hybrid work model that we have adopted offers meaningful opportunities to sustain the relationships and trust that are foundational to our work, more effectively engage with Canadians and partners, foster greater team cohesion and

	collaboration through stronger teams, and support the mental health and wellbeing of employees. All teams (Chief level and above) also had completed a team charter by August 5th. A team charter is an agreement amongst the team on how to balance individual preferences with team needs, and operational requirements. It provides a clear understanding for how everyone on a given team can work together when everyone has varying work arrangements. What is the experimentation timeframe? July 12 to September 12, 2022 What percentage of employees are participating? All employees were encouraged to participate, however there are some who have received an exemption for several reasons through consultation with management and Labour Relations. Is participation voluntary or mandatory? Participation was mandatory during the experimentation period of July 12 to September 12 providing flexibility to support the transition (e.g. team charters, back to school, daycare arrangements, care for elderly, accommodation requests, etc.). Full implementation will take effect on September 12. How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results Statistics Canada, must be and has been, a data driven organization. Given the emergence of new trends (labour market, re-invigorated focus on EDI) and the transition to a hybrid work model, the need for quality data, both quantitative or qualitative to drive organizational decision-making has been heightened. To that effect, our Performance Measurement Framework for a Hybrid and Modern environment leverages various data sources such as administrative data from our HR systems, turn style data, multiple surveys, employee engagement, focus groups, etc. to address key business questions such as: How is hybrid work impacting employee wellbeing? Are employees appropriately equipped for hybrid work? Is Statistics Canada continuing to attract and retain high-performing talent, and remaining competitive in the labour market? Is hybrid work delivering on cost-savings to Canadians through a reduced physical footprint? And, perhaps most important, from a cumulative perspective, is hybrid work delivering on its stated value proposition – does a sustained onsite presence allows employees to more effectively engage and build relationships with internal and external clients and partners, while maintaining a strong organizational culture?

	For example, much effort has gone into connecting with employees through various means including virtual and onsite drop-in sessions for real-time feedback as well as conducting presentations and providing updates across the department (i.e. Field updates). Power Automate adaptive cards in the MS Teams suite has also been useful for quick feedback from employees on the re-entry to the office, the removal of personal and business assets as well as the employee experience in the hybrid environment. Statistics Canada has also partnered with a team of research psychologists to develop an organizational health strategy, with an Employee Wellness Survey at the core. It measures work engagement and burnout; factors known to affect psychological health; and outcomes such as job satisfaction and self-reported performance. Results showed that 72% of our employees are doing well or moving along, 15% are striving, and 3% are struggling. The Employee Wellness Survey also identified some key factors to promote psychosocial health, which tells us what we should prioritize: autonomy, the fit between a person and their job, role clarity, and work–life balance. Statistics Canada is currently developing a performance measurement strategy for hybrid work, which contains a number of outcomes and Key Performance Indicators to measure progress toward outcomes. This framework is still a draft, pending further consultation. Data sources for draft performance indicators include: HR Administrative databases Building automated access controls Network connectivity What outcome measures* is your organization using: Retention Performance Attracting new talent Diversity and Inclusion Employee Wellbeing Safety Perceptions of productivity Employee Engagement Workplace modernization (PSPC retrofit project) **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an

	evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes If yes, please provide a contact name: Jennifer.mcnicholl@statcan.gc.ca
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week (or 8 days/month) Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed “team days” where everyone in the team comes on-site A combination of a) and b) Other: We have mandated the use of Team charters to enable discussions between employees and their managers/Directors to ensure optimal flexibility and the optimal reasons and days for attending onsite. How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other:

	Long before the pandemic, Statistics Canada embarked on a modernization initiative designed to ensure a modern workforce and workplace to increase the value proposition to Canadians through the delivery of high-quality data and insights, leverage modern methods and statistical tools, as well as enable greater mobility and flexibility for employees. As federal health guidance has eased over the past few months, it has allowed for a return to physical worksites - transitioning to a hybrid model, combining onsite and remote work that provides employees with access to onsite resources as well as the ability to work remotely, thus enabling employees to better serve the needs of Canadians. The hybrid work model that we have adopted offers meaningful opportunities to sustain the relationships and trust that are foundational to our work, engage more effectively with Canadians and partners, foster greater team cohesion and collaboration, as well as support the mental health and wellbeing of employees. Did your organization apply a GBA+ lens when choosing hybrid work models? Yes. Our studies have confirmed that socioeconomic and sociocultural characteristics were risk factors for detrimental outcomes during the COVID-19 pandemic in particular. Identifying distinct segments of employees has been used in designing and implementing effective and inclusive organizational policies and interventions in the context of our hybrid model. Adopting a person-centered lens (GBA+) is essential in order to effectively support diverse groups of employees through the use of targeted and adapted information, engagement efforts and interventions.
Real Property & Technology	How is your office space currently configured? We are currently modernizing and investing in our workplace in partnership with PSPC to optimize our space to best meet the needs of our hybrid work model, offering access to onsite resources as well as the ability to work remotely, thus enabling employees to better serve the needs of Canadians During our transition phase (now until winter of 2023) our space will provide: Hoteling workstations: 1,141 (workstations plus offices on swing space floors). Traditional assigned cubicles: 366 (workstations and offices on other non-swing space floors). Activity Based Workplaces: 127 (includes work points, quiet rooms and collab seats). Other: Boardrooms 33 on swing space floors, and 20 additional on non-swing space floors. Once our modernization has been completed (winter 2023) we will have 2,600 to 3,000 hybrid workstation/work points. **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **Yes. Although we have signed an MOU with PSPC to modernize our footprint at the Tunney's Pasture complex commencing October 2022, we have taken the months of April 2022 to present time to ensure that our 9 swing space floors are equipped with hybrid boardrooms, fully equipped workstations (dual monitors, docking station, sit-stand, ergonomic chair, keyboard and mouse), and open collaborative areas.** **Are you planning to** reduce your office footprint?

	Yes. We plan to reduce the office footprint by 40% in the next 2 years. We have an agreement with PSPC to ensure that his project is delivered Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes If yes, please list We have made significant investment in our technology to support the hybrid work model. During our modernization phase, we have already invested in over 30 meeting rooms that have been renovated to that effect and we will invest furthermore as our space is being fully modernized with PSPC in the next year to offer the required technology to support our hybrid model. In addition, we are migrating our data center to the cloud to offer greater flexibility, efficiency and increased security.
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes If yes: Please specify the name of the tool: We currently have an in-house solution built using PowerApps that employee use for booking presence in the office which provide us estimates of employees going on site in the NCR. We will soon also launch Archibus, a tool from PSPC that is being used government wide to book specific space to optimize the hybrid experience. We are also in the process of tracking occupancy in NCR buildings using building automated access control (turnstile) collected by a third-party vendor called Feenics. We are also exploring using Wi-Fi connectivity data from SSC with PSPC. Please specify the latest data / estimate you have on: We currently estimate that there have been over 4,000 unique employees coming on site in the NCR during our experimentation phase (July 12 to September 12) with 70% of those coming on multiple occasion.
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Lack of consistent application of hybrid work across govt depts and risk of losing employees to OGDs who offer 100% remote / telework agreements (i.e. Pay and Compensation). 2.TBS policy for guidance on issues such as 'location of work' to enable hiring anywhere across Canada without the limitation of being located near a GoC building. 3. Supply chain issues for items including laptops, docking stations, monitors, chairs, sit-stands to equip a hybrid working environment as well as time required to complete the modernization of our workplace to be fully hybrid. 4. Change management as we shift from fully remote to hybrid. There continues to be some pushback, although diminishing as employees are engaged through charters and experimentation, and we are keeping a pulse through surveys and experiences.

Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** We consulted with our employees in a variety of ways and continue to do so as we evolve to the hybrid model. We surveyed and connected with our employees throughout the pandemic to find out their preferences of work, and throughout the redesign phase of the space to ensure their collaboration and understanding of the changes occurring to our building space. As we reopened our buildings, we sent out surveys to employees for their feedback on the experience, as well as our operations. We continue to do so as our transition to the hybrid model continues. A few key takeaways include: Make sure there is clear and transparent communication throughout the process. Involving employees in the decision-making is key to facilitating the transition. Leadership needs to come from all levels of the management cadre – this is not just a Corporate Services project, it requires everyone to take ownership. Change takes time and people are very anxious and uncertain about more changes. We need to develop simpler and more effective tools to facilitate this transition and ease the burden on employees. There is education and awareness work to be done with employees regarding workplace etiquette (respect, inclusion, diversity, mental health, etc.). **Have you consulted with Employment Equity Groups within your organization?** Yes, we have been meeting with our various network and communities of Employment Equity groups and Champions to discuss specific needs, and will consult regularly as the hybrid model becomes more sustainable in the fall. Have you consulted with your Bargaining Agents? Yes, we have been meeting monthly with our union representatives. Since July/August 2022, meetings now take place on a weekly basis as well as on an as-needed basis (if required).

Transport Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Transport Canada Number of Employees: 6,413 Does your organization have regional offices? Yes Are your regional offices GC co working spaces? No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes, positions have been assessed for compatibility with hybrid work. If yes, What percentage of positions were assessed as having full-time in-office requirements? Approximately 6% of positions were assessed as having full-time in-office requirements. However, this number excludes 1,300 TC inspectors who have been and will continue to be onsite with their clients (at inspection sites) on an ongoing basis, plus 390 Aircraft Services Directorate employees, most of whom need to be onsite full time at airplane hangars across the country. What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? Approximately 94% of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on site. What percentage of positions were assessed as compatible with fully remote work / telework? Approximately 3% of the positions compatible with hybrid work were assessed as potentially compatible with fully remote/telework; however, review and approval from the department's senior management committee is required for each employee's request for a fully remote work arrangement. What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) The considerations that were applied to determine a fully remote position were: Condition of Hiring (during and pre-pandemic) Specialized Position / Skill Shortage Meeting Diversity & Inclusion Action Plan Duty to Accommodate (pre-pandemic criteria) *Note that positions assessed for full time remote are not always offered this option.*

Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes, the department is currently testing out one or more hybrid models. If no, why? If yes: What is your organization experimenting with? Transport Canada is a large and diverse organization with many different locations across the country and a variety of types of work. Not all of TC's work can be done remotely, therefore several TC employees have been performing their work with appropriate safety protocols at the worksite throughout the pandemic. With the lifting of pandemic restrictions, there is a need for a formal future work strategy for all employees, TC has made great strides in establishing and implementing this strategy. TC's plan for returning the rest of its workforce to the workplace allows for hybrid work arrangements where operationally feasible, and aligned with the needs of the organization, teams, and employees. Throughout the winter and spring of 2022, all staff, managers, and bargaining agents were informed of the Department's strategic direction regarding the flexible work model through ongoing communication at multiple levels. The Department's future of work approach combines the benefits of remote work and in-person connections at TC worksites, ensuring an effective mix of employee flexibility and critical in-person collaboration and teamwork. TC has created a process through which senior management established clear expectations for the Department and for each of their respective organizations. What is the experimentation timeframe? Discussions with managers began in March 2022 Virtual meetings with all employees – Tuesday, April 12, 2022 Senior executives established strategic direction for their organizations – by Tuesday, April 19, 2022 Strategic direction and plans from senior executives were provided as direction to their management teams – Monday, May 2 Although TC worksites were never closed, a grand "re-opening" of worksites across the country took place starts on Monday, May 9. Team charters were established by managers – Monday, May 30. TC's new Work Arrangement Agreements were to be finalized by employees and their manager in a new application, and most employees made the transition to the new arrangements – Friday, June 17. All employees are to complete the transition to the new work model – Tuesday, September 6.

	An adaptive management approach will ensure the ongoing monitoring of progress, including quarterly employee surveys, and adjustments based on the early results. This will culminate in a strategic assessment, in January 2023, to guide mid-course adjustments based on what we have learned. What percentage of employees are participating? 100% Is participation voluntary or mandatory? Participation is mandatory. How is data being collected? Some examples include employee surveys, HR system/administrative data, IT system-based data etc. What outcome measures* is your organization using: An adaptive management approach will ensure the ongoing monitoring of progress, including quarterly employee surveys and adjustments based on the early results. The department will measure the most appropriate hybrid model for different situations using: Employee/manager surveys Occupancy statistics Periodic checkpoints to modify Work Arrangement Agreement (WAA) agreements This will culminate in a strategic assessment in January 2023 to guide mid-course adjustments based on what we have learned and to modify our approaches accordingly. Other types of measures could include, TC's ability to: Continue to successfully deliver on its core mandate Attract and retain talent Meet Diversity and Inclusion objectives Integrate emerging priorities in a meaningful and substantive way **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations.

	No, not at this time. If yes, please provide a contact name:
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Yes How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: TC has not established a specific minimum number of days employees must be in per week. Every team has developed a charter to ensure employees seize the opportunity of on-site work to connect, collaborate and meet with each other, as well as with other teams, clients and stakeholders. How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed “team days” where everyone in the team comes on-site A combination of a) and b) Other: On-site days vary as it is chosen based on team discussions (Team Charters) and individual work arrangements. How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations

	Employee engagement / Team Charter exercises Other: Did your organization apply a GBA+ lens when choosing hybrid work models? Our organization applied a GBA+ lens when creating personas that influences TC's flexible work model approach. TC also applied a GBA+ lens when it developed touchdown space designs and implemented it accordingly. The department will include GBA+ assessment elements as part of our 2023 review and make changes accordingly to ensure our hybrid work model is consistently applying it.
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional cubicles Activity Based Workplaces Other: Collaboration Spaces **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **Yes, TC is assessing collaborative workspace and boardroom usage to facilitate building more collaborative spaces to better facilitate hybrid meetings.** **Are you planning to** reduce your office footprint? Yes Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes – TC has invested in technologies to adapt to a hybrid environment If yes, please list MS Teams FlexiDesk App for online workplace bookings ORION for IT support Work Arrangement Agreement (WAA) application Piloting OWL for improved boardroom team meetings
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes If yes: Please specify the name of the tool: A mixture of manual and IT tracking methods are used throughout the department and then fed into a Power BI dashboard. Please specify the latest data / estimate you have on:

	As of August 22nd, 2022, TC reported an occupancy rate of 26.5% of pre-pandemic daily occupancy levels in TC buildings. This rate is expected to increase by the end of September to roughly 50% of pre-pandemic rates of occupancy, as TC's hybrid work arrangements were implemented in early September.
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? Meeting our employer responsibilities related to Emergency Preparedness (EP), Business Continuity Planning (BCP), Occupational Health and Safety (OHS), First Aid Requirements in worksites including working alone. Having an uneven distribution of employees in buildings and "distributed" teams, TC will have to re-evaluate how to meet our minimum OHS requirements per building (inspections, OPIs, incident reporting, evaluations), including having the correct number of trained First Aiders available at all times in any occupied location. Addressing safety when working alone in a remote location needs to be further developed. This challenge extends to EP and BCP as noted above. Modernizing and updating workspaces to accommodate more collaboration, unassigned seating, as well as forecasting the number of spaces required, hoteling spaces, etc. The acceptance of employees to return to the office for a variety of reasons and managers/teams being able to organize and fill their onsite days with meaningful activities to justify being onsite.
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** The department consulted staff on the shift to hybrid work in early 2022. Some of the key takeaways were: Teams felt they were working effectively in their current arrangement. Managers and employees of hybrid teams, with employees working in both in-office and off-site, needed training on how to work with teammates across different arrangements. Management practices and guidance will be important to support social connections across various mediums, especially for those managing employees in multiple work arrangements on the same team. **Have you consulted with Employment Equity Groups within your organization?** TC was able to filter results of surveys by Equity groups this past year. Our organization applied a GBA+ lens when creating the personas that helped influence TC's flexible work model approach and also applied a GBA+ lens when we developed our touchdown space designs. Our planned 2023 review will consult employment equity groups within Transport Canada. Have you consulted with your Bargaining Agents?

	Bargaining agents have been engaged and consulted on an ongoing basis of the department's approach and plans for hybrid work.

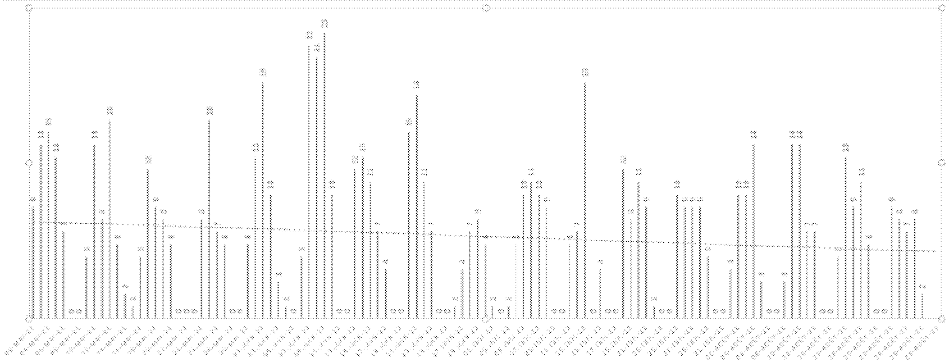
Transportation Safety Board of Canada

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Transportation Safety Board of Canada Number of Employees: 227 FTE Does your organization have regional offices? Yes/No Are your regional offices GC co working spaces? Yes/No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes/No If yes, What percentage of positions were assessed as having full-time in-office requirements? Less than 1% (1 FTE) What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 32% (54 of 169 completed telework agreements) What percentage of positions were assessed as compatible with fully remote work / telework? 68% (115 of 169 completed telework agreements) What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) As a small department (227 FTE) with a focused operational mandate, the TSB seeks to recruit highly specialized investigative staff in each mode of transportation – Air, Marine,

	Pipeline and Rail. As such, a hybrid and/or remote workforce have allowed the department to more fully consider strategic operational requirements of hiring staff in strategic locations; adjusting to address skills shortages; and adapting recruitment strategies to improve its ability to attract and maintain both a qualified and representative workforce.
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes / No If no, why? If yes: What is your organization experimenting with? The TSB is a small professional department of highly specialized investigative staff in each mode of transportation; our work is structured around tasks, processes, and deadlines; performance is managed by outputs and trust is placed in our employees to manage their time, and methods, to meet a number of operationally concurrent demands. To assist in this balancing effort, the TSB is offering more choice to employees: promoting flexible work arrangements to managers and staff; not taking a "mandatory number of days at the office" approach; empowering employees to determine where it makes most sense to perform a particular task. We are strategically expanding our operational reach by hiring employees in new locations where the TSB does not currently have a Regional Office. We are converting office space to promote teaming/collaborating as a complement to the option of increased concentration available via telework. Overall, these workplace modernization efforts such as the optional use of virtual recruitment solutions, expansion of our use of flexible working arrangements, and support for full-time teleworking, have strong potential to enable the department to access the labour market more broadly, thereby improving its ability to address representation and further reduce accessibility gaps. What is the experimentation timeframe? Planned review in May 2023 What percentage of employees are participating? 99.6% Is participation voluntary or mandatory? While discussion is with all employees at all levels, participation is considered voluntary in the sense that employees are fully engaged in determining/establishing the best way of working for them using the available flexibilities. How is data being collected?

	Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results Aggregated Occupancy numbers are compiled from swipe card system. Currently for Head Office only, rolling out to Regional Offices. Stats from 2 May to 26 August 2022:  What outcome measures* is your organization using: **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Overall employee satisfaction is monitored in PSES data, and informally via monthly Chief Operating Officer townhall discussions with managers and staff. The TSB HR Division reports to Executive Committee semi-annually on metrics such as hiring, leave utilization, and diversity and inclusion trends. Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes / [✓ No] / My organization is already a partner If yes, please provide a contact name:
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? [✓ Yes] / No / Soon to implement How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply:

	Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site A combination of a) and b) Other: How did your organization choose hybrid models? Position profile assessments (Arrangements rose organically based on position requirements and incumbent preferences / workstyle with an emphasis on flexibility where available) Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Did your organization apply a GBA+ lens when choosing hybrid work models? N/A (small agency)
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: We have traditional assigned cubicles for employees who have indicated that they will be in the office 3 days or more a week. Hoteling workstations have been set-up for all other employees which includes some enclosed offices. **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **All of our existing boardrooms have been set-up to accommodate hybrid meetings using MS Teams.**

	We have converted some cubicles and some formerly assigned closed offices into dual/triple collab spaces at Head Office, and are considering similar adjustment opportunities in Regional Offices. **Are you planning to** reduce your office footprint? Yes / No Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes / No If yes, please list **Archibus reservation system** **MS Team equipment in boardrooms** **GCdocs** Generic IT setups for unassigned seating Full implementation of mobile devices (telephones and computing)/removal of landlines Paperless / digitization initiative **M365** **Electronic / virtual solutions – i.e.: virtual staffing assessments**
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes / No If yes: Please specify the name of the tool: Archibus Pathfinder Anonymized Card-reader data Please specify the latest data / estimate you have on: 0.4% of employees in office full time 32% of employees in hybrid work 68% of employees full time teleworking Time period the data refer to: Since 2 May 2022, from telework agreement aggregated data
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Definition of Location of Work in TBS policy requires us to negotiate for use of OGD space in new locations where we currently do not have facilities. Allowing GCcoworking space to become "designated workplace" for teleworking employees would alleviate this. 2. Effective solution to enable faster access to large data files. 3.
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** Yes. Discussions during regular monthly Townhalls, Pulse Survey, Pandemic Lessons Learned exercise. Employees like the flexibility that remote work provides to them while allowing them to be productive. **Have you consulted with Employment Equity Groups within your organization?**

	No Have you consulted with your Bargaining Agents? Updates provided at bi-annual LMCC's.

Treasury Board of Canada Secretariat

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Treasury Board of Canada Secretariat Number of Employees: 2800 Does your organization have regional offices? No Are your regional offices GC co working spaces? N/A
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes If yes, What percentage of positions were assessed as having full-time in-office requirements? 1% What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? 85% What percentage of positions were assessed as compatible with fully remote work / telework? 14% What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) Operational needs of the positions, skill shortages and recruiting diverse candidates

	We acknowledge that positions assessed for full time remote are not always offered this option
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes If no, why? N/A If yes: What is your organization experimenting with? The TBS' experiment tests two models: unstructured hybrid and structured hybrid to determine if flexibility and intensity has an impact on elements such as productivity, team cohesion, collaboration, satisfaction and well-being What is the experimentation timeframe? June to August What percentage of employees are participating? 90% Is participation voluntary or mandatory? Mandatory How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results Monthly surveys What outcome measures* is your organization using: We are measuring the impact of a fixed vs flexible hybrid model on elements such as: Productivity, team cohesion, collaboration, well-being and stress & workload **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes If yes, please provide a contact name: Davor Dacic (Davor.Dacic@tbs-sct.gc.ca / Tel: 613-618-4221)

Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? We are shifting to a hybrid work environment starting September 12, with varying models that ensure a sustained and regular presence in all Sectors How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week (minimum, more for some other units) Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location Other: If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed “team days” where everyone in the team comes on-site A combination of a) and b) that will be supported by work arrangements for all employees at the launch of our Work APP (targeting Week of September 12) Other: How did your organization choose hybrid models? Selected answers are in bold Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: Did your organization apply a GBA+ lens when choosing hybrid work models? GBA+ was used as part of the analysis, not in the selection

Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **Yes** **Are you planning to** reduce your office footprint? Yes Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) Yes If yes, please list Meeting Owls Headsets for employees onsite Outlook based booking system in place, a more dynamic booking system is planned for Winter 2023
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes If yes: Please specify the name of the tool: Turnstile system Please specify the latest data / estimate you have on: 1% of employees in office full time 85% of employees in hybrid work 14% of employees full time teleworking Time period the data refer to: Summer 2022
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? 1. Population growth vs. available space 2. High demand for onsite presence for Tuesday to Thursday 3. Not all hybrid employee experiences are equal
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** From our pulse surveys: A good proportion of the respondents claim that their current state of psychological well-being is good (43.69%) and even very good (21.98%). This represents roughly 66% of the total number of respondents. 47.33% of respondents said their current overall stress level was moderate. There is a higher percentage of supervisors (28.93% vs 22.53% in the overall population) that claim to have a high stress level currently. Overall, the main factors impacting well-being are pandemic-related, societal issues, work-related and family-related.

	From our hybrid index surveys: A mix of both fixed and flexible approaches was the most widely used hybrid model. Fixed is defined as teams choosing a specific day of the week to go work onsite, while flexible was defined as not assigning any specific day of the week to go onsite. Employees gave the flexible model the highest scores for productivity, team cohesion, collaboration with stakeholders, and satisfaction with working arrangement, but not by a huge margin. Team meetings/team building, collaboration and onboarding/offboarding were the three top rated activities that employees said work best on-site, while individual work, work with stakeholders or clients, and all-staff meetings/retreats were the top three activities voted as working best remotely. **Have you consulted with Employment Equity Groups within your organization?** Yes Have you consulted with your Bargaining Agents? Yes

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Veterans Affairs Canada Number of Employees: [3400] Does your organization have regional offices? *Yes* Are your regional offices GC co working spaces? *No*
Position Assessments	Did your organization assess positions for compatibility with hybrid work? *Yes* If yes, What percentage of positions were assessed as having full-time in-office requirements? *2%* What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? *93%* What percentage of positions were assessed as compatible with fully remote work / telework? *5%* What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) *Call centre roles have been shown to be more effective when done remotely. Also, a small number of recent VAC hires were offered remote positions to meet a surge in operational requirements.* *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? *Yes beginning summer 2022 VAC began experimenting with hybrid work models.* If no, why? If yes: What is your organization experimenting with?

	Frontline service delivery teams have implemented a hybrid model where employees are required to participate and are scheduled to be onsite on a regular basis (at least 1x per week) to meet operational requirements (e.g.: delivering in-person services to clients); *For the remainder of the department groups are experimenting with a hybrid model to determine the optimal hybrid posture to meet operational requirements including productivity and collaboration and healthy workplace.* What is the experimentation timeframe? *Phase 1 (current phase) – summer 2022* *Phase 2 – will begin in fall 2022 (In Phase 2 VAC will participate in OCHRO's Hybrid-in-a-Box)* What percentage of employees are participating? *The vast majority of employees are participating in some manner of hybrid model.* Is participation voluntary or mandatory? *There is a mix of voluntary and mandatory participation. In phase 2 there will be an increase in the amount of mandatory participation.* How is data being collected? Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc. *If you have employee pulse data, please share aggregate results *While no pulse surveys have been launched since the onset of Phase 1, a variety of information is being collected in this phase:* *Occupancy data and trends;* *Employee feedback questionnaire* *Informal feedback from employees in a variety of forums (e.g.: committees, online MS Teams channel, etc.) is being recorded and tracked* What outcome measures* is your organization using: *Key outcomes being measured in Phase 1 are focused on re-occupancy and logistics and include:* *Resumption of onsite work in all VAC facilities* *Resumption of in-person client service delivery;* *Implementation of occupancy reporting mechanisms;* *Trends demonstrating increasing occupancy in each facility;* *Adoption of unassigned seating;* *Updates to facilities (equipment and technology) to better support hybrid work.* *Phase 2 outcomes are being established but will include those measured in Phase 1 as well as outcomes to measure key people management elements.* **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.*

	Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. Yes / No / *VAC is already a partner* If yes, please provide a contact name: *Nancy Pike, Director General Human Resources*
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? *Yes, as described above in section 3:* How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: Staff have not been instructed to work on-site at a regular cadence Different requirements based on employee location *Other: VAC has different requirements based on operational needs and the hybrid model that the employee is participating in*. If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed "team days" where everyone in the team comes on-site *A combination of a) and b)as well as operational requirements.* Other: How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises *Other*: *operational requirements*

	Did your organization apply a GBA+ lens when choosing hybrid work models? *Not in this phase. Further assessments to be undertaken in subsequent phases.*
Real Property & Technology	How is your office space currently configured? *Due to the closure of our National HQ building (modernizing the aging infrastructure) we have a combination of swing spaces that include GC Workplace fitups and traditional cubicles, with a mix of assigned and unassigned workpoints. VAC is transitioning to fully unassigned seating in assigned functional/operational neighborhoods.* Other: **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** ***Yes we are converting enclosed offices to function as small groups collaboration spaces, we are updating boardroom technology and adding open collaborative workpoints where the footprint and furniture inventory permit.*** **Are you planning to** reduce your office footprint? *Yes. We are planning to better assess our space needs with the assumption that our overall footprint may be reduced long term after the reopening of our National HQ building as above.* Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) *Yes. Modernized boardroom meeting technology as well as an online workplace booking system.*
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? *Yes. A PowerApps tool configured for our needs, Workplace Entry Scheduler Tool (WEST).* Please specify the latest data / estimate you have on: *Daily national average of 258 employees onsite for week ending August 22.*
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? *1. . Geographically distributed and differentiated workforce (client facing versus back office services; team-based versus individual). Outside of HQ we have 70 unique office locations where the office environment is not necessarily within our sphere of control. Over half of our workforce operate in this environment.* *2. Inconsistent approaches across public service;* *2. Central agency policies;* *3. Employee preference for remote work;* *4. Reduction of available facilities due to closure of VAC's headquarters building*
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** *Yes, consultations have primarily been related to experimentation outcomes noted in section 3 and key takeaways* include:* *There is a demand for more collaborative spaces in our facilities;* *Noises experienced onsite are particularly distracting due to the reduction of background noise caused by low onsite occupancy*

	There is a need to have access to ergonomic equipment for use onsite (e.g.: footrest, ergo keyboard, etc.) to avoid having to carry back and forth from home **based on feedback shared by employees, these issues are the top recurring issues raised.* **Have you consulted with Employment Equity Groups within your organization?** ***Not specifically.*** Have you consulted with your Bargaining Agents? *Yes. Weekly meetings.*

Veterans Review and Appeal Board

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: *Veterans Review and Appeal Board* Number of Employees: *99 (22 GIC appointed Board Members, 77 staff employees)* *For the purposes of this document, staff employees will be the focus* Does your organization have regional offices? *No* Are your regional offices GC co working spaces? *N/A*
Position Assessments	Did your organization assess positions for compatibility with hybrid work? *Yes* If yes, What percentage of positions were assessed as having full-time in-office requirements? *Specific organizational units were identified to require a daily in-office. These units include Admin, IT/Systems, Pre-hearing team, Post-hearing team, as well as management representation. This would make up about 10% of the Board's employees.* What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? *About 90% of positions were assessed to be compatible with hybrid work.* What percentage of positions were assessed as compatible with fully remote work / telework?

	20% of positions are compatible with full telework What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) *None of those above would be compatible with fully remote work, all 77 VRAB employees have the VRAB Charlottetown office as their home location*. *We acknowledge that positions assessed for full time remote are not always offered this option*
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? *Yes* If no, why? If yes: What is your organization experimenting with? *The Board has just moved into a new office location that is fully designed to accommodate a hybrid working model. We are currently requiring teams to have an in-office presence and are allowing staff to determine what that looks like for them. Currently, staff are selecting anywhere from 1-5 days per week/bi-weekly to be in the office.* What is the experimentation timeframe? *This approach will begin in September 2022 and will stay in place until the end of the calendar year. At that time, it will be reviewed to determine what, if any, changes need to be made to adapt to the Board's needs at that time.* What percentage of employees are participating? *100%* Is participation voluntary or mandatory? *Mandatory* How is data being collected? *Some examples could include employee surveys, HR system/ administrative data, IT system-based data etc.* **If you have employee pulse data, please share aggregate results* *A survey was completed in early 2022 to gauge employees' preferences in returning to the office (non, part-time, full-time)* *Individual confirmation of each employee's plan for office presence will be completed the week of September 6.* *Managers will share their teams' schedule with Directors and the Director General* *Monitoring will be supported by the Workplace Entry Scheduler Tool* What outcome measures* is your organization using: *Employee satisfaction with the approach* **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some*

	examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion. Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. *Not at this time.* If yes, please provide a contact name:
Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? *Yes* How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Other: *Employees were asked to have an in-office presence and, for most positions, were able to self-determine what that schedule looked like for them. Some units of the organization including Management, Admin and IT are required to have a daily presence while others are doing a mix of models including all of the above (a-g).* If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed days where a unit requires an on-site presence *A combination of a) and b)* How did your organization choose hybrid models? *Position profile assessments* *Employee engagement* Did your organization apply a GBA+ lens when choosing hybrid work models?

	No
Real Property & Technology	How is your office space currently configured? *The Board has just moved into a new office location that is fully designed to accommodate a hybrid working model, including hoteling workstations and activity based workplaces* **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** *The Board has just moved into a new office location that is fully designed to accommodate a hybrid working model, with many options for collaborative workspaces.* **Are you planning to** reduce your office footprint? *The Board's new office location was built, by design, to accommodate hybrid work, and can accommodate about 60% of the current employee workforce.* Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) *Yes. All boardrooms and meeting spaces in the Board's new office space are equipped to accommodate a hybrid working environment, i.e. Clickshare, video-teleconferencing, etc. In addition, the Board uses the WEST application to manage its in-office presence.*
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? *Yes* If yes: Please specify the name of the tool: *WEST Application* Please specify the latest data / estimate you have on: __% of employees in office full time *100% of employees in hybrid work* __% of employees full time teleworking Time period the data refer to: starting in September, 2022
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? *1. Change management – staff have become accustomed to working from home, and returning to the office requires a shift in their personal lives (i.e. commuting, after school care, schedule, etc.)* 2. 3.
Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** *Yes, it was presented to all managers and supervisors by senior management at a monthly managers' meeting. Managers were asked to discuss with their employees and communicate back on any concerns raised. All feedback was positive from both the management and staff levels.* **Have you consulted with Employment Equity Groups within your organization?** ***No, due to the Board's size, individuals have not been singled out for consultation.*** Have you consulted with your Bargaining Agents? *The Board's hybrid approach has been shared at regular union consultation meetings.*

Women and Gender Equality

Departmental Hybrid Profiles

Current Status: Please provide a brief overview of your department's hybrid plans for fall 2022. We understand departments are in various stages of planning and implementation, and that plans continue to evolve. If information is not available for some of the questions, please indicate and provide an estimate if possible.

Name and size of Organization	This link may be helpful: Size of organization Organization Name: Women and Gender Equality (WAGE) Number of Employees: 429 Does your organization have regional offices? Yes Are your regional offices GC co working spaces? No
Position Assessments	Did your organization assess positions for compatibility with hybrid work? Yes (currently underway) We are in the process of assessing in-office operational requirements. This work is being undertaken not by position but by activities performed by each team to provide for flexibility in meeting operational requirements. What percentage of positions were assessed as having full-time in-office requirements? While this work is currently underway, certain teams have activities that must be performed in the office (e.g., IT and accommodations services, cabinet affairs). However, in most cases, in-office operational requirements can be met through rotating schedules, allowing for hybrid work. What percentage of positions were assessed to be compatible with hybrid work, where some time is spent working remotely and some time is spent on-site? While this work is currently underway, it appears most positions will allow for hybrid work. This will likely be a sliding scale between mostly in-office to mostly remote depending on the type of activity. What percentage of positions were assessed as compatible with fully remote work / telework? While this work is currently underway, it appears that few positions will be compatible with fully remote work, given that several activities such as team meetings, retreats, training and onboarding are better performed in person. Nevertheless, fully remote work may be authorized as an accommodation to promote inclusivity and regional diversity.

