

Framework for our transition to a hybrid work environment

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August 2022

Purpose of the framework

Describe how the Board will integrate and adapt guidance provided by GoC to its plan its own transition

This guidance requires a sustained physical presence "by having some people on-site a majority of the time", but gives organisations the flexibility to reflect their reality

BEFORE MARCH 2020
Pre-Pandemic

- 100% work in office, with some teleworking
- No flexibility
- Fixed expectations
- Most aspects of work covered



AS OF AUGUST 2022
Post-Pandemic

- Hybrid model reflecting operational needs & business requirements
- Measured flexibility
- Mix of fixed and tailored expectations
- Work in progress

Board Vision

We are transitioning from a 100% office work environment to a 100% hybrid work environment to leverage the best of both in-person and virtual work

Our new hybrid work environment will enable us to be flexible and bring people together with purpose while delivering results for Canadians

We are committed to fostering an inclusive and accessible environment with the right tools, mindsets, behaviours and practices to work effectively together in a hybrid mode

Our collective success will depend, in part, on our willingness to define what works best for us, within the GoC framework

Guiding principles

Agile and purpose driven

- Preserve our ability to innovate, experiment and adapt practices and behaviours with a view to meet our organisational mandate, vision and strategic objectives
- Ensure proper alignment with GoC direction and obligations

