



BIENVENUE À L'AVENIR DU TRAVAIL D'EDSC | Nos gens, nos activités, notre avenir!




WELCOME TO ESDC'S **FUTURE OF WORK** | Our people, our business, our future!

ESDC's Flexible Work Environment: From Planning to Implementation

Uttara Chauhan, Director General, Future of Work Secretariat
Joint Councils meeting, September 28, 2022




At ESDC, the Future of Work is now

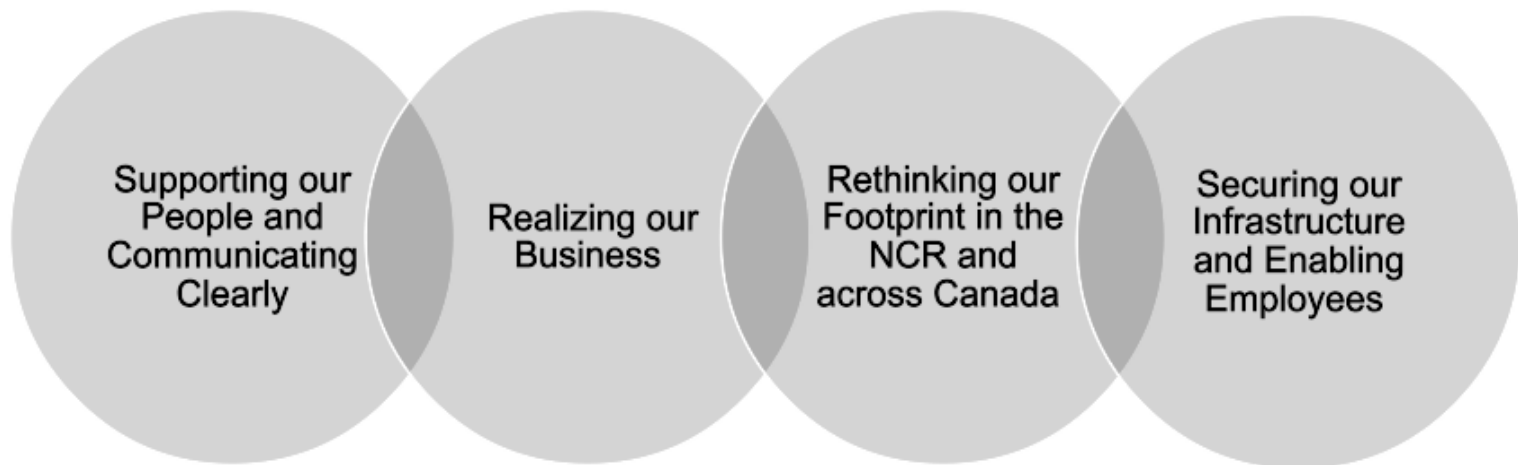
- On September 6, we began implementing our Flexible Work Environment after 18 months of planning, engagement and experimentation.
 - Decisions are driven by business requirements and reflect employee expectations, to the greatest extent possible.
 - Ours is a deliberate, evidence-based approach grounded in experimentation and iteration and a commitment to a healthy and inclusive workplace.
 - Flexible work arrangements:
 - **Onsite:** Employees required to work in the office full-time as their work functions cannot be done remotely
 - **Hybrid:** Employees required to come to the office for reasons specifically linked to the job (e.g. using secret network, meeting clients, collaborating and innovating in-person)
 - **Predominantly offsite:** Employees required to come onsite for activities linked to organizational needs (team building, training and onboarding) although frequency is less than for hybrid work
- 



How we got here...