	What considerations were applied to determine a fully remote position (e.g., hiring outside of the NCR, skills shortages, Diversity and Inclusion considerations, etc.) While this work is currently underway, fully remote work may be authorized where people have been hired outside of the NCR, where there are skill shortages, and to promote diversity and inclusion.
Experimentation	Is your department currently testing out one or more hybrid models or other aspects supporting the implementation of hybrid work? Yes If yes: What is your organization experimenting with? Office Tours Hybrid Meetings Team Retreats Training Coming into work a few times a week or month Working in GC co-working spaces What is the experimentation timeframe? Summer 2022 What percentage of employees are participating? During the months of July and August, 185 employees have accessed a WAGE workplace in the NCR and in regional offices. Is participation voluntary or mandatory? Mixed How is data being collected? Data is being collected through employee and management surveys, HR system/ administrative data, IT system-based data, and Corporate Security and Facilities data. In June 2022, a quick pulse survey revealed that over 2/3rd of employees preferred to work remotely. What outcome measures* is your organization using: WAGE is using employee surveys to gauge employee experience in the office to understand what is currently working and what aspects needs to be improved (e.g., set-up of office space, etiquette during hybrid meetings, in-person experience v. remote experience). WAGE is also measuring trends in office attendance. **Outcome measures refer to aspects of experimentation outcomes that will inform future decision-making. We are interested in learning more about what is important to organizations to help inform our government-wide hybrid experimentation efforts. Some examples include diversity and inclusion, mental health, talent retention, onboarding, social cohesion.* Are you interested in joining OCHRO's Hybrid-in-a-Box Experimentation initiative? Under this initiative, OCHRO's Research and Experimentation team would centrally administer an evaluation of the hybrid models you are testing and provide you with a departmental summary and a GoC-wide roll-up of the results of other participating organizations. No If yes, please provide a contact name:

Hybrid model(s)	Has your organization shifted to a hybrid work model(s)? Soon to implement How many days are staff who worked full-time remote during the pandemic now required to come into the office? If your organization is testing multiple models, indicate as many as apply: Once a month or less One to three days a month One day a week Two days a week Three days a week Four days a week Five days a week (full time) Not applicable: There is currently no required minimum as a bright-line rule is not reflective of actual operational requirements and does not consider impacts on various groups of employees. Rather, employees and managers are encouraged to organize activities in the workplace and provide feedback. Furthermore, a functional analysis is underway to determine the minimum footprint appropriate for each branch. Different requirements based on employee location Other If you have selected multiple hybrid models above, please include additional information on the models you will be testing and how they apply across your organization: WAGE is experimenting with hybrid models that are based on identifying operational requirements and value propositions (e.g., social connection and team cohesion) that empower employees to leverage the workplace for productivity and professional development in the service of Canadians. How are the on-site days chosen? Employees individually decide which day(s) to come on-site There are fixed “team days” where everyone in the team comes on-site A combination of a) and b) Other: How did your organization choose hybrid models? Position profile assessments Employee location (NCR employees come into the office) Precedence set by other government organizations Employee engagement / Team charter exercises Other: WAGE is experimenting with hybrid models that are based on identifying operational requirements and value propositions (e.g., social connection and team cohesion) that empower employees to leverage the workplace for productivity and professional development in the service of Canadians.

	Did your organization apply a GBA+ lens when choosing hybrid work models? Yes
Real Property & Technology	How is your office space currently configured? Hoteling workstations Traditional assigned cubicles Activity Based Workplaces Other: GCWorkplace 2.0 **Has your organization considered building more collaborative workspaces and/or boardrooms to better facilitate hybrid meetings?** **WAGE is currently looking at options to convert all closed offices into collaborative spaces / boardrooms.** **Are you planning to** reduce your office footprint? No Have you invested in technologies to adapt to a hybrid environment? For example, boardroom meeting technology, online workplace booking systems etc.) All WAGE boardrooms were equipped with videoconferencing prior to the pandemic. To adapt to a hybrid environment, WAGE deployed Pexip Cloud Video Interop (CVI), enabling boardrooms to join Microsoft Teams meetings. We also deployed a solution that enables staff to book workspaces directly in Microsoft Outlook
Onsite Presence	Do you have a tool to track what percentage of employees in your organization are going into the office on a daily or weekly basis? Yes If yes: Please specify the name of the tool: Access reports through Corporate Security's card access system, as well as through open communication with regional offices. A new workspace site booking tool will be implemented shortly which will help gather data. Please specify the latest data / estimate you have on: 0% of employees in office full time 50% of employees in hybrid work (over 200 individuals have entered the office at least once since July) 50% have not yet come into the office Time period the data refer to: July and August 2022
Challenges	What are your top three barriers (e.g., TBS policy, unassigned seating, growth of employees vs. allocated space, other) affecting the transition to a hybrid workplace? Employee reluctance Cost of commuting to the office (gas prices, time spent travelling to the office). Lack of resources near the office (restaurants, other facilities that were available before). Workplace Health and Safety requirements (need to wear masks, social distancing). Unclear about the value proposition/benefits. Dispersed Workforce

	Growth of Employees v. Allocated Space Size and number of meeting spaces. No lockers to store work items in the office.

Engagement	**Have you consulted with your staff on the shift to hybrid work? If so, what are some of the key takeaways?** **This work is currently underway. So far, the key takeaways are:** Employees want to retain flexibility that remote work afforded them Employees want clear direction as to the operational requirements and value proposition for hybrid work Employees want to ensure accommodation to promote diversity and inclusion Employees want to ensure that those outside the NCR have equal opportunities **Have you consulted with Employment Equity Groups within your organization?** **This work is currently underway** Have you consulted with your Bargaining Agents? Informal discussions have occurred with some of the Bargaining Agents during meetings with HR Management. Formal consultations will occur at the October 17, 2022, National Labour Union Management Consultation Committee where the topic of hybrid work is an agenda item.

From: Hardy, Elizabeth
Sent: December 22, 2022 3:43 PM
To: Kakisingi, Raissa
Subject: FW: Hybrid GBA Plus
Attachments: GBA Plus Workshops Report 2022-08-30 EH.docx

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1476

Elizabeth Hardy (she/her/elle)
613.862.3673

This week:

M/L	T/M	W/M	T/J	F/V
219 Laurier	🏠	🏠	219 Laurier	🏠

From: Hardy, Elizabeth
Sent: Friday, September 2, 2022 3:46 PM
To: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Subject: RE: Hybrid GBA Plus

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Hi Jason,

This is a very well written document. I did react when I saw how long it is… it's too long. Unless you are thinking full doc to P&C and then a very much shorted version released out?

You will see all this reflected in my comments. It also veers off topic/focus IMO. Take a look at my comments (don't just forward to staff) and we can maybe discuss next week.
Some q's below…

Great work. I really really like the recommendations.

From: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Sent: Wednesday, August 31, 2022 10:50 AM
To: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Subject: FW: Hybrid GBA Plus

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Hi Liz

Attached is the final proposed draft of the GBA Plus report – this version incorporates all the comments we received from participants and WAGE. WAGE is asking if I can share as their Deputy has asked to see it. I think that we should share with Denise given that we have a partnership and they were the facilitators, but caution against sharing with the Deputy at this time as I think the next step for this report is to go to the ADM Flex Committee for deliberation and decision about what to do with it. The sharing and engagement with DEI groups and representatives should also be part of the discussions.

At the moment, the options that we see are the following:

1. Sharing the report as-is with departments – how do you see this unfolding? How and to whom would we share it with?
2. Using the report as the basis for a guidance/think piece for departments (i.e., a modified version of the report that focuses more directly on the advice to departments) – I assume that P&C would do this part no?
3. Integrating key material into the hybrid report – yes but the hybrid report is getting (is already) a kitchen sink.

Let me know if OK to share with Denise. Happy to discuss the approach.

Jason

Pages 815 to / à 835

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Fox, Jason

From: Walton, Christine
Sent: Friday, September 9, 2022 2:30 PM
To: Fox, Jason
Subject: RE: GBA+ analysis for the hybrid model of working

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I think they said in the email what would help them - they are looking for "any findings that you could share with us or any words of wisdom as we start down this journey" and are "especially interested in any unintended consequences that might arise".

We could:
- send the "preliminary observations" document minus the section on risks and mitigations of different scenarios (adding link below in case you want to recall the content), with caveats that it is a working level document and not for broad distribution
- say we are working on a tool for departments to support their GBA Plus of their hybrid approaches
- say that our advice is for departments to work with employees to identify impacts and measures based on their specific hybrid approach and organizational context

Hybrid GBA Plus - preliminary observations.docx

Let me know if you agree with this approach and I could draft an email.

Christine

From: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Sent: September 9, 2022 12:55 PM
To: Walton, Christine <Christine.Walton@tbs-sct.gc.ca>
Subject: FW: GBA+ analysis for the hybrid model of working

UNCLASSIFIED / NON CLASSIFIÉ

Can you follow up with them to see what would help them?

From: Gareau, Denise (FEGC/WAGE) <Denise.Gareau@fegc-wage.gc.ca>
Sent: Friday, September 9, 2022 10:44 AM
To: Josephs, Carlene <Carlene.Josephs@cra-arc.gc.ca>
Cc: Moscovoy, Maggie <Maggie.Moscovoy@cra-arc.gc.ca>; Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Subject: RE: GBA+ analysis for the hybrid model of working

Hi there,

My apologies for the delay in my response. I would suggest you follow up with our colleagues at TBS OCHRO on this issue. They have been working with a Tiger Team on developing guidance and may have insights to share. I have copied the Director over there, who will either speak with you or know with whom to connect you on his team.

Denise Gareau

Directrice, Direction générale de la recherche, des résultats et de la livraison
Femmes et Égalité des genres Canada / Gouvernement du Canada
denise.gareau@fegc-wage.gc.ca / Tél. : 819-938-1132 / Tél. cell. : 343-542-2284

Director, Research, Results and Delivery Branch
Women and Gender Equality Canada / Government of Canada
denise.gareau@fegc-wage.gc.ca / Tel: 819-938-1132 / Cell: 343-542-2284

From: Josephs, Carlene <Carlene.Josephs@cra-arc.gc.ca>
Sent: September 7, 2022 11:46 AM
To: Gareau, Denise (FEGC/WAGE) <Denise.Gareau@fegc-wage.gc.ca>; ACS Plus / GBA Plus (FEGC/WAGE) <ACSPlus-GBAPlus@fegc-wage.gc.ca>
Cc: Moscovoy, Maggie <Maggie.Moscovoy@cra-arc.gc.ca>
Subject: GBA+ analysis for the hybrid model of working

Categorization: Unclassified

Good morning Denise,

By way of introductions, I'm writing to you from the Canada Revenue Agency. Your name was provided to us by a previous colleague from your department.

We are looking to conduct GBA+ analysis with respect to the hybrid model of working, we are especially interested in any unintended consequences that might arise. We are advancing through our transition phases to a hybrid model and would like to learn from your experience as we understand that WAGE was undertaking some analysis. Do you have any findings that you could share with us or any words of wisdom as we start down this journey? We would be happy to set up a call to discuss further.

Thank you in advance,
Carlene

Carlene Josephs **(she,her/elle)**
Journey to Hybrid Team/ Parcours vers l'hybride
(905) 706-7164

Diversity Inclusion Creativity Innovation
Diversité Inclusion Créativité Innovation

Fox, Jason

From:	Fox, Jason
Sent:	Thursday, October 13, 2022 1:58 PM
To:	Gareau, Denise (FEGC/WAGE)
Subject:	GBA Plus Products - Clean Copies
Attachments:	Tool for Organizations - Hybrid Work GBA Plus - clean Oct 13.docx; Report - Hybrid Work GBA Plus Workshops - clean Oct 13.docx

UNCLASSIFIED / NON CLASSIFIÉ

Hi Denise

I hope this message finds you well. Thank you also for talking with me earlier this month. I wanted to share with you the documents that are now with my ADM – we tried to create 2 useful documents – 1 – the results of the discussion we had, then a second one that 2 – provides some advice targeted at those who may be leading the BGA plus exercise within their own organization. My hope is that this will go to the ADM Flexible Work Committee in the near future and then out to participants and departments. I will let you know the outcome as soon as I hear.

Jason

Pages 839 to / à 858

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Hybrid Work Model Scenarios:

Preliminary GBA Plus Observations

Issue

This document compiles observations to date with respect to Gender-Based Analysis Plus of the issue of flexibility in work location and possible hybrid scenarios that could characterize the future federal public service.

It incorporates evidence gathered to date related to flexible and hybrid work arrangements. It also incorporates the preliminary input of central agencies and central service providers with respect to specific hybrid scenarios.

Rates of pre-pandemic telework and pandemic-era remote work in the public service

There are differences between identity groups in the federal public service, based on the results of the Public Service Employee Survey, in the extent of pre-pandemic telework reported by employees in 2019, as well as pandemic-era remote work reported by employees in 2020. [1]

The 2019 differences may be related to a combination of factors: how identity groups correlate with occupational categories (i.e., whether members of identity groups are more or less likely to be in positions that can be performed off-site), differences in the likelihood of requesting a telework arrangement, and differences in the likelihood of having a request accepted.[2]

In 2020, when the public service was remote-by-default, the relationship between identity groups and occupational categories would have been the main factor in differences between identity groups. The relationship between identity groups and regions, and differences in local public health advice at the time of the survey, may have been an additional factor.

Regions

The regions with the highest proportions of pre-pandemic telework arrangements among 2019 PSES respondents were the NCR (23.7%), New Brunswick (17.5%), Quebec excluding NCR (16.9%), and Ontario excluding NCR (12.6%).

During the pandemic, the regions with the highest proportions of 2020 PSES respondents working only remotely were the NCR (83.9%), NFLD (67.4%), ON excluding NCR (66.4%) and QC excluding NCR (66.4%). This may suggest that the NCR has the highest proportion of positions with the ability to be performed completely remotely.

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[1] 2019 & 2020 Public Service Employee Survey Results

[2] Potential differences in the likelihood of requesting a telework arrangements or in the likelihood of having a request accepted could be an area for more evidence collection.

Indigenous Peoples

Prior to the pandemic, 14.1% of 2019 PSES Indigenous respondents had a telework arrangement, compared to 17.2% of non-Indigenous respondents.

In 2020, 62.2% of Indigenous PSES respondents were working only remotely compared to 71.9% of non-Indigenous respondents. The 2020 result may be due to geographic, occupational, or other factors that may be correlated with self-identifying as Indigenous.

Gender

Before the pandemic, women respondents to the 2019 PSES were more likely to say they had a telework arrangement (18.8% vs 14.5% for men and 13.5% for gender diverse respondents).

In addition, during the pandemic, more women respondents to the 2020 PSES were working only remotely (75.5% vs 65.5% for men and 73.7% for gender diverse respondents). The 2020 result may indicate that women and gender diverse employees in the public service are more likely to work in jobs that can be performed remotely.

Persons with Disabilities

Before the pandemic, 21.3% of PSES 2019 respondents with disabilities said they had a telework arrangement, compared to 16.7% of respondents without a disability.

During the pandemic, 71.3% of PSES 2020 respondents with disabilities were working only remotely, compared to 71.5% of respondents without a disability.

This may indicate that while persons with and without disabilities are roughly equally likely to work in jobs that can be performed remotely, persons with disabilities may, on average, be more likely to request a telework arrangement and/or be more likely to have their request approved.

People of Colour

In the 2019 PSES, 14% of respondents who identified as visible minorities reported having a telework arrangement, compared to 17.8% of non-visible minorities respondents.

In the 2020 PSES, 78.2% of respondents who identified as visible minorities were working only remotely, compared to 69.8% of non-visible minorities respondents. The 2020 result may be due to geographic, occupational, or other factors that may be correlated with self-identifying as a visible minority.

Age

Among 2019 PSES respondents, the age group with the highest proportion of pre-pandemic telework arrangements was 35-39 years and the age group with the lowest proportion was 24 years and under (8.7%).

Among 2020 PSES respondents, the age group with the highest proportion of respondents working only remotely was 24 years and under (76.4%) and the proportion decreased slightly with each successive age bracket.

This may indicate that employees aged 35-39 years are more likely to request a telework arrangement and/or have their request accepted. This may be related to people in this age bracket being more likely to have young children.

Sexual orientation

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In the 2019 PSES, 18.1% of respondents who identified as gay, lesbian, bisexual, or specified their sexual orientation said they had a telework arrangement, compared to 17.4% of respondents who identified as heterosexual.

In the 2020 PSES, 74% of respondents who identified as gay, lesbian, bisexual, or specified their sexual orientation said they worked only remotely, compared to 72% of respondents who identified as heterosexual.

Summary:

Before the pandemic, those more likely to report having a telework arrangement in the 2019 Public Service Employee Survey included NCR employees, non-Indigenous employees, women, employees with disabilities, non-visible minorities, and those aged 35-39, and those who identified as gay, lesbian, bisexual or specified their sexual orientation.

During the pandemic, those more likely to report working only remotely in the 2020 Public Service Employee Survey included: employees in the NCR, non-Indigenous employees, women and gender diverse respondents, visible minorities, those aged 24 and under, and those who identified as gay, lesbian, bisexual or specified their sexual orientation.

In combination, these datasets indicate who may be more likely to be in positions that have the potential to telework, and who were more likely (pre-pandemic) to request telework and/or have their request accepted (see comments above, under each group).

Preferences for post-pandemic telework

The public service is, as of July 2022, no longer in a remote-by-default position. For the portion of the workforce that worked remotely during the pandemic, organizations are transitioning to a flexible-by-decision position and determining how to incorporate flexibility into their work models.

