

# JURISDICTIONAL SCAN RESULTS: Hybrid Work Models in the Canadian Public Sector

September 28, 2022

Joint Councils Meeting

# Background & Purpose

- The ICCS Secretariat carried out a jurisdictional scan on what is currently available across the public sector (FPTM) related to hybrid work models. Jurisdictional information on hybrid work models was identified as a topic of interest by the Joint Councils.
- This is intended as a follow up to a discussion on the Future of Work held at the October 2021 Councils' meeting.

## Responses Received From The Following Jurisdictions:





## I. What is available on hybrid work models in your jurisdiction?

### FEDERAL:

- Departments are transitioning to a hybrid work environment to leverage the best of both in-person and virtual work to deliver results.
- Across the GC, employees may be onsite based on the frequency that is required from a business perspective.
- Several departments completed a job function analysis to determine which positions are suited for remote work. Positions were classified as onsite, hybrid and predominantly offsite.
- Some departments are currently developing hybrid work model documentation based on guidance from lead organizations, i.e., TBS, Privy Council Office.

### P/T:

- Most jurisdictions are implementing flexible/hybrid work models. The characteristics of hybrid work vary within and between jurisdictions. Hybrid work options are based on operational requirements and employee agreements.
- Research and analysis on work models is underway in some provinces to inform the next phase - becoming a more agile, productive, and modernized workplace while ensuring service excellence.
- New modes of work offer the opportunity to redefine, reorganize, and reduce the need for office space and align with hybrid workplace requirements.

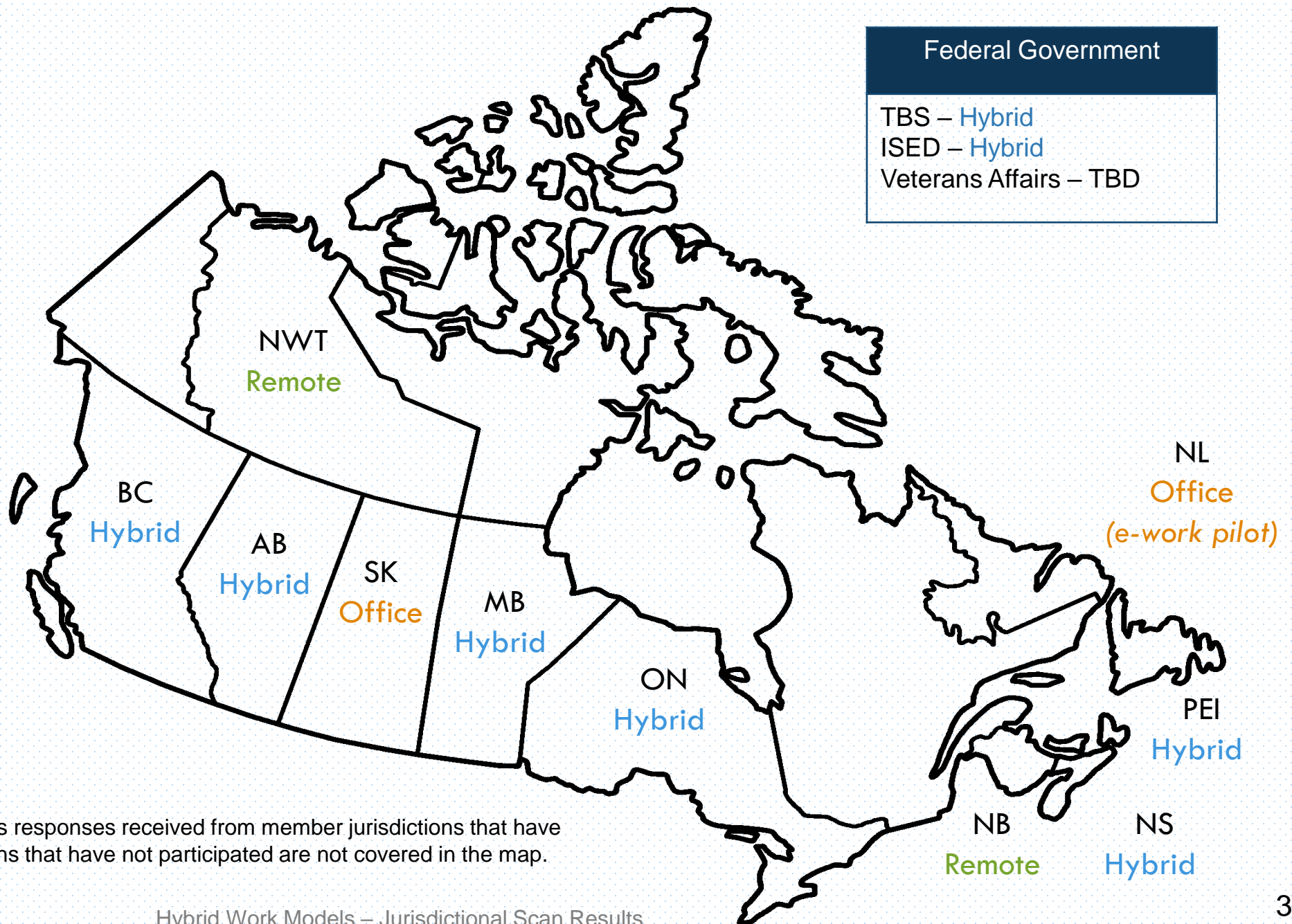
### MUNICIPAL:

- MSDO offers 3 models of work: remote, hybrid, and in-office.
- Each of these modes of work is dependent on the role and the needs of a department

## Map Indicating Hybrid, Office, or Remote:



Municipal
MSDO - Hybrid



**\*Note:** The map above only highlights responses received from member jurisdictions that have participated in the survey. Jurisdictions that have not participated are not covered in the map.