- The pandemic **rapidly accelerated the department's transformation and modernization efforts.**
 - **ESDC delivered on major priorities during the pandemic.** Employees rapidly pivoted to remote work, delivering billions of dollars in emergency/recovery benefits to millions of Canadians.
 - Remote work also posed challenges and limitations for many managers and employees – technology, lack of work/life separation, burnout, increase in organizational siloes and burdensome communication.
 - Many employees, particularly those providing in-person service at Service Canada Centres, continued to work onsite throughout the pandemic.
 - **Department has leveraged lessons learned from the pandemic to strengthen our workforce by tapping diverse talent pools across the country and improving the way we serve Canadians.** We hired almost 9,000 employees over two years.
- 


...and solidified our vision of “Our People, Our Business, Our Future”



“A healthy, productive, and inclusive workforce, equipped with modern and secure tools and technology, able to fully deliver on our mandate, and foster a culture of service excellence.”




We engaged internally and externally throughout...

- Extensive internal engagement collected a breadth of views from all parts of the organization, and from various employee groups (e.g. equity-seeking groups, managers, functional communities, etc.)
 - Employee ‘Pulse’ surveys indicated preference for full-time or part-time remote work.
 - External engagement with private sector (e.g. Google, Microsoft, Xerox), consulting firms, other federal departments and levels of government to surface latest global research and promising practices.
 - Ongoing engagement with Central Agencies and within federal public service to share lessons and shape the public service of the future.
- 




...and conducted research and experimentation


ESDC's objective, evidence-based approach has been guided by a robust research and experimentation agenda:

- Pilot projects on Managing Teams in a Hybrid Work Environment were conducted over 3 months with 120 participants revealed success factors:
 - Leadership
 - Workspace readiness
 - Function over frequency
 - Testing and intentionality
 - Products to support managers lead hybrid teams and conduct effective meetings
 - Data Strategy
 - Will ensure comprehensive measurement using a holistic set of KPIs for employee outcomes across 3 work arrangements, as well as physical workplace indicators
- 




We assessed job functions as the basis for work arrangements

- Analysis represents an industry best practice - removing the potential for subjectivity and allowing a common approach across an organisation.
 - As a starting point, consulting firm was engaged to develop personas, as part of the ESDC Digital Workplace Strategy, which includes analysis of workplace needs and digital tools to support flexible work based on employee feedback.
 - Assessment of functions/tasks provided rigour in validating jobs best suited to:
 - **on-site** (e.g. *in-person Service Canada Centres, corporate mailroom, in-person IT Supports*)
 - **predominantly offsite** (e.g. *call centres, EI and Pension processing*) and
 - **hybrid** work environments (e.g. *executive leadership, policy and program analysis*).
 - Further calibration via consultation with leadership from ESDC branches and regions
- 




We have – and continue to - invest in IT and modernize our physical workplace...

- IT upgrades focused on enabling:
 - seamless transition between home and government office spaces
 - collaboration within and across teams in physical and virtual work environments
 - access to key information, tools, and learning aids
 - ESDC's real property strategy is a key component of the overall transition over the short and long-term
 - Short term: modernizing spaces (renovations, new co-working sites, shared seating)
 - Long term: footprint reduction and adaptation
- 




...and are supporting people managers to lead in a new work environment

- Change management supports
 - engagement, training, and communications efforts to properly equip leaders, teams and employees to adopt and sustain the change successfully.
 - Work arrangement guidelines
 - Provides guidance and parameters for implementing new work arrangements
 - Leadership norms and behaviours playbook
 - A new way of working requires a new way of leading
 - Intentional leadership; Trust; Psychological Safety and Growth Mindset; and Empathy-based Management and Sense of Belonging
- 



Where we go now

- Transition from directed remote to 3 new work arrangements is a first step, not the last
 - Teams are experimenting with approaches to hybrid and predominantly offsite work – particularly the onsite days – that are best-suited to business needs
 - Ongoing challenges and considerations:
 - Nationally distributed teams / collaboration equity
 - Physical workplace improvements (procurement challenges)
 - Policy adjustments at enterprise level (security, HR, etc.)
 - Supporting employees through change while ensuring we deliver on our mandate
- 



Thank you!