The amount of flexibility in work location that becomes the norm in the federal public service will affect all employees. It will particularly affect those that are in positions that were remote during the pandemic, who would prefer flexibility going forward. There are observed differences between identity groups with respect to preferences for post-pandemic telework.

Canadian data

A Canadian survey by researchers at Carleton and Ryerson Universities in partnership with the Conference Board of Canada found "whether an employee wanted to work remotely or at an office 100 per cent of the time post-pandemic did not depend on gender, race, age/generational cohort, marital status, or whether they had children at home. While family income did, in a few cases, impact preferences, its impact on our ability to predict how an employee wanted the work arranged was relatively small. This should reassure employers that are concerned about workplace inclusion issues moving forward."[3]

A StatsCan study[4] of new teleworkers found:

- men and women would like to work at least half of their hours from home in fairly similar proportions; and

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[3] Remote, Office, or Hybrid? Employee Preferences for Post-Pandemic Work Arrangements (conferenceboard.ca)

[4] https://www150.statcan.gc.ca/n1/daily-quotidien/210401/dq210401b-eng.htm

- regardless of age, educational attainment, marital status, industry, occupation, and whether or not they have children, men and women tended to report to a similar extent being at least as productive at home as they were in the past at their usual place of work.

Another study[5] found:

- "Men (69%) and women (70%), however, are equally likely to agree that, once the pandemic is over, their employer should continue to allow them to work from home at least a couple of days a week."

UK data

UK data also finds minimal differences in preferences between men and women, but finds employees with dependents, and employees with disabilities, have higher preferences for telework.

The Behavioural Insights Team in the UK ran an experiment using job ads that differed only by what they said about flexibility and found that highlighting the flexible work arrangements available in detail is likely to attract both men and women equally.[6]

A survey of a large public sector organization in the UK found no gender differences in preferences, but staff with dependents and staff with disabilities wanted to work at home a significantly higher number of days.[7]

US data

US data, however, tends to find that women and Black employees have higher preferences for telework.

One survey found women and people of colour are generally happier working from home and are likelier than their white male colleagues to want to continue working remotely.[8]

- Just over half (52%) of women said they enjoy working remotely and would like to do so in the long term, compared with 41% of men.
- Only 15% of women said working in person allows for more camaraderie among colleagues, compared with one-quarter (25%) of men.
- Over half (52%) of Black workers and 50% of women said working from home is better than working in the office when it comes to advancing in their careers, compared with 42% of men.
- Three-fifths (63%) of Black workers and 58% of women said they feel more ambitious when working from home versus the office. Just 46% of men feel the same way.
- And when asked about their anxieties over returning to offices, 47% of women of colour say they worry about having to dress for work, compared with 31% of men.

International data

In a survey of respondents from North America, Europe, and Australia, McKinsey found[9] higher preferences for telework among nonbinary employees, employees with disabilities and LGBQ+[10]

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[5] eng-wave-2-report-1-draft-apr12_links57a5cb1e2b5a485c8f269ad70454057d.pdf (environicsinstitute.org)

[6] Who is more likely to apply for flexible jobs – men or women? | The Behavioural Insights Team (bi.team)

[7] How many days should we work from home after COVID-19? | The Behavioural Insights Team (bi.team)

[8] Harris Poll COVID-19 Tracker Wave 104 - Harris Poll (theharrispoll.com)

[9] Hybrid work: Making it fit with your diversity, equity, and inclusion strategy | McKinsey

[10] This was the acronym used in the study. This group included respondents who identified as gay, lesbian, bisexual, pansexual, queer, or asexual.

employees. In addition, of those who prefer hybrid work, there were many differences in terms of who said they were likely to leave their job if hybrid work were not available, including women, nonbinary employees, employees with disabilities, Black employees, younger employees, and LGBQ+ employees.

Specifically:

- More than 70 percent of men and women expressed strong preferences for hybrid work, but nonbinary employees were 14 percent more likely to prefer it
- Employees with disabilities were 11 percent more likely to prefer a hybrid work model than employees without disabilities
- LGBQ+ employees were 13 percent more likely to prefer hybrid work than their heterosexual peers
- Of those who prefer hybrid work, if it were not available:
  - women were approximately 10 percent more likely than men to say that they were likely to leave
  - employees who identify as nonbinary were 18 percent more likely than men and women
  - employees with disabilities were 14 percent more likely than employees without them
  - Black employees were 14 percent more likely to leave than their White peers
  - younger employees (18–34 years old) were 59 percent more likely than older ones (55–64 years old)
  - LGBQ+ employees were 24 percent more likely to leave than heterosexual ones

Summary:

Overall, there appears to be consistency across studies that there are higher levels of preferences for telework among employees with disabilities, and one study found that nonbinary employees and LGBQ+ employees also have higher preferences. Evidence across jurisdictions is mixed around differences between men and women and differences based on race, age, and whether employees have dependents.

Within preferences for telework, there may be differences between groups in terms of how strong those preferences are, with equity-seeking groups having stronger preferences.

Potential Impacts of Flexibility in Work Location

Geographic diversity

Flexibility with respect to where employees may live may create a more geographically diverse public service. Currently, 43.4% of federal public service positions are in the NCR[11], while only 4% of the Canadian population lives in Ottawa-Gatineau.

At the same time, remote communities have more challenges with internet service, a requirement for telework. While 98.6% of urban households have access to the CRTC-recommended level of internet speed, this rate falls to 45.6% in rural areas and 34.8% among First Nation communities.[12] Affordability is another challenge; residents of Nunavut, for example, pay six times more for broadband service than the average Canadian.[13]

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[11] TBS data, reflecting CPA and separate agencies, March 2021.

[12] DigitalInfrastructureForThePostpandemicWorld-PPF-May2021-EN-3.pdf (ppforum.ca)

Indigenous Peoples

Related to the above, flexibility in work location could mean that Indigenous peoples residing in Indigenous communities would have increased opportunities to work for the federal public service without having to relocate, although they are more likely to have challenges with internet service.

People of Colour

Flexibility in work location may attract a more culturally and racially diverse workforce through increased access to talent pools in Canada's largest cities, where people of colour tend to live.

Persons with disabilities

Flexibility in work location may have a positive impact on persons with disabilities, who may face more challenges in commuting and in the workplace.

Gender

Flexibility in work location may have a positive impact on non-binary or transgender employees, who may feel less safe in the workplace.

Issues across equity-seeking groups

In the 2020 PSES, 11% said they had been the victim of harassment on the job in the previous 12 months, compared to 14% in 2019. Results were 8% for those working only remotely and 19% for those working only onsite.

7% said they had been the victim of discrimination on the job in the previous 12 months, compared to 8% in 2019. Results were 6% for those working only remotely and 10% for those working only onsite.

In addition, Canadian survey data[14] showed that younger workers, immigrants, racialized people, Indigenous workers and workers with a physical or mental condition that limits their daily activity are more likely than average to worry that working from home will have a negative impact on their career, pointing to the need for inclusive cultures in dispersed teams.

Potential Impacts of Specific Hybrid Scenarios

This section focuses on three hybrid scenarios that could characterize the future public service, and associated risks and mitigation strategies. The scenarios are:

- Scenario 1: Ad Hoc Telework
    - Mostly onsite with use of telework via existing tools
- Scenario 2: Scheduled Hybrid Arrangements
    - Employer-prescribed hybrid model with minimum on-site presence directed for all employees (e.g., two days a week).
- Scenario 3: Flexible First Hybrid Workforce
    - Flexibility based on suitability of position / function for telework

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[13] Digital Infrastructure for the Post-Pandemic World - Public Policy Forum (ppforum.ca)

[14] eng-wave-2-report-1-draft-apr12_links57a5cb1e2b5a485c8f269ad70454057d.pdf (environicsinstitute.org)

Risk to all scenarios

Stereotypes and/or unconscious bias may influence decisions regarding which team members are permitted to work from home, which may disproportionately affect equity-seeking groups.

Mitigation:

- The *Guidance on Optimizing a Hybrid Workplace* recommends common criteria on which to base decisions about approving the suitability of a position for telework.
- Ensure diverse needs (based on identity, accommodations, job requirements, etc.) are heard and considered when making decisions on who is permitted to work from home.
- Explore opportunities to address the potential for unconscious bias to affect decision-making around telework in training and guidance.

Risks to scenarios 1 and 2:

The pre-pandemic workforce distribution and structure, with a significant concentration of the federal workforce in the NCR and the expectation of relocation for candidates from other regions, would continue and potentially reinforce access limitations and barriers to federal employment opportunities for equity-seeking communities (e.g., those living in Northern and rural communities including Indigenous peoples, and ethnically diverse people who are concentrated in large metropolitan areas), particularly if they also face barriers to relocating (e.g., due to caregiving responsibilities for elderly family members). Hiring managers would continue to be limited by relocation implications and lack of flexible arrangements in accessing diverse pools of talent from equity-seeking groups in various regions across Canada. These scenarios also do not allow for increased geographic diversity in terms of the diversity of perspectives that people from different regions bring.

Mitigation:

- This risk would likely need to be accepted in these scenarios.

In Scenarios 1 and 2, which have less employer flexibility, and where employees are not given as much choice, could correlate with decreased feelings of inclusion.[8] This may disproportionately affect equity-seeking groups.

Mitigation:

- Integrate into guides, tools and training on inclusion.
- At the same time, if some employees feel most successful teleworking full-time, this risk would likely need to be accepted.

If Scenario 1 and Scenario 2 are perceived as a top-down decision, this may not meet expectations for co-development and consultation with equity-seeking groups and various employees.

Mitigation:

- Departments to establish formal and informal mechanisms to solicit employee input, including from employee networks (including diversity networks) regarding organizational approaches to flexibility and how it is implemented.
- Ensure diverse needs (based on identity, accommodations, job requirements, etc.) are heard and considered, and listen to employees' concerns, when making decisions on who is

permitted to telework (after the decision has been made on whether the position is suited to telework).

Large-scale return to office may raise inclusion and safety issues that departments may find challenging to address in a timely way (e.g., immune-compromised people may not want to be exposed to germs from other people in the office or during their commute; lack of all-gender facilities may discourage LGBTQ2+ people from working at the department; identification and/or access badges showing deadnames could put trans and non-binary people at risk when interacting with colleagues, commissionaires, and strangers). Non-accessible spaces could discourage employees with disabilities from returning to an environment with barriers.

Mitigation:

- Managers should discuss needs with employees before returning to office, including deliberate inclusion of all equity-seeking groups, to ensure issues are addressed in a timely way.

Harassment and discrimination may increase to pre-pandemic levels,[9] when employees are forced to interact with other people again, at the workplace or on their commute. This would have a disproportionate effect on equity-seeking groups.

Mitigation:

- Continue existing work on harassment and discrimination including monitoring data.
- Seek employee input in decision-making, as mentioned above.

Return to the office may have a differentially negative impact on employees with disabilities, who tend to have more challenges with commuting, and face physical barriers that remain in the public service.

Mitigation:

- Deliberately and systematically address barriers in the workplace identified by employees with disabilities.

It may also have a negative impact on parents, particularly women who continue to exercise more caregiving responsibilities, who may need to establish new arrangements (e.g., before and after school care) and may experience more stress from balancing the workday, commuting, and caregiving.

Mitigation:

- Collect data, including disaggregated data, to enable understanding of how hybrid scenarios affect people differently and respond to these insights.

Risks to scenarios 2 and 3:

Scenario 2 and Scenario 3 may create more risk for proximity bias (i.e., those in the office may receive more information, opportunities, etc.), which would create unfairness, as well as potential diversity implications if some groups are more likely to telework than others (e.g., women and employees with disabilities in the federal public service were more likely to telework pre-pandemic, and these trends may carry-over as organizations develop flexible work models). This risk may be greater in Scenario 3 as we would expect a higher frequency of telework.

Mitigation:

- Explore options to determine whether proximity bias is materializing and whether it is having a negative impact on certain groups.

DRAFT

- Explore mechanisms to prevent/address bias.
- Integrate into mandatory training on unconscious bias.
- Integrate into guides and tools on how to manage in a hybrid environment.

Risks to scenario 3:

This scenario would likely increase opportunities to access national talent pools and pipelines. At the same time, it may require more advanced workforce planning and coordination at the departmental and enterprise level.

Mitigation:

- Explore options to gather insights on the impacts of flexible work arrangements on equity-seeking groups.
- Review workforce planning tools.

There is potential for an increase in virtual harassment.

Mitigation:

- Continue existing work on harassment and discrimination including monitoring data.

Summary:

In all scenarios, it will be important to ensure equitable opportunities to exercise flexible work arrangements. Scenarios 1 and 2 have more risks to diversity and inclusion and may have disproportionately negative effects on equity-seeking groups. In Scenarios 2 and 3, the main risk is proximity bias towards those working on-site, which may also have a disproportionate negative effect on equity-seeking groups. All scenarios require action to mitigate the risks.

Other considerations

The modernization required for GCWorkplace is significant in scope and cost. In Scenarios 2 & 3, fit-up of office and/or special purpose space to accommodate new ways of working (e.g., unassigned seating, meetings with videoconferencing capability) needs to be accelerated to support the workforce. A GBA Plus of GC Workplace has been completed.

Implementation, monitoring and evaluation

Risks will continue to be considered in the analysis of hybrid work models. Central agencies and departments will continue to implement mitigation strategies.

In all scenarios, more data collection and experimentation are needed to track working arrangements and test assumptions and develop effective mitigation strategies around certain risks. This includes disaggregated data and GBA Plus. This will allow for continued analysis, including GBA Plus, of the short-, medium- and longer-term impacts of hybrid work models.

DRAFT

From: Fleury, Jean-Francois
Sent: October 19, 2022 2:46 PM
To: Sarazin-Normand, Caroline
Cc: Robert, Kristina
Subject: FW: GBA plus on hybrid work
Attachments: Report - Hybrid Work GBA Plus Workshops DRAFT FOR CONSULTATION.docx

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UNCLASSIFIED / NON CLASSIFIÉ

Here it is. I want to be very clear. This is a first draft and contains recommendations and scenarios that might not be as relevant today as our environment is fluid. I also recommend that you share with CD for a quick read prior to sending. She has to be aware of its general contents.

JF

-----Original Message-----
From: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Sent: Wednesday, October 19, 2022 2:34 PM
To: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Cc: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>; Robert, Kristina <Kristina.Robert@tbs-sct.gc.ca>
Subject: RE: GBA plus on hybrid work

UNCLASSIFIED / NON CLASSIFIÉ

HI JF,

Please find attached the report with the adjustments mentioned. The role of WAGE (facilitate the GBA Plus exercise) is listed in the first paragraph of the Draft Report.

Jason

-----Original Message-----
From: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Sent: Wednesday, October 19, 2022 11:52 AM
To: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Cc: Robert, Kristina <Kristina.Robert@tbs-sct.gc.ca>
Subject: FW: GBA plus on hybrid work

UNCLASSIFIED / NON CLASSIFIÉ

Can you send me the first draft GBA+ report. It should be earmarked as a draft for consultation. We should also clearly mark the role WAGE played on the front page.

-----Original Message-----
From: Sarazin-Normand, Caroline <Caroline.Sarazin-Normand@tbs-sct.gc.ca>
Sent: Wednesday, October 19, 2022 11:48 AM
To: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Subject: FW: GBA plus on hybrid work

UNCLASSIFIED / NON CLASSIFIÉ

Caroline Sarazin-Normand

Chief of Staff / Chef de Cabinet
Office of the Chief Human Resources Officer/ Bureau de la dirigeante principale des ressources humaines
Treasury Board of Canada Secretariat / Secrétariat du Conseil du Trésor du Canada
Caroline.Sarazin-Normand@tbs-sct.gc.ca Cell: 613-769-9020 Office/Bureau: 613-907-5124 BBME: EF036470
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Please do not hesitate to reply in the official language of your choice. / N'hésitez pas à répondre dans la langue officielle de votre choix.

-----Original Message-----
From: Mala Khanna <mala.khanna@pch.gc.ca>
Sent: Wednesday, October 19, 2022 11:37 AM
To: Donoghue, Christine <Christine.Donoghue@tbs-sct.gc.ca>; Frances McRae <frances.mcrae@fegc-wage.gc.ca>
Subject: GBA plus on hybrid work

Hi,

Just curious if there is something that you can share. We are having a townhall on Oct 31 so even a draft would be very helpful! Thanks!

Mala

Sent from my iPhone

Pages 870 to / à 889

are not relevant

sont non pertinentes

Fox, Jason

From: Fox, Jason
Sent: Friday, October 21, 2022 4:53 PM
To: Robert, Kristina
Cc: Kakisingi, Raissa; Hardy, Elizabeth; Carter-Whitney, Ben
Subject: RE: GBA plus on hybrid work
Signed By: jason.fox@tbs-sct.gc.ca

UNCLASSIFIED / NON CLASSIFIÉ

Kristina – as requested, please see below some suggested background and key messages to support he Town Hall. Liz has seen:

Town Hall Speaking Points on TBS Hybrid Work GBA Plus: Mala Khanna, Associate Deputy Minister of Canadian Heritage

Background

As public service organizations continue to plan, implement, and evolve their approaches to hybrid work, a common expectation across the board is that organizations are using the GBA Plus framework to understand and mitigate the differential impacts that their approaches may have on various identity groups.

To support this work, TBS has conducted an enterprise-level GBA Plus exercise on hybrid scenarios. A report is currently being drafted to be shared in order to support organizational level GBA Plus work as "one size cannot fit all" as each public service organization is distinct in its operating context and operational requirements. These issues should be tested and validated at the organization level through continued, iterative GBA Plus discussions and making the necessary adjustments accordingly.