II. For those who have experienced a hybrid work model, what are some **practical lessons learned on setting up the right hybrid infrastructure** (framework, policies, regulations, and/or technology platforms)?

**FEDERAL**

- Departments indicated that there should be a clear value-add or purpose for working on-site, that there must be a critical mass of people on-site to capitalise on the benefits of connecting and collaborating in-person, and that flexibility in determining when to come onsite and for how long on any given day, is preferred.
- The significance of fostering results-based performance management as opposed to monitoring inputs was highlighted.

**P/T**

- There is no one-size-fits-all approach to hybrid, each request and circumstance is unique, and work arrangements are different from department to department.
- Open, ongoing and clear communication on policy, performance, team goals, operational needs, training, and technology is essential.
- Executive training on performance development, coaching, expectation setting, measuring productivity through outcomes, onboarding, and using technology to help teams collaborate and connect in a hybrid environment is key.

**MUNICIPAL:**

- Staff are required to sign an acknowledgement of expectations of the hybrid work model.
- Contingency plans in lieu of access to remote work need to be developed, including use of leave time and alternate sites of work.
- Processes for flex time need to be in place to ensure awareness and coverage.



**\*Note:** The following documents are intended to provide a snapshot view of the documents shared by jurisdictions. To access the full list of documents, please refer to the Hybrid Survey collated responses provided.

## Hybrid Work Models – Jurisdictional Scan Results

### III. How do you leverage the tools and technologies to drive collaboration and productivity regardless of location?

#### FEDERAL



Federal government made significant investments in MS O365 Cloud services, video conferencing and mobile desktop technologies. Numerous on-site boardrooms are outfitted with Microsoft Hubs or other technology to support hybrid.



Most departments are currently assessing if there are gaps and further investments required to ensure the needs of the federal workforce.



The focus now is on providing staff with foundational knowledge and abilities on onsite technology.

#### P/T



Most jurisdictions offer technology/tools centrally based on the MS O365 Suite, Cloud solutions, VPN/secure remote access, collaborative platforms, social networks, and additional software and hardware solutions to drive collaboration and productivity regardless of location.



Some jurisdictions are in process of prototyping and testing product focused opportunities to delivering IT services that will enhance the hybrid work experience.

#### MUNICIPAL:



MS Teams has contributed to MSDO's success for working remotely.



MSDO leveraging call centre technology to work effectively and monitor as required.



SharePoint has enabled staff to work collaboratively.



#### IV. How is your jurisdiction **procuring technology and services?** How are you **measuring productivity?**

##### FEDERAL

- Many departments are working with Shared Services Canada to procure equipment for hybrid workplace
- While new technologies are being developed, departments are currently tracking productivity using pre-pandemic tools (databases, trackers, and dashboard reports).
- Productivity tracking is more mature in areas where outputs are clear and easily measured.
- ESDC is developing a dashboard to monitor potential changes to productivity as they shift to a flexible work environment.

##### P/T

- The majority of technical support services are offered by managed service providers that are competitively tendered. Service providers supply/support many additional technologies that facilitate hybrid work.
- Technology/services that are not covered by existing contracts are acquired through a competitive process.
- In most P/Ts, there is no formal productivity measurement in place specific to hybrid. Some noted that plans are underway to measure productivity or develop a tool. Ongoing analysis and reporting of staff productivity while working hybrid is also underway.

##### MUNICIPAL:

- The call center has metrics and KPI that they report on.
- Having the call center technology has been beneficial in reviewing productivity.





## V. How is your jurisdiction incorporating innovative technology and a hybrid work model to attract talent?

### FEDERAL

- GC working on innovative digital technology.
- Canadian Digital Service and the GC Talent team are both hiring from across the country to tap into the top digital talent (remote work).
- Shared Services Canada has developed the FindMe@SSC app to facilitate virtual communication between employees.
- Many departments are implementing digital onboarding techniques and using technology for hiring such as Vidcruiter and HackerEarth.

### P/T

- Availability and use of online technologies is being aligned to the three primary drivers of hybrid work policy: talent attraction and retention, productivity, and cost savings.
- MS Teams and other digital tools are being used throughout the recruitment process however recruitment in specialized areas has become a challenge. PTs continue to explore different ways to leverage investment in innovative technology and hybrid work to attract talent.
- Many job postings provide a hybrid or remote work arrangement. When the position operationally allows for hybrid/remote work, this is stated in the job description.
- Jurisdictions highlighted the focus on building a modern, skilled, inclusive, equitable, engaged, and flexible workforce that delivers high-quality and cost-effective public services.

