

UNCLASSIFIED / NON CLASSIFIÉ

## 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 sought feedback on key decisions/resources.

## Name and Size of Organization

### Employment and Social Development Canada

#### Departmental Hybrid Profiles

Current Status: Please provide an overview of your department's hybrid plans for fall 2022. We understand departments are 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 organisation:

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,  
13%

What percentage of positions were assessed as having full-time in-office requirements?

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 enable 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 the 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 bias and, 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 6<sup>th</sup> 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 circumstances 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 represent 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 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.