The following overarching themes are key insights from the exercise:

- **Engage thoroughly and listen intently:** The best way to understand these issues is to speak directly to those impacted. Prioritize engagement across your organization, using both qualitative and quantitative data to inform your decision-making.
- **Build fairness and equity into decision processes:** Ensure that equity is reflected from the outset in processes such as determining operational requirements, granting requested work arrangements, and approving accommodation requests related to hybrid work.
- **Consider accommodations from the outset:** No hybrid scenario will meet everyone's needs, so it's important to ensure that flexibility and accommodation are a specific part of the design of the hybrid model, not just an afterthought.

Key Messages

- As we move away from working in a pandemic response mode towards hybrid models, it is important to understand the impact that these changes may have on all of us, including those from employment equity and equity-seeking groups.

- Each of us brings a different set of backgrounds, circumstances, and concerns to the table – no two people will experience the move to hybrid in exactly the same way.
- As you all know, GBA Plus gives us a set of tools to start unpacking these differential impacts and it is important to keep these issues front of mind as we experience the transition to hybrid together.
- First, **one size does not fit all.**
  - This is true across government, and across our department. Different departments, branches, and teams have different operating requirements and contexts – and different individuals have different needs.
  - What's good for one group may not be ideal for another, so how do we monitor what is working and what not?
- As is so often the case, **data is key.**
  - This means identifying data where it exists, but it also means finding new streams of data to understand how we're doing, and how **you're** doing.
  - We need to work across our department to ensure that we have open channels, and are tracking the right things.
- That's why we need to **engage impacted groups.**
  - Qualitative data also has a big role to play here, and an important way to learn about people's experiences is to speak with them directly.
  - Direct and ongoing engagement is a necessary tool for us to hear directly from people.
- To benefit from this work, we have to **be adaptive and iterative.**
  - Hybrid work is still very new, and we're actively experimenting and trying new things.
  - How we work today not how we may be working forever – so we need to be flexible and ready to make improvements when opportunities arise.
- Finally, we must **continue to apply the GBA Plus lens**.
  - GBA Plus is not a check-the-box exercise – we need to build it into our processes and make sure we are always listening, assessing, and adjusting to make hybrid work as inclusive and equitable as possible
- **[Employees may be interested to hear about department-specific achievements, plans, or commitments at this point.]**

-----Original Message-----
From: Robert, Kristina <Kristina.Robert@tbs-sct.gc.ca>
Sent: October 20, 2022 11:07 AM
To: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>

Cc: Kakisingi, Raissa <Raissa.Kakisingi@tbs-sct.gc.ca>
Subject: FW: GBA plus on hybrid work

UNCLASSIFIED / NON CLASSIFIÉ

Can the team pls prepare a few bullets

-----Original Message-----
From: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Sent: Wednesday, October 19, 2022 4:20 PM
To: Robert, Kristina <Kristina.Robert@tbs-sct.gc.ca>
Subject: FW: GBA plus on hybrid work

UNCLASSIFIED / NON CLASSIFIÉ

For the team tomorrow. No rush

-----Original Message-----
From: Sarazin-Normand, Caroline <Caroline.Sarazin-Normand@tbs-sct.gc.ca>
Sent: Wednesday, October 19, 2022 4:10 PM
To: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Cc: Robert, Kristina <Kristina.Robert@tbs-sct.gc.ca>; Kirchner, Joshua <Joshua.Kirchner@tbs-sct.gc.ca>; MacMillan, Bonnie <Bonnie.MacMillan@tbs-sct.gc.ca>; Roussel Legros, Marie-Pier <Marie-Pier.RousselLegros@tbs-sct.gc.ca>
Subject: RE: GBA plus on hybrid work

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Just some key info and high level messages to support her in her townhall. Email is fine.
Merci!

Caroline Sarazin-Normand

Chief of Staff / Chef de Cabinet
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-----Original Message-----
From: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Sent: Wednesday, October 19, 2022 4:05 PM
To: Sarazin-Normand, Caroline <Caroline.Sarazin-Normand@tbs-sct.gc.ca>
Cc: Robert, Kristina <Kristina.Robert@tbs-sct.gc.ca>

Subject: RE: GBA plus on hybrid work

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Like an email transmittal note?

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UNCLASSIFIED / NON CLASSIFIÉ

Thanks- if we could get a few lines to share with Mala that would be appreciated.
Caro

Caroline Sarazin-Normand

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Sent: Wednesday, October 19, 2022 2:34 PM
To: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Cc: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>; Robert, Kristina <Kristina.Robert@tbs-sct.gc.ca>
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-----Original Message-----
From: Mala Khanna <mala.khanna@pch.gc.ca>
Sent: Wednesday, October 19, 2022 11:37 AM
To: Donoghue, Christine <Christine.Donoghue@tbs-sct.gc.ca>; Frances McRae <frances.mcrae@fegc-wage.gc.ca>
Subject: GBA plus on hybrid work

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Sent from my iPhone

From: Fleury, Jean-Francois
Sent: October 24, 2022 10:10 AM
To: Robert, Kristina
Subject: RE: GBA plus on hybrid work

Signed By: jean-francois.fleury@tbs-sct.gc.ca

UNCLASSIFIED / NON CLASSIFIÉ

ok

From: Robert, Kristina <Kristina.Robert@tbs-sct.gc.ca>
Sent: Monday, October 24, 2022 10:05 AM
To: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Subject: FW: GBA plus on hybrid work

UNCLASSIFIED / NON CLASSIFIÉ

JF for your approval, following our request from dmo to prepare some notes for Mala in advance of the townhall

Town Hall Speaking Points on TBS Hybrid Work GBA Plus: Mala Khanna, Associate Deputy Minister of Canadian Heritage

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Sent: October 20, 2022 11:07 AM
To: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Cc: Kakisingi, Raissa <Raissa.Kakisingi@tbs-sct.gc.ca>
Subject: FW: GBA plus on hybrid work

UNCLASSIFIED / NON CLASSIFIÉ

Can the team pls prepare a few bullets

-----Original Message-----
From: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Sent: Wednesday, October 19, 2022 4:20 PM
To: Robert, Kristina <Kristina.Robert@tbs-sct.gc.ca>
Subject: FW: GBA plus on hybrid work

UNCLASSIFIED / NON CLASSIFIÉ

For the team tomorrow. No rush

-----Original Message-----
From: Sarazin-Normand, Caroline <Caroline.Sarazin-Normand@tbs-sct.gc.ca>

Sent: Wednesday, October 19, 2022 4:10 PM
To: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Cc: Robert, Kristina <Kristina.Robert@tbs-sct.gc.ca>; Kirchner, Joshua <Joshua.Kirchner@tbs-sct.gc.ca>; MacMillan, Bonnie <Bonnie.MacMillan@tbs-sct.gc.ca>; Roussel Legros, Marie-Pier <Marie-Pier.RousselLegros@tbs-sct.gc.ca>
Subject: RE: GBA plus on hybrid work

UNCLASSIFIED / NON CLASSIFIÉ

Just some key info and high level messages to support her in her townhall. Email is fine.
Merci!

Caroline Sarazin-Normand

Chief of Staff / Chef de Cabinet
Office of the Chief Human Resources Officer/ Bureau de la dirigeante principale des ressources humaines
Treasury Board of Canada Secretariat / Secrétariat du Conseil du Trésor du Canada
Caroline.Sarazin-Normand@tbs-sct.gc.ca Cell: 613-769-9020 Office/Bureau: 613-907-5124 BBME: EF036470
My working hours and yours might be different. Feel free to reply during your working hours. / Mes heures de travail et les vôtres pourraient être différentes. Sentez-vous libre de me répondre durant vos heures de travail.
Please do not hesitate to reply in the official language of your choice. / N'hésitez pas à répondre dans la langue officielle de votre choix.

-----Original Message-----
From: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Sent: Wednesday, October 19, 2022 4:05 PM
To: Sarazin-Normand, Caroline <Caroline.Sarazin-Normand@tbs-sct.gc.ca>
Cc: Robert, Kristina <Kristina.Robert@tbs-sct.gc.ca>
Subject: RE: GBA plus on hybrid work

UNCLASSIFIED / NON CLASSIFIÉ

Like an email transmittal note?

-----Original Message-----
From: Sarazin-Normand, Caroline <Caroline.Sarazin-Normand@tbs-sct.gc.ca>
Sent: Wednesday, October 19, 2022 4:05 PM
To: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Cc: Robert, Kristina <Kristina.Robert@tbs-sct.gc.ca>
Subject: RE: GBA plus on hybrid work

UNCLASSIFIED / NON CLASSIFIÉ

Thanks- if we could get a few lines to share with Mala that would be appreciated.
Caro

Caroline Sarazin-Normand

Chief of Staff / Chef de Cabinet
Office of the Chief Human Resources Officer/ Bureau de la dirigeante principale des ressources humaines
Treasury Board of Canada Secretariat / Secrétariat du Conseil du Trésor du Canada
Caroline.Sarazin-Normand@tbs-sct.gc.ca Cell: 613-769-9020 Office/Bureau: 613-907-5124 BBME: EF036470
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Please do not hesitate to reply in the official language of your choice. / N'hésitez pas à répondre dans la langue officielle de votre choix.

-----Original Message-----
From: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Sent: Wednesday, October 19, 2022 2:46 PM
To: Sarazin-Normand, Caroline <Caroline.Sarazin-Normand@tbs-sct.gc.ca>
Cc: Robert, Kristina <Kristina.Robert@tbs-sct.gc.ca>
Subject: FW: GBA plus on hybrid work

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Here it is. I want to be very clear. This is a first draft and contains recommendations and scenarios that might not be as relevant today as our environment is fluid. I also recommend that you share with CD for a quick read prior to sending. She has to be aware of its general contents.

JF

-----Original Message-----
From: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Sent: Wednesday, October 19, 2022 2:34 PM
To: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Cc: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>; Robert, Kristina <Kristina.Robert@tbs-sct.gc.ca>
Subject: RE: GBA plus on hybrid work

UNCLASSIFIED / NON CLASSIFIÉ

HI JF,

Please find attached the report with the adjustments mentioned. The role of WAGE (facilitate the GBA Plus exercise) is listed in the first paragraph of the Draft Report.

Jason

-----Original Message-----
From: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Sent: Wednesday, October 19, 2022 11:52 AM
To: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Cc: Robert, Kristina <Kristina.Robert@tbs-sct.gc.ca>
Subject: FW: GBA plus on hybrid work

UNCLASSIFIED / NON CLASSIFIÉ

Can you send me the first draft GBA+ report. It should be earmarked as a draft for consultation. We should also clearly mark the role WAGE played on the front page.

-----Original Message-----
From: Sarazin-Normand, Caroline <Caroline.Sarazin-Normand@tbs-sct.gc.ca>
Sent: Wednesday, October 19, 2022 11:48 AM
To: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Subject: FW: GBA plus on hybrid work

UNCLASSIFIED / NON CLASSIFIÉ

Caroline Sarazin-Normand

Chief of Staff / Chef de Cabinet
Office of the Chief Human Resources Officer/ Bureau de la dirigeante principale des ressources humaines
Treasury Board of Canada Secretariat / Secrétariat du Conseil du Trésor du Canada
Caroline.Sarazin-Normand@tbs-sct.gc.ca Cell: 613-769-9020 Office/Bureau: 613-907-5124 BBME: EF036470
My working hours and yours might be different. Feel free to reply during your working hours. / Mes heures de travail et les vôtres pourraient être différentes. Sentez-vous libre de me répondre durant vos heures de travail.
Please do not hesitate to reply in the official language of your choice. / N'hésitez pas à répondre dans la langue officielle de votre choix.

-----Original Message-----
From: Mala Khanna <mala.khanna@pch.gc.ca>
Sent: Wednesday, October 19, 2022 11:37 AM
To: Donoghue, Christine <Christine.Donoghue@tbs-sct.gc.ca>; Frances McRae <frances.mcrae@fegc-wage.gc.ca>
Subject: GBA plus on hybrid work

Hi,

Just curious if there is something that you can share. We are having a townhall on Oct 31 so even a draft would be very helpful! Thanks!

Mala

Sent from my iPhone

From: Hardy, Elizabeth
Sent: December 22, 2022 3:41 PM
To: Kakisingi, Raissa
Subject: FW: GBA plus on hybrid work
Attachments: Report - Hybrid Work GBA Plus Workshops DRAFT FOR CONSULTATION.docx

---

UNCLASSIFIED / NON CLASSIFIÉ

1476

Elizabeth Hardy (she/her/elle)
613.862.3673

This week:
M/L
T/M
W/M
T/J
F/V

219 Laurier

🏠
🏠
219 Laurier
🏠

-----Original Message-----
From: Hardy, Elizabeth
Sent: Wednesday, October 26, 2022 3:07 PM
To: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Cc: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>; Robert, Kristina <Kristina.Robert@tbs-sct.gc.ca>; Shelswell, Cynthia <Cynthia.Shelswell@tbs-sct.gc.ca>
Subject: FW: GBA plus on hybrid work

UNCLASSIFIED / NON CLASSIFIÉ

Hi JF,

Just wanted to bring this back up to you - are you comfortable with us putting this on an upcoming ADM Flex agenda? The hope would be to finalize for distribution/consultation.

Thanks so much,

Liz

-----Original Message-----
From: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Sent: Wednesday, October 19, 2022 2:34 PM
To: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Cc: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>; Robert, Kristina <Kristina.Robert@tbs-sct.gc.ca>
Subject: RE: GBA plus on hybrid work

UNCLASSIFIED / NON CLASSIFIÉ

HI JF,

Please find attached the report with the adjustments mentioned. The role of WAGE (facilitate the GBA Plus exercise) is listed in the first paragraph of the Draft Report.

Jason

-----Original Message-----
From: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Sent: Wednesday, October 19, 2022 11:52 AM
To: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Cc: Robert, Kristina <Kristina.Robert@tbs-sct.gc.ca>
Subject: FW: GBA plus on hybrid work

UNCLASSIFIED / NON CLASSIFIÉ

Can you send me the first draft GBA+ report. It should be earmarked as a draft for consultation. We should also clearly mark the role WAGE played on the front page.

-----Original Message-----
From: Sarazin-Normand, Caroline <Caroline.Sarazin-Normand@tbs-sct.gc.ca>
Sent: Wednesday, October 19, 2022 11:48 AM
To: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Subject: FW: GBA plus on hybrid work

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Caroline Sarazin-Normand

Chief of Staff / Chef de Cabinet
Office of the Chief Human Resources Officer/ Bureau de la dirigeante principale des ressources humaines
Treasury Board of Canada Secretariat / Secrétariat du Conseil du Trésor du Canada
Caroline.Sarazin-Normand@tbs-sct.gc.ca Cell: 613-769-9020 Office/Bureau: 613-907-5124
BBME: EF036470
My working hours and yours might be different. Feel free to reply during your working hours. / Mes heures de travail et les vôtres pourraient être différentes. Sentez-vous libre de me répondre durant vos heures de travail.
Please do not hesitate to reply in the official language of your choice. / N'hésitez pas à répondre dans la langue officielle de votre choix.

-----Original Message-----
From: Mala Khanna <mala.khanna@pch.gc.ca>
Sent: Wednesday, October 19, 2022 11:37 AM
To: Donoghue, Christine <Christine.Donoghue@tbs-sct.gc.ca>; Frances McRae <frances.mcrae@fegc-wage.gc.ca>
Subject: GBA plus on hybrid work

Hi,

Just curious if there is something that you can share. We are having a townhall on Oct 31 so even a draft would be very helpful! Thanks!

Mala

Sent from my iPhone

Pages 906 to / à 925

are not relevant

sont non pertinentes

Fox, Jason

From:	Hardy, Elizabeth
Sent:	Wednesday, October 26, 2022 2:59 PM
To:	Fox, Jason
Subject:	FW: For approval: Hybrid Work GBA Plus Products

UNCLASSIFIED / NON CLASSIFIÉ

Can we discuss next steps on this? Want to keep it moving…

From: Carter-Whitney, Ben <Ben.Carter-Whitney@tbs-sct.gc.ca>
Sent: Monday, September 26, 2022 4:04 PM
To: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Cc: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>; Walton, Christine <Christine.Walton@tbs-sct.gc.ca>
Subject: For approval: Hybrid Work GBA Plus Products

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Hi Liz,

Please find below, for your review and approval, our hybrid work GBA Plus products. These are approved by Jason and have been revised based on comments that you had previously provided – our hope is for these materials to continue on to JF once you are happy with them.

A few notes about each piece, along with SharePoint links:

- **Report - Hybrid Work GBA Plus Workshops.docx**
  This is the factual accounting of the workshops that we held throughout July. It provides background and lays out the key risks and concerns that were raised by workshop participants. This product is generally meant to inform rather than instruct. Per your recommendations we have shortened and focused this report, and added an executive summary. Detailed observations and recommendations are still available in Annex A.

- **Tool for Organizations - Hybrid Work GBA Plus.docx**
  This product is meant to be used by the teams responsible for hybrid work experimentation within their own organizations. It puts forward recommendations on how to proceed with GBA Plus for this file and offers some resources for reference – including our hybrid GBA Plus report above. This tool incorporates content that was in the previous draft of the report, but was ultimately out of scope for that product.

- **Cover Email - Hybrid Work GBA Plus Tool.docx**
  A draft, ADM-level message recommended to be distributed to HRC (more on recommended distribution strategy below). This contains few paragraphs to situate these products for their recipients and provide guidance on next steps.

Distribution recommendations
We are recommending that these materials be shared with Heads of HR via HRC, by an OCHRO representative (JF or someone else, to be determined). The draft cover email offers recommendations on how they might proceed with actioning the materials.