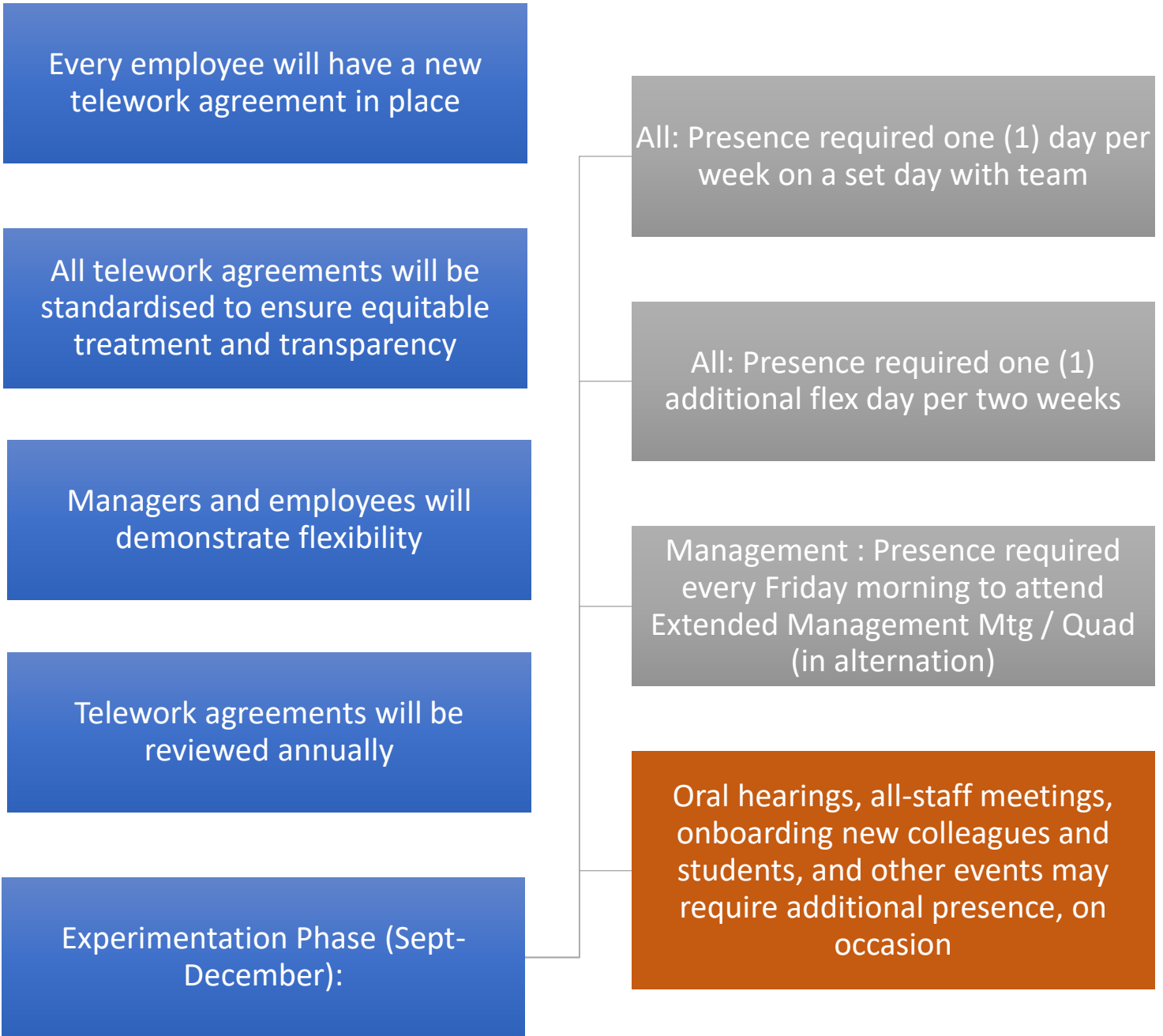
Inclusive and healthy

- Allow employees to benefit from a safe work environment where they will be valued and respected, and where they will be able to grow/learn professionally

Equipped and capable

- Provide employees with the tools they require to do their job, whether at home or in an office space
- Leverage digital operations wherever possible to reduce costs and carbon footprint, and increase access to Board services

General expectations



Specific expectations:

Working from home



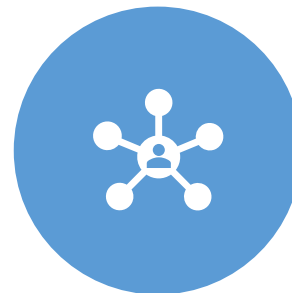
All employees are expected to work in accordance with their collective agreement, be flexible and available for meetings during regular working hours, including at the office, upon request by manager



Every employee will be set up at home for telework. Specialised equipment will require approval by manager. No printers will be provided.



Office supplies will be procured by the Corporate team. Employees may take what they need to their homes from the office when and as required.



All employees must respect working and meeting etiquette when interacting with colleagues, stakeholders or the public via digital means

Specific expectations: Working at the office



All employees must use the office reservation system BURO to secure a working space and help monitor sustainable physical presence requirement



Sick employees should not come into the office and **should** advise their supervisor



All employees must demonstrate healthy and sanitary behavior and clean workstations / spaces after use; cleaning products will be made available



All employees must respect working and meeting etiquette when interacting with colleagues, stakeholders or the public, especially when working in the open space area

Experimentation
phase (Sept-Dec
2022)

Assessment criteria

Impact on productivity / focus and other organisational goals

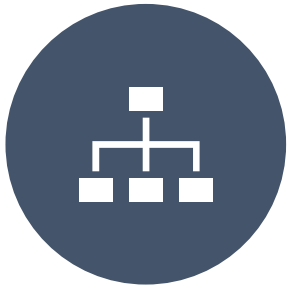
Solutions to logistical/technical challenges

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

A few points to remember



This Framework seeks to find the right balance between organisational needs and obligations, and flexibility for employees



New schedule indicate the minimum number of days your presence is required in the office; you may choose to be in the office more often



There is enough sitting space for everyone to be in the office at once, but closed office space is limited and should be reserved through the BURO app