### MUNICIPAL:

- Recruitment has taken place over MS Teams for the past two years.
- Hybrid work models are being offered for some positions.



## VI. Has your jurisdiction collected any evidence to inform if productivity has increased or decreased with a hybrid work model?

<b>FEDERAL</b>	<ul style="list-style-type: none"><li>• There is no known evidence whether the hybrid model promotes or diminishes overall productivity.</li><li>• Departments plan to measure productivity as they shift to a flexible work environment. ISED plans to collect data on employee perceptions related to the transition, productivity, and concerns and challenges related to working in a hybrid environment.</li><li>• VAC is giving consideration on how to assess whether the effectiveness of service delivery to Canadians is impacted by a hybrid work model.</li><li>• For departments that monitored productivity prior to and t/o the pandemic, evidence indicates greater productivity when employees worked from remotely.</li></ul>
<b>P/T:</b>	<ul style="list-style-type: none"><li>• Most jurisdictions do not have established metrics necessary to analyse the productivity levels under a hybrid work model. Some plan to use their defined KPI's to measure productivity.</li><li>• Some jurisdictions have staff surveys underway as part of ongoing measurement of initiatives. Others will undertake a periodic review of their program to ensure it reflects the needs of the workplace for both productivity levels and staff requirements.</li><li>• Those who have metrics indicate that staff are performing exceptionally well in a hybrid or remote work environment, with others reporting enhanced productivity.</li><li>• Staff seems to have a strong preference for maintaining a hybrid work model.</li></ul>
<b>MUNICIPAL:</b>	<ul style="list-style-type: none"><li>• Call Center looking at a benefit analysis to compare productivity to pre-pandemic measurements.</li></ul>



## VII. Do you have any **comments related to the hybrid work model that may not have been captured** in your responses to earlier questions?

### FEDERAL

- GC highlighted the value of testing and experimentation. Both public and private sectors are struggling to find the right balance between virtual and in-office work, and to maximise the in-office experience.
- Piloting work arrangements, testing and adjusting as teams' needs evolve is essential.
- ISED's vision for hybrid is to be an effective and flexible hybrid organization where people leverage the best of both in-person and virtual to deliver results.

### P/T

- Public sector workplaces have undergone a significant transformation in the last couple of years. Government are attempting to strike a balance between a hybrid work models and operational and staff needs.
- The following topics will continue to dominate future discussions: accessibility, info/data management, privacy/security management, staff engagement and innovation, training and upskilling, changes to office space footprint.
- Jurisdictions expressed interest in learning from the experience of other jurisdictions and industry related to the hybrid work model.

### MUNICIPAL:

- The Region of Peel sent out a survey to staff which includes questions regarding modes of work.
- Survey results will provide insights on what staff are thinking and feeling' about hybrid work models.



## Topics identified for future research and/or discussion:

**The future of work is flexible and must be driven by evidence, experimentation and iteration.** Ongoing pan-Canadian engagement (particularly around the sharing of lessons learned and best practices) across the country as each jurisdiction implements flexible/hybrid work arrangements is valuable.

There is an **opportunity for the Joint Councils to undertake specific research and analysis on hybrid workforce to inform the path forward.** Jurisdictions are focusing on building a modern, skilled, inclusive, equitable, engaged, and flexible workforce that delivers high-quality and cost-effective public services and balances both operational and staff needs.

Jurisdictions expressed **interest in learning from the experience of other jurisdictions and private sector** related to the hybrid work model.

Jurisdictions highlighted **the need to develop metrics and/or tools to measure staff productivity** for the hybrid work model.

# THANK YOU!

For more information regarding the information sharing and all other inquiries, please contact:

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# APPENDIX

# RESEARCH ON THE FUTURE OF WORK

# THE FUTURE OF WORK IS FLEXIBLE!

## Research on the Office of the Future

Gone are the days of get up, go to the office, go home, repeat. As work culture shifts to a flexible, hybrid working model, organizations will have to rethink their office space to accommodate new norms. What will that look like? The insights below are focused on how offices and coworking spaces are evolving.

- [Hybrid work: Making it fit with your diversity, equity, and inclusion strategy](#)
- [The office of the future: A whole new \(floor\) plan](#)
- [The rebirth of workspace design: An interview with Gensler co-CEO Diane Hoskins](#)
- [The workplace will never be the same: Imperatives for real-estate owners and operators](#)
- [The future of the workplace: Embracing change and fostering connectivity](#)
- [Reimagining the future of financial-services headquarters](#)
- [Workplace real estate in the COVID-19 era: From cost center to competitive advantage](#)
- [Culture in the hybrid workplace](#)
- [The future of the high-rise: Creating people-centric spaces](#)
- [Designing the workplace of tomorrow: lessons from life sciences](#)
- [Returning to the office can be a choice, not a challenge](#)

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