We also recommend distribution to departmental GBA Plus Champions. This could once again come from OCHRO, although there is also the option to ask WAGE to share the materials with this network instead.

The report and tool would also be shared with the participants of our GBA Plus workshop to close the loop on their involvement.

ADM Flex Committee
We are recommending that, once JF has approved, these materials be sent to the ADM Flex committee for their input and validation. Specifically, we would be seeking:

- Validation of the content
- Review for any red flags within the content that should be addressed
- Endorsement of the distribution strategy

Happy to answer any questions you might have about any of this.

Thanks!
Ben

Ben Carter-Whitney (he, him, il)

Program Advisor, Research and Strategy
Office of the Chief Human Resources Officer
Treasury Board of Canada Secretariat / Government of Canada
ben.carter-whitney@tbs-sct.gc.ca / 613-293-8130

Conseiller en programmes, Recherche et stratégies
Bureau de la dirigeante principale des ressources humaines
Secrétariat du Conseil du Trésor du Canada / Gouvernement du Canada
ben.carter-whitney@tbs-sct.gc.ca / 613-293-8130

From: Hardy, Elizabeth
Sent: December 22, 2022 3:41 PM
To: Kakisingi, Raissa
Subject: FW: GBA+ analysis of RtW
Attachments: Report - Hybrid Work GBA Plus Workshops DRAFT FOR CONSULTATION.docx

---

UNCLASSIFIED / NON CLASSIFIÉ

1476

Elizabeth Hardy (she/her/elle)
613.862.3673

This week:

M/L	T/M	W/M	T/J	F/V
219 Laurier	🏠	🏠	219 Laurier	🏠

From: Hardy, Elizabeth
Sent: Wednesday, October 26, 2022 4:08 PM
To: 'paule.labbe@ssc-spc.gc.ca' <Paule.Labbe@ssc-spc.gc.ca>
Cc: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>; Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Subject: FW: GBA+ analysis of RtW

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Hi Paule,

Apologies for the delay. Attached is the GBA+ analysis on hybrid work scenarios.

Please let us know if you have any questions, thanks so much,

Liz

Elizabeth Hardy (she/her/elle)
Senior Director, Research and Experimentation
Treasury Board Secretariat, Government of Canada
613.862.3673

Directrice principale, recherche et expérimentation
Secrétariat du Conseil du Trésor du Canada, Gouvernement du Canada
613.862.3673

From: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Sent: Thursday, September 1, 2022 4:03 PM
To: Paule Labbé <Paule.Labbe@ssc-spc.gc.ca>
Cc: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Subject: RE: GBA+ analysis of RtW

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Copying Liz who is working with WAGE on this. Haven't received a recent brief. But I am sure our work with be helpful.

From: Paule Labbé <Paule.Labbe@ssc-spc.gc.ca>
Sent: Thursday, September 1, 2022 3:54 PM
To: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Subject: GBA+ analysis of RtW

Hi JF,

I have been asked by my deputies to do a GBA+ analysis of the RtW. I'm hoping that OCHRO has already done some of this, given that many of the issues would be public service wide.

I would be a tremendous help if you have something to share – I'd even buy you lunch 😉

Let me know.

Paule Labbé

Assistant Deputy Minister, Strategy and Engagement Branch
Shared Services Canada
paule.labbe@ssc-spc.gc.ca / Cell: 613-513-9151

Sous-ministre adjointe, Direction générale de la stratégie et de la mobilization
Services Partagés Canada
paule.labbe@ssc-spc.gc.ca /Céllulaire : 613-513-9151

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GBA Plus Workshops on Hybrid Scenarios: DRAFT Report

Executive summary

As public sector organizations draw lessons from the pandemic and move into hybrid work arrangements, the differential impacts of these changes on diverse employee groups must be understood and mitigated. To move this work forward and support ongoing organization-level analysis, TBS has undertaken an enterprise-level GBA Plus exercise, facilitated by Women and Gender Equality (WAGE), and this report shares the resulting observations, potential risks, and suggested mitigations.

To test a variety of hybrid options across the spectrum of flexibility, three distinct scenarios were chosen and used as the basis of this work: ad hoc telework, scheduled hybrid, and flexible-first hybrid. Collectively, these scenarios span the breadth of hybrid work to maximize applicability to organizations, whose hybrid models will likely blend elements of all three scenarios.

The list of identity groups that may experience differential impacts of hybrid work is long and varied. This file impacts everyone, and the many intersecting dimensions of a person's identity have an impact on their preferences, experiences, and needs. This complexity highlights the need for diligent GBA Plus work to unpack the dynamics at play.

The next steps and mitigations proposed within this report speak directly to the risks in question, however they can collectively be understood through a few overarching themes:

- **Engage thoroughly and listen intently**
  The best way to understand these issues is to speak directly to those impacted. Prioritize engagement across your organization, using both qualitative and quantitative data to inform your decision-making.
- **Build fairness and equity into decision processes**
  Ensure that equity is reflected from the outset in processes such as determining operational requirements, granting requested work arrangements, and approving accommodation requests related to hybrid work.
- **Consider accommodations from the outset**
  No hybrid scenario will meet everyone's needs, so it's important to ensure that flexibility and accommodation are a specific part of the design of the hybrid model, not just an afterthought.

Observations, risks, and proposed steps forward outlined in this report are intended as a starting point. One size cannot fit all as each public service organization is distinct in its operating context and operational requirements, so the findings in this report should be tested and validated at the organization level through continued GBA Plus exercises.

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Introduction

As we move beyond the immediate public health constraints of the COVID-19 pandemic, most government departments and agencies are combining remote and on-site working. With organizations continuing to make decisions about their approaches to hybrid work, trends and norms are being established across the federal public service. While this will affect all employees, there are observed differences between various groups with respect to the impacts of telework and hybrid arrangements.

To further understand the impacts of transitions to a hybrid workforce, the Office of the Chief Human Resources Officer (OCHRO) has conducted a Gender-Based Analysis Plus (GBA Plus). GBA Plus is a process for understanding who is impacted by an initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative.

While this report offers a range of considerations and recommendations, they are not intended to be prescriptive. Hybrid work experimentation is ongoing at the organizational level, and approaches will continue to evolve over time. Wherever an organization is in its hybrid implementation, this report has guidance to offer.

Background

A broad policy analysis was initially conducted for the interdepartmental ADM Flexible Workplace Committee, which provided an initial assessment of the policy implications, opportunities, risks, and potential mitigations across a range of hybrid options. This set the stage for further assessment, identified research gaps, and informed areas for further exploration. See Annex B for an overview of diversity and inclusion research findings.

Through this initial policy analysis, OCHRO compiled data, policy considerations and observations to date with respect to equity, diversity, inclusion, and accessibility related to the issue of flexibility and hybrid work into a set of preliminary observations. The observations also incorporate the preliminary input of central agencies and central service providers.

To facilitate analysis of hybrid work options, OCHRO identified three model scenarios to examine, ranging across the continuum of prescriptiveness and flexibility. Since actual departmental approaches will likely fall somewhere in between these scenarios, or merge elements of multiple scenarios, the objective was to generate insights and observations at the corporate level that are broadly applicable and valuable. These model scenarios give us concrete reference points from which to examine the specific dynamics at play.

The three hybrid work scenarios are:

- **Scenario 1: Ad Hoc Telework** – Mostly onsite with use of telework via existing tools
- **Scenario 2: Scheduled Hybrid Arrangements** – Employer-prescribed hybrid model with minimum on-site presence directed for all employees (e.g., two days a week).
- **Scenario 3: Flexible First Hybrid Workforce** – Flexibility based on suitability of position / function for telework

See Annex C for more on the three hybrid scenarios, including key assumptions

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Building on this work, officials from Women and Gender Equality (WAGE) were invited to lead GBA Plus workshops with central service providers, framing the conversation and applying GBA Plus methodology to each of the three model hybrid scenarios.

Objective

This report consolidates the GBA Plus that OCHRO has conducted to date and outlines key insights and options for departmental decision-makers to consider as reference when engaging, planning, and implementing their respective hybrid models. It also promotes greater understanding of the diverse needs that exist, the potential impacts on individuals of decisions regarding hybrid work, and ways that organizations can monitor for unintended consequences and mitigate accordingly.

Through the process of identifying a GBA Plus problem statement, the workshop group identified several objectives, specifically to produce a product that could:

1. **Support meaningful dialogue** on the future of hybrid work and equip decision-makers with strategies and considerations to respond to operational requirements while supporting diverse employees' well-being.
2. **Provide practical guidance** to decision-makers across the public service so that the hybrid approach they select does not create or reinforce inequalities; rather, that the benefits of a hybrid work culture are tapped and result in sound inclusion practices and contribute to the workforce needs of the future.

Consideration in the workshops was also given to governance structures, and mechanisms for information sharing, monitoring, and accountability. While these topics fall outside the scope of this document, work on how to manage and share information between organizations and across government is ongoing.

Approach

Building on previous collaborative work with central agencies, OCHRO has continued with the consistent reference of three distinct hybrid scenarios, with the intention of enabling a deeper dive into each. For each scenario, workshop participants walked through the GBA Plus process to identify, understand, and seek to mitigate risks and disproportionate negative impacts. For each of these scenarios, the report provides evidence of impacts collected through data and research.

This included reflecting on several issues and guiding questions, such as:

- Who is impacted by an issue we are trying to address through our initiative?
- How are they impacted and what inequalities exist between and within groups?
- How does the initiative being developed/implemented need to be tailored to respond to unique needs and circumstances of certain groups of people and to address inequalities?
- What barriers can we anticipate with the initiative and how can they be mitigated?

The intent of the workshops was not to recommend one scenario or suggest that departments should select one scenario to follow, but rather to explore the risks and opportunities of different approaches through the five phases of the GBA Plus analysis. One size does not fit all in hybrid work, particularly for the public service as a diverse national employer with distributed accountability for key decisions. Organizations will be experimenting across a range of options and scenarios based on their specific

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needs, and the workshops aimed to generate insights that will be useful across the continuum of flexibility. OCHRO is focused on considerations from an enterprise level and sharing information to support departments working on a local level.

Main assumptions

As hybrid work implementation is progressing constantly and at different speeds across the Government of Canada, a series of assumptions were used to form a common baseline for the workshops, and to root this exercise in a specific moment in time:

- The public service, at the time of writing, is no longer in a remote-by-default position. For the portion of the workforce that worked remotely during the pandemic, organizations are transitioning to a hybrid-by-design position and determining how to incorporate flexibility into their work models.
- The Office of the Chief Human Resources Officer defines a hybrid workforce as one in which, on any given day, there will be a mixture of employees teleworking from Canada and working on-site at their designated worksite, a GCcoworking site, or a shared collaboration space.
- As organizations are currently in an experimentation phase with what hybrid work looks like in their departments, this work is iterative by nature and will continue to evolve over time.
- The current body of research examining the impact of hybrid work on organizational outcomes is still evolving.
- The federal public service is the largest employer in Canada, composed of organizations operating in many different sectors across the country and the globe. This diversity means that federal organizations will have different approaches to telework depending on their operational requirements, while ensuring alignment with relevant legislation, policies, and directives.

Identifying differential impacts between groups

Through preliminary observations and workshop sessions, OCHRO and participants identified several dimensions of identity that might impact an individual's preferences, needs and experiences within different work models. These include:

- Indigenous identity
- Gender identity and expression, including transgender and non-binary people
- Sexual orientation
- Disability
- Mental health
- Physical health and immunocompromised status
- Ethnic and/or racial background
- Language
- Religion
- Age
- Length of tenure in the public service
- Region and geographic location
- Economic status
- Education

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- Responsibility for dependents at home (e.g., children, elderly family members, family members with disabilities)
- Job function

As departments conduct their own analyses and take their own approaches to hybrid work, more communities and identity groups may be identified.

A critical theme of the GBA Plus workshops was intersectionality – everybody identifies across a wide array of overlapping identity groups, each of which plays a role in their preferences and experiences. Similarly, no group can be seen as homogenous. While we can draw on data and evidence to better understand needs and barriers that are shared within identity and social groups, we must not generalize as there can be more diversity within an identity or social group as there is between groups.

The workshops highlighted the need to recognize our own assumptions and consider how our respective positionality shapes the way we see the world in relation to those with whom we interact.

Summary of workshop observations and recommendations

Through the workshop sessions, a range of impacted groups and differential impacts were identified. A more thorough report of the workshop group's observations can be found in Annex A.

Recommendations are structured along the same set of hybrid work dynamics that were identified in the workshop sessions. A common theme throughout these recommendations is the need for ongoing engagement with impacted groups.

Case-by-case decision-making about work arrangements – all scenarios

When decisions about work arrangements are being made on a case-by-case basis, it introduces the potential for stereotypes and/or unconscious bias to influence decisions. Recommended mitigations and next steps include:

- **Establish common criteria** on which to base decisions about approving the suitability of a position for telework.
- **Ensure that diverse needs are heard and considered** when making decisions on who is permitted to work from home.
- **Assess operational requirements** to ensure that restrictions on the ability to telework truly can't be avoided

Requirement of on-site presence – scenarios 1 (ad hoc telework) and 2 (scheduled hybrid arrangements)

Certain employees and groups are more acutely impacted by the additional **financial and time costs of a commute**. Recommended mitigations and next steps include:

- Consider the wide range of groups that are specifically impacted by the on-site requirements of your department's hybrid model.
- Explore these impacts further through direct consultation and engagement, and additional GBA Plus work.
- Work with equity-seeking groups and develop measures to mitigate these impacts, whether in your department's hybrid work model or through the policies that support it.

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While improvements are ongoing, **physical worksites still include features that are specifically inaccessible or exclusionary to certain groups**. Requiring employee presence at a physical worksite highlights the importance of addressing these issues and giving employees alternative arrangements in the meantime. Recommended mitigations and next steps include:

- Work with subject matter experts and impacted groups to ensure that you have a current and comprehensive assessment of the inaccessible and exclusionary elements of your department's worksites.
- Consider the ways in which your department's hybrid model compounds or lessens the impact of these elements on diverse groups.
- Develop a plan to address these issues on a practical level, and to mitigate their negative impacts in the meantime.

Marginalized individuals face an **increased risk of bias, prejudice, and unsafe situations** while at the worksite and in transit, compared to working from home. Recommended mitigations and next steps include:

- Work directly with equity-seeking groups to understand what aspects of their workplaces lead to unsafe or discriminatory situations.
- Ensure that the data you are collecting and using includes relevant metrics such as sense of belonging and sense of safety.
- Ensure that your organization's policies are developed with these perspectives in mind and are flexible enough to be adapted when issues arise.

Working on-site may be **distinctly advantageous for certain groups**. It is important to acknowledge the advantages and opportunities, while also emphasizing the need to reduce and mitigate harm. Recommended mitigations and next steps include:

- Ensure that employees who want or need to access the worksite regularly can do so.
- Engage employees working on-site regularly to ensure that the organization's worksites continue to be a safe and collaborative place to work.

Scheduling of on- and off-site presence – scenario 2 (scheduled hybrid)

Putting **limits on ad-hoc flexibility may have a differential impact on employees**, causing more issues for specific groups and making it harder for individuals adapt to situations over which they may not have control. Recommended mitigations and next steps include:

- Draft policies that can adapt to sudden unexpected circumstances
- Empower managers and employees to make alternate arrangements when needed.

Move towards unassigned seating – scenarios 2 (scheduled hybrid) and 3 (flexible first hybrid)

As many organizations **reconfigure their workspaces to feature unassigned and touchdown workspaces**, the differential impact of these workspaces on groups such as employees with disabilities must be understood and considered. Recommended mitigations and next steps include:

- Design unassigned seating spaces with accessibility and inclusion in mind.

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- Make assigned seating available where requested, or as an accommodation.
- Offer clarity up front to employees who might be disproportionately impacted by the change and listen to their perspectives.

Remote management – all scenarios

Hybrid work scenarios, in which employees and managers may often be in different physical spaces, can have an impact on a **manager's ability to ensure and support the psychological health and safety** of their teams. Recommended mitigations and next steps include:

- Ensure that managers are trained to provide support and conduct regular well-being check-ins.
- Ensure that mental health resources are readily available and actively promoted to employees.

Retention risks – all scenarios

If an organization's hybrid approach leads to retention issues, this has the potential in turn to **negatively impact its diversity and equity objectives**. Recommended mitigations and next steps include:

- Monitor satisfaction over time to better understand the risk level for your organization.
- Use change management principles to support the implementation and evolution of your organization's hybrid approach.

Conclusion

This report is intended to support both working-level teams and organizational decision-makers as they implement, monitor, evaluate and iterate their approaches to hybrid work. The observations contained in this report should be referenced and tested and the organizational level to validate their relevance in that context, and to help build out overall understanding of these issues within the public service.

The three hybrid scenarios (ad-hoc telework, scheduled hybrid and flexible first hybrid) are not prescriptive, they merely offer three distinct starting points for analysis and discussion. Departments' final hybrid work models should be designed to meet their operational needs and should be evaluated at the local level.

Recognition of systemic barriers, discrimination, assumptions, and biases allows us to challenge our assumptions and avoid assuming that our own experiences are the norm. Engaging, listening, and acting on issues raised from people with various perspectives is an important part of any successful strategy to create an inclusive workplace. Regardless of the hybrid scenario adopted, identifying, and addressing systemic barriers to the workplace can help optimize the use of physical spaces. Planning for the future of the workplace should include sharing good practices to identify or leverage opportunities to make the workplace more inclusive and welcoming for diverse individuals and groups.