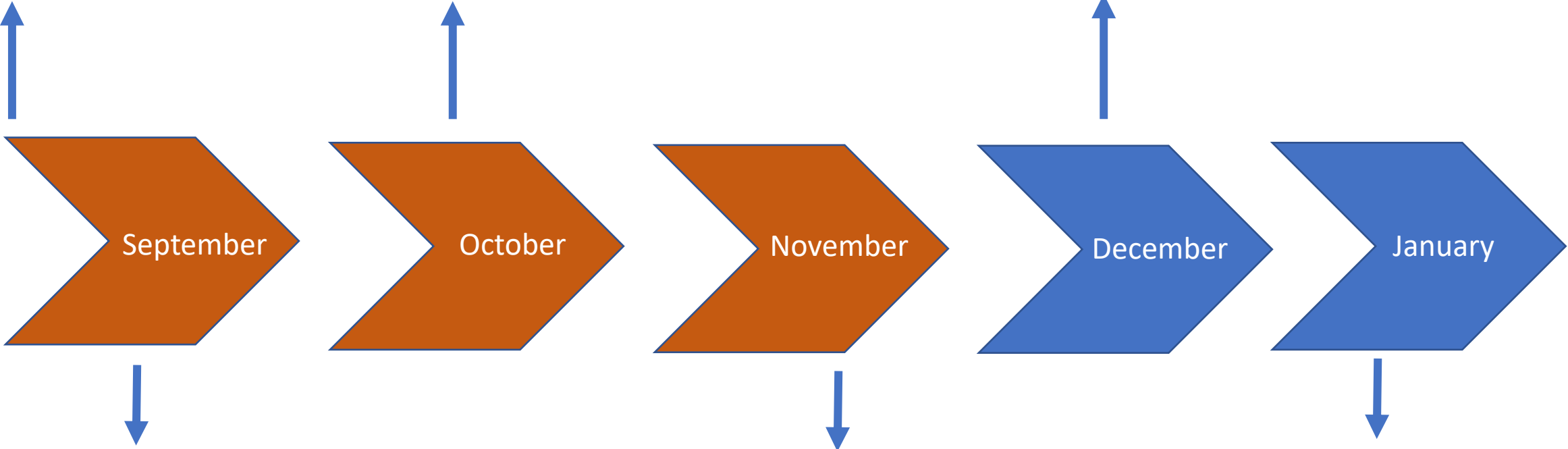
We will assess whether the framework works after experimentation phase: some elements may need to be revisited

Timeline for our transition to hybrid work

Soft launch of experimentation phase

1st oral hybrid hearing

Review RTO Framework



September

October

November

December

January

Sept 30 – Telework agreements signed by all employees

Townhall discussion on experimentation results

Full implementation of hybrid workplace

Next steps

Thanks to the
Corporate Team

Almost Done

New office space:

- Collaborative space set-up
- Adaptable ergonomic furniture at every workstation
- Reservation software BURO
- Servers moving to the 8th floor

Now

New telework agreements:

- Set schedule for teams and employees
- Sign telework agreements by Sept. 30
- Plan orientation sessions in the fall to get familiar w new office space

Now

Planning of first oral hearing (OMS)

- In progress

Questions (1)

How will the Board ensure telework agreements are determined equitably?

- We are adopting a standardized process for establishing work arrangements. There will be a template and guidance to help ensure consistency and fairness in the process as individual telework agreements are established.

Will my telework agreement be permanent?

- No. Telework agreements are based on a range of factors, and if those factors change over time, they might need to be revised. At a minimum, telework agreements must be reviewed annually.

Regardless of my telework agreement, can I determine my hours of work?

- While the Board supports flexibility for employees in their workday, managers are responsible for determining hours of work. Employees are expected to work in accordance with the terms and conditions of their collective agreement—many of which allow for an employee to work flexible hours within specified times and subject to the operational requirements of the job.
- However, being available for meetings, being in the office when required and being predictable in your schedule, even when at home, are important elements of a successful hybrid model.

Questions (2)

Will my manager be allowed to request my presence in the office at the last minute?

- While your manager will be expected to be flexible and provide advance notice, it is always possible that you would be called in at the last minute. However, given the nature of the Board's business, these last-minute meetings should not happen often, if ever.
- Employees should discuss their individual scheduling constraints (e.g. regular medical appointments, having to pick-up kid from school, etc.) with their manager.

Will I be able to have my own ergonomically individually-adjusted equipment in the office?

- The hybrid model is based on the assumption that employees will work from home a majority of the time, not from the office. For this reason, the Board has offered ergonomic assessments and purchase of new equipment as required for home work to all employees
- All new furniture in the office can be adjusted to accommodate most employees. Employees with specific medical needs can talk to their manager about purchasing additional equipment. Requests will be treated on a case-by-case basis.

Questions (3)

What if I want to meet with colleagues at the office?

- In-person meetings with colleagues are strongly encouraged as they facilitate sharing of ideas, collective brainstorming and overall collaboration and cohesiveness.
- Meetings rooms available for booking include the Hearing Room, the two caucus rooms and Senior executives's offices. These rooms can be booked for meetings with your team on your team day, or with other teams/colleagues. Cleanup after use will be required.

Will my team always meet on the same day?

- Predictability is important in a hybrid situation: changing schedules too often can create stress on people with caregiving roles. On the other hand, never changing schedules can also create some dissatisfaction.
- To address this preoccupation, schedules will be reviewed on a bi-annual basis following consultation with managers.