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Annex A: Workshop observations and recommendations

GBA Plus enables us to better understand and respond to the ways different factors, such as gender, age, disability, and ethnicity, intersect to shape individual identities and how these factors can influence the way different people experience the systems and environments in which they live. Neither vulnerability nor resiliency should be portrayed as an individual characteristic. Building resilience in vulnerable populations needs to focus on addressing issues in the environment and systems surrounding them – not on changing the individual.

Since the three hybrid scenarios exist on a continuum, the impacts that were identified throughout the GBA Plus workshops often recurred in more than one scenario – for example, Scenarios 1 and 2 both require regular on-site presence, to varying extents.

Similarly, the specific dynamics of these scenarios often impact multiple identity groups in similar ways. For example, we heard employees with disabilities and transgender employees might both experience less social discrimination on video calls and in a virtual environment than in person.

Throughout the workshops, the group explored needs, differences and inequalities across the three scenarios of hybrid work. A recurring theme related to maximizing the benefits in each of the scenarios rather than focusing exclusively on the risks and on how to mitigate. As a result, this section seeks to capture reflections on both the opportunities and challenges of each scenario.

The differential impacts that were addressed can broadly be characterized through specific dynamics of hybrid work:

- **Case-by-case decision-making about work arrangements** – all scenarios
    - Potential for biased or inequitable decisions related to hybrid arrangements
- **Requirement of on-site presence** – scenarios 1 (ad hoc telework) and 2 (scheduled hybrid)
    - Differential impact of commuting time and cost
    - Differential impact of inaccessible and exclusionary worksite features
    - Increased risk of bias, prejudice, and unsafe situations while at the worksite and in transit
    - Potential advantages to requiring on-site presence
- **Scheduling of on- and off-site presence** – scenario 2 (scheduled hybrid)
    - Differential impact of limiting ad-hoc flexibility
    - Potential advantages to scheduled worksite presence
- **Move towards unassigned seating** – scenarios 2 (scheduled hybrid) and 3 (flexible first hybrid)
    - Disproportionate impact of variable and touchdown workspaces

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- **Prevalent remote management** – all scenarios
    - Impact on a manager's ability to ensure and support psychological health and safety
- **Retention risks** – all scenarios
    - Potential impact on organizational diversity and equity objectives

Case-by-case decision-making about work arrangements – all scenarios

Potential for biased or inequitable decisions related to hybrid arrangements

When decisions about work arrangements are being made on a case-by-case basis, it introduces the potential for stereotypes and/or unconscious bias to influence decisions regarding which team members are permitted to work from home, which may disproportionately affect equity-seeking groups. There is also the potential for stigma related to employees who may be exempt from on-site site requirements (e.g., such as those who live outside of the NCR).

Providing a structured and consistent framework across the organization can help to remove the subjectivity from these decisions. The Guidance on Optimizing a Hybrid Workforce recommends common criteria on which to base decisions about approving the suitability of a position for telework. The Guidance also offers considerations for organizations as they work to foster a diverse and inclusive workforce. Organizations can also seek to address the potential for unconscious bias to affect decision-making around telework through training and additional guidance.

Flexible work arrangements present an opportunity not just to remove bias, but to pursue more equity within the organization. Departments should ensure that diverse needs (based on identity, accommodations, job requirements, etc.) are heard and considered when making decisions on who is permitted to work from home. These decisions could also bring up other unanticipated dynamics – for example, if senior leadership is expected to maintain a full-time on-site presence, this could limit opportunities for specific groups to serve in these positions and reduce diversity in the leadership ranks.

Employees who do specific types of work may be disadvantaged by their on-site operational requirements in any scenario. While this is unavoidable in many cases, departments can take steps to lessen these requirements for others. For example, ensuring that documents are not being overclassified has the potential to reduce the amount of time employees accessing those documents are required to spend on site.

Recommended mitigations and next steps

- **Establish common criteria** on which to base decisions about approving the suitability of a position for telework.
- **Ensure that diverse needs are heard and considered** when making decisions on who is permitted to work from home.
- **Assess operational requirements** to ensure that restrictions on the ability to telework truly can't be avoided

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Requirement of on-site presence – scenarios 1 (ad hoc telework) and 2 (scheduled hybrid)

Differential impact of commuting time and cost

Certain challenges arise simply by virtue of requiring employees to report to a physical worksite. A commute comes with a monetary cost (e.g., gas, parking, transit fare) that will disproportionately impact employees who are in lower income brackets – particularly with rising inflation. Auxiliary costs such as extra childcare hours must also be considered.

For many, it is a time cost – and with it an opportunity cost – that comes with commuting to a physical workplace. Extra time spent in transit changes the work-life balance equation for nearly everyone,[1] but parents of young children, those providing care for adult relatives or elderly parents, and those who live further away from their worksite are particularly impacted by the additional time away from the home. Single parents, who are primarily women, have even more responsibilities to manage and thus are more severely impacted.

Commuting can be particularly challenging for individuals who are immunocompromised, who live with or care for immunocompromised individuals, or who experience mental health challenges related to the pandemic, given the added risk of exposure to COVID-19.

Finally, the requirement of an on-site presence may eliminate opportunities for employees, including Indigenous employees, to work from their home communities. This could have a negative impact on those individuals, and harm enterprise-wide objectives around building a diverse and inclusive workforce. In many cases, an on-site requirement will limit hiring to the National Capital Region, which in turn may push the public service towards the demographic profile of the NCR and continue to perpetuate challenges of representation.

Recommended mitigations and next steps

- Consider the **wide range of groups that are specifically impacted** by the on-site requirements of your department's hybrid model.
- **Explore these impacts further** through direct consultation and engagement, and additional GBA Plus work.
- Work with equity-seeking groups and **develop measures to mitigate these impacts**, whether in your department's hybrid work model or through the policies that support it.

Differential impact of inaccessible and exclusionary worksite features

Requiring employee presence at a physical worksite highlights the importance of physical accessibility and inclusivity at the worksite. While an accessible and inclusive worksite is imperative in all scenarios, requiring that employees work on-site makes the department's obligation that much more immediate, as employees do not have the option of opting out of inaccessible or exclusionary worksite features.

Although mobility barriers in built environments are well documented, they continue to be of concern. Even seemingly accessible features can be built in a way that impedes accessibility, such as automatic doors that close too fast, or elevators that travel at too high a speed for some users. While these

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[1] The Daily — Canadian Social Survey – Well-being, Unpaid Work and Family Time (statcan.gc.ca)

accessibility considerations are imperative in any work model, requiring on-site presence removes an employee's ability to opt out of an inaccessible space. People with disabilities are often able to better manage symptoms and feel more comfortable and productive working from home. Perhaps unsurprisingly, an April 2022 report from McKinsey shows that employees with disabilities are 11 percent more likely to prefer a hybrid work model than employees without disabilities.

People with disabilities often face major disadvantages in accessing transportation options as well, which reduces their ability to find and hold jobs and participate in community life. The issues go beyond the lack of accessible ramps: other transit barriers include poor vehicle design; lack of accessible curbs, crosswalks, and sidewalks; the absence of elevators; and a lack of reliable public transport.

Access to public transportation can also create challenges for people working in smaller or rural communities. On the other hand, these individuals may have challenges working from home because of spotty internet coverage and limited access to broadband.

Gendered facilities such as washrooms and changing rooms are another feature still common in public service worksites that present significant challenges for transgender and non-binary employees, putting them in situations where they are more likely to experience prejudice or harassment based on their gender identity or expression. The use of shared washrooms may also pose challenges for persons with certain health conditions (e.g., Chron's disease).

Some employees with disabilities may find that they have more trouble working effectively and productively at home, as they are better able to control their environment, including lighting levels, ambient noise, scents, distractions, and interruptions.

The COVID-19 pandemic is ongoing and will require adaptation and consideration moving forward. As new variants continue to emerge and experts predict more waves moving forward, and with the suspension of the COVID-19 vaccination requirement for federal public servants, a return to the worksite can raise barriers and disproportionate health risks for people who are immunocompromised, who live with or care for immunocompromised individuals, or who experience mental health challenges related to the pandemic. This dynamic compounds with scale, as increasing the number of people at a given worksite makes it more difficult to mitigate health concerns through measures like physical distancing.

Even if a worksite is in the process of being modified and updated to be more accessible or to address the above-mentioned challenges, making large scale changes to physical structures such as elevators and washrooms will take time. Organizations should consider their readiness to accommodate a wide range of accessibility and inclusion needs as they determine and experiment with their hybrid work model.

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Recommended mitigations and next steps

- Work with subject matter experts and impacted groups to ensure that you have a **current and comprehensive assessment** of the inaccessible and exclusionary elements of your department's worksites.
- Consider the ways in which your department's hybrid model **compounds or lessens the impact** of these elements on diverse groups.
- Develop a plan to **address these issues on a practical level**, and to **mitigate their negative impacts** in the meantime.

Increased risk of bias, prejudice, and unsafe situations while at the worksite and in transit

People in marginalized groups are more likely to experience the impacts of bias and prejudice (e.g., harassment or micro-aggressions) in society, whether at the workplace or in transit, than they are in their own space. In the 2020 PSES, 19% of those working only onsite said they had been the victim of harassment on the job in the previous 12 months compared to 8% for those working only remotely. Requiring employees to navigate these environments, therefore, creates risks, and highlights the obligation for the employer to build a work culture that is safe and inclusive for all.

Some employees may be hiding a disability, gender identity, or sexual orientation to avoid the stigma that can come with it. In an on-site environment, this may take a toll on a person's well-being, and virtual work can relieve some of that stress.

There are also specific advantages to virtual interactions, such as having control over how (and how much) one is seen by others in a given situation. Considering the prejudice that people regularly experience because of gender expression, skin colour, or a visible disability, this can be a powerful tool that is simply not available in a physical space. Allowing virtual meeting participants to decide whether or not to turn on their cameras preserves this autonomy.

On-site infrastructure can also raise culture impacts for specific groups. There have been reported incidents of department-issued identification and/or access badges showing deadnames (a birth name that has since been changed, often as part of a gender transition) which puts transgender and non-binary people at risk when interacting with colleagues, commissionaires, and strangers.

Beyond risks associated with COVID-19, immunocompromised individuals are more likely to get sick in other, minor ways. Given the recent shifts in culturally accepted behaviour when it comes to attending work with a cough or other cold-like symptoms, these individuals may be forced to take more sick days as a result.

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Recommended mitigations and next steps

- Work directly with equity-seeking groups to understand **what aspects of their workplaces** lead to unsafe or discriminatory situations.
- Ensure that the data you are collecting and using **includes relevant metrics** such as sense of belonging and sense of safety.
- Ensure that your organization's policies are **developed with these perspectives in mind** and are flexible enough to be adapted when issues arise.

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Potential advantages to requiring on-site presence

As noted, there is no one-size-fits-all solution, and every scenario contains both positives and negatives for different groups and individuals. It is important to acknowledge the advantages and opportunities, while also emphasizing the need to reduce and mitigate harm.

Normalizing on-site presence may be advantageous for those whose living accommodations are not well-suited to also serving as a workspace due to size, presence of family, distraction, ergonomics, or a multitude of other factors. Employees without the luxury of spacious homes with adequate heating and cooling or outdoor spaces may not want to work from home for most of the week. Broadly speaking this might be particularly applicable to young employees and students, or to people living in multigenerational homes.

The psychological benefit of connectedness is also a consideration, as some people value the workplace as a venue for valuable social interaction and a way to prevent feelings of isolation. We should also bear in mind that not everybody feels psychologically safe in their own home – for some, the workplace is a safe space, and regular on-site presence is important.

Recommended mitigations and next steps

- Ensure that **employees who want or need to access the worksite** regularly can do so.
- Engage employees working on-site regularly to ensure that the organization's worksites **continue to be a safe and collaborative place to work**.

Scheduling of on- and off-site presence – scenario 2 (scheduled hybrid arrangements)

Differential impact of limiting ad-hoc flexibility

Taking a scheduled approach to work location rather than working on an ad-hoc basis creates some specific challenges.

Depending on how the policy is applied, it could limit the ability to take an ad-hoc remote day. For employees with unpredictable mental or physical health conditions, there are a wide variety of reasons why one might be unable to be in the workplace on a given day but still able to work remotely. Losing the flexibility to make that judgement on a day-by-day basis could result in more sick days being taken and cause employees to feel like they must disclose more to management about personal health details than they would wish to.

Recommended mitigations and next steps

- Draft policies that can **adapt to sudden unexpected circumstances**
- Empower managers and employees to **make alternate arrangements when needed**.

Potential advantages to scheduled worksite presence

Predictability in scheduling can allow people to organize their lives and mitigate some of the structural challenges of hybrid work such as parking, commuting, and childcare. There are also emergency management benefits, as it provides consistency to individuals who require monitors for evacuation.

Move towards unassigned seating – scenarios 2 (scheduled hybrid arrangements) and 3 (flexible first hybrid)

Disproportionate impact of variable and touchdown workspaces

Having a critical mass of employees working off-site each day opens possibilities for organizations to change the way they use their space by implementing activity-based workplaces, or other touchdown elements of the workspace. For employees with specific accessibility equipment or ergonomic needs, not having a consistent workspace can raise new challenges and uncertainty.

Recommended mitigations and next steps

- Design unassigned seating spaces **with accessibility and inclusion in mind**.
- Make assigned seating available where requested, or as an accommodation.
- Provide secure facilities where **specialized equipment can be stored** during the day and overnight when needed.
- **Offer clarity up front** to employees who might be disproportionately impacted by the change and listen to their perspectives.

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Remote management – all scenarios

Impact on a manager's ability to ensure and support psychological health and safety

Any work arrangement in which management and employees are working in different locations may challenge a manager's ability to ensure and support the psychological health and safety of their staff, as the observable signs of a mental health issue for which an employee may need support may be less obvious when not sharing a physical space (e.g., crying, much quieter than usual, changes in physical appearance, etc.).

Recommended mitigations and next steps

- Ensure that managers are **trained to provide support** and conduct regular well-being check-ins.
- Ensure that mental health resources are **readily available and actively promoted** to employees.

Retention risks – all scenarios

Potential impact on organizational diversity and equity objectives

If a department implements a hybrid work scenario that is unpopular with employees, they may face issues attracting and retaining employees down the road. This risk gains another dimension when viewed through a GBA Plus lens. Given the ways in which hybrid work arrangements can either support or raise challenges for specific groups and intersections, those employees who begin seeking work elsewhere could end up being concentrated around a specific equity-seeking group or recruit.

In this way, a hybrid model that does not address its GBA Plus considerations and seek to actively support those impacted could end up creating a dynamic that leads to a less diverse workforce.

Recommended mitigations and next steps

- **Monitor satisfaction over time** to better understand the risk level for your organization.
- Use **change management principles** to support the implementation and evolution of your organization's hybrid approach.

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Annex B: Key PSES results

Indigenous Peoples:

Self-identifying respondents	**2019** Percentage reporting a telework arrangement	**2020** Percentage reporting working a combination of onsite and offsite	**2020** Percentage reporting working only remotely
Indigenous	14.1%	20.2%	62.2%
Non-Indigenous	17.2%	16.7%	71.9%
Difference	-3.1	3.5	-9.7

Gender:

Self-identifying respondents	**2019** Percentage reporting a telework arrangement	**2020** Percentage reporting working a combination of onsite and offsite	**2020** Percentage reporting working only remotely
Women	18.8%	15.5%	75.5%
Men	14.5%	18.9%	65.5%
Gender diverse	13.5%	73.7%	73.7%

Persons with disabilities:

Self-identifying respondents	**2019** Percentage reporting a telework arrangement	**2020** Percentage reporting working a combination of onsite and offsite	**2020** Percentage reporting working only remotely
Persons with a disability	21.3%	16.1%	71.3%
Persons without a disability	16.7%	16.9%	71.5%
Difference	+4.6	-0.8	-0.2

People of colour:

Self-identifying respondents	**2019** Percentage reporting a telework arrangement	**2020** Percentage reporting working a combination of onsite and offsite	**2020** Percentage reporting working only remotely
Visible minorities	14%	14.1%	78.2%
Non-visible minorities	17.8%	17.6%	69.8%
Difference	-3.8	-3.5	+8.4

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Age:

Self-identifying respondents	**2019** Telework arrangement	**2020** Working a combination of onsite and offsite	**2020** Working only remotely
Age group with the highest proportion reporting work arrangement	35-39 years	55-59 years	24 years and under

Regions:

Self-identifying respondents	**2019** Telework arrangement	**2020** Working a combination of onsite and offsite	**2020** Working only remotely
Regions with the highest proportions reporting work arrangement	NCR (23.7%) New Brunswick (17.5%) QC excluding NCR (16.9%) ON excluding NCR (12.6%)	Nunavut (40.7%) Yukon (32.6%) NWT (28.2%)	NCR (83.9%) PEI (75.6%) NFLD (67.4%) ON excluding NCR (66.4%) QC excluding NCR (66.4%)

Questions on harassment and discrimination:

Question	2019	2020	Change
Having carefully read the definition of harassment, have you been the victim of harassment on the job in the past 12 months?	14% said yes	11% said yes (8% only remote, 19% only onsite)	-3
Having carefully read the definition of discrimination, have you been the victim of discrimination on the job in the past 12 months?	8% said yes	7% said yes (6% only remote, 10% only onsite)	-1

Questions on inclusion:

Question	2019	2020	Change
In my work unit, every individual is accepted as	75% agree	78% agree (82% only remote, 62% only onsite)	+3

an equal member of the team.			
I think that my department or agency respects individual differences (e.g., culture, work styles, ideas, abilities).	75% agree	77% agree (81% only remote, 62% only onsite)	+2

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Annex C: Hybrid scenarios and assumptions

Scenario 1: Ad hoc hybrid

- Description: Majority onsite with use of telework via existing tools.
- Assumptions:
  - Designated place of work as per current letter of offer for on-site presence
  - Telework by request - case by case decisions, subject to operational requirements
  - Teleworking at GCcoworking an option if available, and agreed to in advance

Scenario 2: Scheduled hybrid

- Description: Employer-prescribed hybrid model with minimum on-site presence directed for all employees.
- Assumptions:
  - Designated place of work as per current letter of offer for on site presence
  - Presence at designated place of work at least 2 days/week for teleworking employees (employees can choose to come in more than 2 days/week)
  - Telework by request, up to 3 days/week (employees can choose to telework less or not at all) - case by case decisions, subject to operational requirements
  - Teleworking at GCcoworking an option if available, and agreed to in advance

Scenario 3: Flexible First hybrid

- Description: Hybrid workforce model where flexibility is based on the suitability of a position / function for telework without prescribed parameters and limitations.
- Assumptions:
  - Employer assesses each position / function in terms of requirement for on-site presence based on business needs criteria
  - Employee can choose to exercise flexibility within the frame set by the above position-based or function-based decision
  - Subject to operational requirements
  - Across the enterprise, some positions will be full-time on-site; some will have potential to telework part-time and some will have potential to telework full-time
  - Positions continue to have a designated worksite
  - Teleworking at GCcoworking an option if available, and agreed to in advance
  - More definition and potential policy or guidance on employer-driven remote work and virtual workers to be further explored

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Fox, Jason

From: Fox, Jason
Sent: Thursday, October 27, 2022 2:14 PM
To: Hardy, Elizabeth
Subject: RE: GBA plus on hybrid work

UNCLASSIFIED / NON CLASSIFIÉ

Yes.

-----Original Message-----
From: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Sent: Thursday, October 27, 2022 1:54 PM
To: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Subject: FW: GBA plus on hybrid work

UNCLASSIFIED / NON CLASSIFIÉ

30 minutes? And yes?

-----Original Message-----
From: Robert, Kristina <Kristina.Robert@tbs-sct.gc.ca>
Sent: Wednesday, October 26, 2022 4:18 PM
To: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Cc: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>; Shelswell, Cynthia <Cynthia.Shelswell@tbs-sct.gc.ca>; Moore, Sarah <Sarah.Moore@tbs-sct.gc.ca>
Subject: RE: GBA plus on hybrid work

UNCLASSIFIED / NON CLASSIFIÉ

How long does this item need and would mid nov be ok?

-----Original Message-----
From: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Sent: Wednesday, October 26, 2022 3:56 PM
To: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Cc: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>; Robert, Kristina <Kristina.Robert@tbs-sct.gc.ca>; Shelswell, Cynthia <Cynthia.Shelswell@tbs-sct.gc.ca>
Subject: RE: GBA plus on hybrid work

UNCLASSIFIED / NON CLASSIFIÉ

oui

-----Original Message-----
From: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Sent: Wednesday, October 26, 2022 3:07 PM
To: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>

Cc: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>; Robert, Kristina <Kristina.Robert@tbs-sct.gc.ca>; Shelswell, Cynthia <Cynthia.Shelswell@tbs-sct.gc.ca>
Subject: FW: GBA plus on hybrid work

UNCLASSIFIED / NON CLASSIFIÉ

Hi JF,

Just wanted to bring this back up to you - are you comfortable with us putting this on an upcoming ADM Flex agenda? The hope would be to finalize for distribution/consultation.

Thanks so much,

Liz

-----Original Message-----
From: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Sent: Wednesday, October 19, 2022 2:34 PM
To: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Cc: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>; Robert, Kristina <Kristina.Robert@tbs-sct.gc.ca>
Subject: RE: GBA plus on hybrid work

UNCLASSIFIED / NON CLASSIFIÉ

HI JF,

Please find attached the report with the adjustments mentioned. The role of WAGE (facilitate the GBA Plus exercise) is listed in the first paragraph of the Draft Report.

Jason

-----Original Message-----
From: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Sent: Wednesday, October 19, 2022 11:52 AM
To: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Cc: Robert, Kristina <Kristina.Robert@tbs-sct.gc.ca>
Subject: FW: GBA plus on hybrid work

UNCLASSIFIED / NON CLASSIFIÉ

Can you send me the first draft GBA+ report. It should be earmarked as a draft for consultation. We should also clearly mark the role WAGE played on the front page.

-----Original Message-----
From: Sarazin-Normand, Caroline <Caroline.Sarazin-Normand@tbs-sct.gc.ca>
Sent: Wednesday, October 19, 2022 11:48 AM
To: Fleury, Jean-Francois <Jean-Francois.Fleury@tbs-sct.gc.ca>
Subject: FW: GBA plus on hybrid work

UNCLASSIFIED / NON CLASSIFIÉ

Caroline Sarazin-Normand

Chief of Staff / Chef de Cabinet
Office of the Chief Human Resources Officer/ Bureau de la dirigeante principale des ressources humaines
Treasury Board of Canada Secretariat / Secrétariat du Conseil du Trésor du Canada
Caroline.Sarazin-Normand@tbs-sct.gc.ca Cell: 613-769-9020 Office/Bureau: 613-907-5124 BBME: EF036470
My working hours and yours might be different. Feel free to reply during your working hours. / Mes heures de travail et les vôtres pourraient être différentes. Sentez-vous libre de me répondre durant vos heures de travail.
Please do not hesitate to reply in the official language of your choice. / N'hésitez pas à répondre dans la langue officielle de votre choix.

-----Original Message-----
From: Mala Khanna <mala.khanna@pch.gc.ca>
Sent: Wednesday, October 19, 2022 11:37 AM
To: Donoghue, Christine <Christine.Donoghue@tbs-sct.gc.ca>; Frances McRae <frances.mcrae@fegc-wage.gc.ca>
Subject: GBA plus on hybrid work

Hi,

Just curious if there is something that you can share. We are having a townhall on Oct 31 so even a draft would be very helpful! Thanks!

Mala

Sent from my iPhone

Treasury Board of Canada Secretariat
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Hybrid Work GBA Plus

Draft report and tool for public service organisations

ADM Flexible Workplace Committee
November 2022 [TBC]

Jean-François Fleury [presenter TBC]
ADM, Research, Planning and Renewal
Office of the Chief Human Resources Officer
Treasury Board of Canada Secretariat

Overview

- As public service organisations implement and evolve their approaches to hybrid work, **GBA Plus is key to understanding and mitigating differential impacts** on different identity groups.

- To support this work at the enterprise level, **TBS has conducted a GBA Plus exercise** to assess the impacts of different hybrid scenarios.

- This work has led to two distinct products:

  1. **A report on the GBA Plus exercise**, including identified impacts and proposed mitigations.

  2. **A tool to guide organizations** as they build on this work to undertake GBA Plus assessments of their own hybrid work models.

TBS's GBA Plus Exercise

- The goal of this work was to **establish a common baseline** for public service organizations to build on as they examine their own hybrid work models.

- TBS first conducted a **policy assessment of hybrid work** across three model scenarios and established a set of preliminary observations.

- To validate and expand upon these observations, **TBS held a series of GBA Plus workshops** with central service providers over the summer, facilitated by Women and Gender Equality Canada (WAGE).

- **A report has been developed** to capture the process and outcomes of this exercise including observations, potential differential impacts, and proposed mitigation strategies.

A Tool for Organizations

- The enterprise-level perspective is **only part of the picture** – each public service organization must continue to apply the GBA Plus lens to their own specific hybrid work model.

- It is important for GBA Plus work to be **ongoing and iterative** in order to make hybrid work as inclusive and equitable as possible.

- To support departments in their own GBA Plus work on this file, TBS has developed a brief tool, which includes:
  - Links to existing GBA Plus resources
  - Key steps and considerations for GBA Plus in the hybrid context
  - Recommendations around evidence-gathering and communications.

Next Steps

TBS is seeking:

1. Feedback from ADM Flex members on the Hybrid Work Tool for Organisations
    - Is there anything missing that would make this tool more useful to organisations?
2. Input on next steps:
    - **Option 1**: Disseminate these products among public service organisations now.
    - **Option 2**: Take input on the tool from a small number of organisations to gauge useability and resonance.
    - **Option 3**: Engage Employment Equity networks on these products to come back with a report and tool that reflect even more input.

From: Hardy, Elizabeth
Sent: December 22, 2022 3:40 PM
To: Kakisingi, Raissa
Subject: FW: GBA Plus way forward
Attachments: GBA plus - Next steps.docx
GBA plus - Next steps tracked.docx

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1476

Elizabeth Hardy (she/her/elle)
613.862.3673

This week:

M/L	T/M	W/M	T/J	F/V
219 Laurier	🏠	🏠	219 Laurier	🏠

From: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Sent: Monday, November 14, 2022 2:56 PM
To: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Subject: RE: GBA Plus way forward

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New Version addressing comments – tracked changes attached also:

From: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Sent: Thursday, November 10, 2022 12:03 PM
To: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Subject: RE: GBA Plus way forward

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A few comments. Looks good.

From: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Sent: Wednesday, November 9, 2022 11:50 AM
To: Hardy, Elizabeth <Elizabeth.Hardy@tbs-sct.gc.ca>
Subject: GBA Plus way forward

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Liz,

Attached is a note that outlined the recommended approach for the GBA Plus report and next steps for you to discuss with Jean-Philippe. I asked ADMO when they think the next ADM Flex will be and they said end of Nov, early Dec. I think it covers all the outstanding issues (ownership, engagement needed, distribution) and you can also use this to brief JF and Mireille as neeed.

Jason

Director, Research and Strategy
Research, Planning and Renewal Sector
Office of the Chief Human Resources Officer
Treasury Board of Canada Secretariat / Government of Canada
Jason.Fox@tbs-sct.gc.ca / Tel: 343-548-3488

Directeur, Recherche et Stratégies
Secteur de la Recherche, planification et renouvellement
Bureau de la dirigeante principale des ressources humaines
Secrétariat du Conseil du Trésor du Canada / Gouvernement du Canada
Jason.Fox@tbs-sct.gc.ca / Tél : 343-548-3488

Pages 960 to / à 963

are not relevant

sont non pertinentes

Fox, Jason

From: Fox, Jason
Sent: Friday, November 25, 2022 9:34 AM
To: Hardy, Elizabeth
Subject: RTO and GBA plus

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HI – I am not sure what has developed since I gave you the notes for discussing the GBA plus work at the next ADM Flex, but I suspect that will not happen on the next agenda for reasons. Based on my loose understanding of what is currently being developed, I think it would be a good idea to send the work we did to those who are currently contemplating the next steps. Specifically – send the GBA plus analysis documents and the tool that we were proposing. If these are not connected at this point, I don't see an option for reconciling the work we did with the participants. Happy to discuss.

Jason

Director, Research and Strategy
Research, Planning and Renewal Sector
Office of the Chief Human Resources Officer
Treasury Board of Canada Secretariat / Government of Canada
Jason.Fox@tbs-sct.gc.ca / Tel: 343-548-3488

Directeur, Recherche et Stratégies
Secteur de la Recherche, planification et renouvellement
Bureau de la dirigeante principale des ressources humaines
Secrétariat du Conseil du Trésor du Canada / Gouvernement du Canada
Jason.Fox@tbs-sct.gc.ca / Tél : 343-548-3488

Fox, Jason

From:	Carter-Whitney, Ben
Sent:	Thursday, December 1, 2022 11:49 AM
To:	Fox, Jason
Cc:	Walton, Christine
Subject:	RE: GBA+

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Great news! Thanks for the update, Jason.

I've uploaded the current translated docs, along with the deck (which Christine has previously reviewed), into their own folder for ADM Flex: 2022-12-08 - Docs for ADM Flex

- Hybrid Work GBA Plus - ADM Flex Presentation.pptx
- 1-EN - Workshop Report - Hybrid Work GBA Plus - ADM Flex - Dec 2022.docx
- 1-FR - Rapport des ateliers - ACS Plus sur les scénarios hybrides - ADM Flex - Dec 2022.docx
- 2-EN - Tool for Organizations - Hybrid Work GBA Plus - ADM Flex - Dec 2022.docx
- 2-FR - Outil pour les organisations - ACS Plus sur les scénarios hybrides - ADM Flex - Dec 2022.docx

All links should be editable by anyone in TBS.

Please let me know if you need anything else on this.

Thanks,
Ben

From: Fox, Jason <Jason.Fox@tbs-sct.gc.ca>
Sent: Thursday, December 1, 2022 10:38 AM
To: Carter-Whitney, Ben <Ben.Carter-Whitney@tbs-sct.gc.ca>
Cc: Walton, Christine <Christine.Walton@tbs-sct.gc.ca>
Subject: GBA+

HI – confirming this is going to the ADM flex on the 8th – Can you resend me the documents in E and F and the deck you prepared for me please?

Jason

Director, Research and Strategy
Research, Planning and Renewal Sector
Office of the Chief Human Resources Officer
Treasury Board of Canada Secretariat / Government of Canada
Jason.Fox@tbs-sct.gc.ca / Tel: 343-548-3488

Directeur, Recherche et Stratégies
Secteur de la Recherche, planification et renouvellement

Bureau de la dirigeante principale des ressources humaines
Secrétariat du Conseil du Trésor du Canada / Gouvernement du Canada
Jason.Fox@tbs-sct.gc.ca / Tél : 343-548-3488

Fox, Jason

From:	Fox, Jason
Sent:	Thursday, December 1, 2022 5:12 PM
To:	Hardy, Elizabeth
Subject:	FW: GBA Plus Docs
Attachments:	GBA plus - Next steps.docx

Liz,

Here are the GBA Plus docs

- 1-EN - Workshop Report - Hybrid Work GBA Plus - ADM Flex - Dec 2022.docx
- 1-FR - Rapport des ateliers - ACS Plus sur les scénarios hybrides - ADM Flex - Dec 2022.docx
- 2-EN - Tool for Organizations - Hybrid Work GBA Plus - ADM Flex - Dec 2022.docx
- 2-FR - Outil pour les organisations - ACS Plus sur les scénarios hybrides - ADM Flex - Dec 2022.docx

Attached is the BN to JP.

Issue: Next Steps for finalizing and disseminating the GBA Plus work conducted by R&E

Background:

- This work was completed as a follow up to the Hybrid Work Policy and Risk Assessment conducted for the ADM Flexible Work Committee (ADM Flex) in April 2022.
- In August, R&E partnered with WAGE to facilitate three workshop sessions with various policy centres and stakeholders in TBS, PSPC, SSC, and PCO on three Hybrid Scenarios identified in the policy assessment.
- Two distinct products were developed and are awaiting approval from ADM (SDDS and P&C) before disseminating:
    - A report on the GBA Plus workshop with participants (Report);
    - A tool to guide organizations to undertake GBA Plus assessments of their own hybrid work models (Tool).

Considerations:

- **Policy Suite for GBA Plus:** Every GoC policy must consider a GBA Plus lens as part of the policy development process. OCHRO's Guidance on optimizing a hybrid workforce: Spotlight on telework provides guidance to departments on implementing hybrid models. The guidance reminds deputy heads and officials of their responsibilities to conform to the *Directive on the Duty to Accommodate*, eliminate or avoid creating barriers and incorporating gender-based analysis plus in decision-making. The Report and proposed Tool could serve as a useful starting point for organizations as they undertake these efforts under the guidance.
- **Broader Engagement on Report and Tool**: The Report summarizes the results of the facilitated sessions on GBA Plus so additional engagement is not required. The report provides recommendations but does not take a position on any one hybrid scenario as each approach comes with potential tradeoffs and differential impacts. The Tool on the other hand, is targeted at individuals or teams who are responsible for conducting a departmental or local GBA Plus analysis. The Tool would benefit from input from departments or communities to ensure it is relevant and actionable. An initial discussion at the ADM Flex Committee would provide sufficient engagement prior to distribution given the membership. Other perspectives and input could be incorporate on an iterative basis and re-issued periodically with new insights and lessons.
- **Policy Home:** While led by the R&E team, GBA Plus is a substantive policy exercise. As such, this work should be transferred to the appropriate OCHRO policy centre as part and parcel of the dissemination and roll-out strategy. People and Culture sector are responsible for the current People Management Policy Suite, including the Directives on Telework and Duty to Accommodate and Guidance on optimizing hybrid. As such, they are the natural "home" for this work. This arrangement should be decided before the item goes to the ADM Flex discussion.

- **ADM Flex Discussion**: A discussion at the ADM Flex Committee will be scheduled to present the results and discuss the distribution of the Report and Tool. This Committee is well positioned to provide overall perspectives on the Report and assess the relevance and utility of the Tool. They could also use their organizations to obtain further feedback on both products if the committee feels that more engagement is needed. Consideration should be given to informing or discussing with OCHRO-EMC for awareness.

Recommendation:

We recommend that the ownership and accountability for these products be transferred to P&C to implement the next steps. An agreement to this transfer should be confirmed between the OCHRO ADMs before the ADM Flex discussion to ensure clarity for accountability, follow ups and implementation and to ensure coherent communication with the end-users.

The following steps are recommended to finalize and distribute the Report and Tools:

Step 1 - Arrange a transfer of the file ownership from Strategic Directions and Digital Solutions to the People and Culture Sector.

Step 2 - Engage with ADM Flex to present results in the Report and obtain additional feedback on the Tool as needed.

Step 3 - Inform GBA Plus workshop participants of the approach and share final versions.

Step 4 - Distribute products with message from People and Culture Sector at DG or ADM-level to the following channels:

- Heads of HR
- Community and Network Champions (i.e., EE, GBA Plus, Functional, Managers' Network)
- Hybrid Experimentation GCexchange site