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**PD WEEK 2022**

**SEMAINE DE PP 2022**

**CRHA**

Ordre des conseillers  
en ressources  
humaines agréés

# HYBRID MODEL

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## SUCCESSFULLY REDEFINING THE WORKING WORLD

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**Before the pandemic,**  
remote work involved 10 to 15% of  
the workforce (mostly on an  
occasional basis).<sup>1</sup>

**However,**  
39% of the workforce holds jobs  
that can be done remotely <sup>2</sup>

A growing number of employees and job  
seekers (nearly 55%) <sup>3</sup> feel **more  
comfortable asking for more flexibility in  
their work location and work schedule  
now than they did before the pandemic.**

**However,**

**47% of SMEs report difficulties in  
supervising employees in a remote work  
setting.<sup>4</sup>**

1. Diane-Gabrielle Tremblay, CIRC
2. Avis sur le télétravail de la CCTM
3. Indeed, 2021
4. CFIB, 2020

	EMPLOYEE WISHES	ORGANIZATIONS' INTENTIONS (ACCORDING TO CIRCs)
Full-time remote work	38%	1%
Full-time at the office	9%	6%
Full flexibility given, no requirements	24%	8%
<b>Shared time</b> with a minimum office attendance requirement determined by a <b>fixed and predetermined formula</b> each week (e.g. 3 days of remote work and 2 days in the office per week)	18%	52%
<b>Shared time</b> with a minimum office attendance requirement <b>based on the tasks</b> , activities and nature of the job (e.g.: over the course of a year, presence in the office is required for 30% of the tasks related to a position)	10%	23%
Don't know yet	-	9%

# Advantages of the hybrid model



Balance between in-person and remote work

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Maintained or increased productivity

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Reduced work absence and attendance rates

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Increased flexibility and ease of work-life balance

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Possibility of reduced office space costs

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Attracting and retaining talent

# Challenges of the hybrid model



Planning implementation and supervision of the hybrid model

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Managing a two-tier workforce

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Health and safety issues

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Sense of inequity and unfairness

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Risk of hyperconnectivity (reflecting on the "right to disconnect")

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Lack of knowledge or comfort with technology

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Maintaining an organizational culture



**The key:  
office presence  
that adds value**

# Tasks that add value from being done at the office



**Team and relationship building**

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**Managing strategic or sensitive files**

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**Hiring and integration process of new talents**

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**Training, coaching, learning transfer and mentoring**

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**Activities promoting creativity and innovation**

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**Administrative and customer service tasks**

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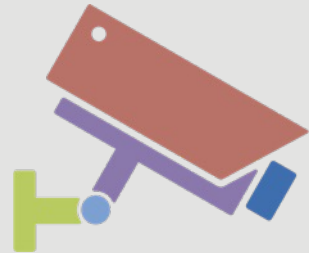
**Activities requiring manual and maintenance actions**



# Finding the right framework for hybrid work

Transitioning to this new way of working requires significant changes in employee working conditions and these should be framed in a **clear policy**.

# Monitoring of remote workers

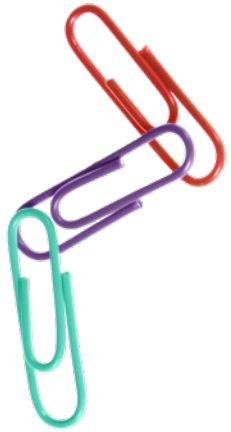


**32% of workers say they are monitored by technology while working remotely**

They believe it increases their stress levels (40%) and drives them to work more (39%)

**For many organizations,  
two realities coexist:  
managing remote  
workers and  
managing on-site  
employees**

# Adapting our style of management



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TRUST

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RESPONSIBILITY

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INDEPENDENCE

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ACCOUNTABILITY



# Good management practices in hybrid mode



Clarify expectations, apportion the work wisely, develop short-term goals and track goals over time

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Identify times when being in the office has added value and create opportunities for bringing people together

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Pay special attention to integrating new staff

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Hold frequent meetings

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Encourage discussions between team members, especially on topics other than work

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Choose the right communication method for the nature of the message

**Teams that give  
everyone a role**





# **Mental health**

**Stay alert and focus on  
sound management practices**

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**COMMUNICATION**

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**WORKLOAD MANAGEMENT**

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**INDEPENDENCE**

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**FLEXIBILITY**

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**RECOGNITION**

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**Drawing on the  
lessons of the last  
few months and  
relearning to  
communicate**





# **The employee's role in sustaining the hybrid model**

# Health and physical safety



To prevent eye strain, avoid working while facing a window

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To prevent postural fixity and thus prevent most injuries, stretch frequently and alternate between standing and sitting

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Make sure you have the proper equipment at home and in the office

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Keep computer wires and other equipment tidy so there is no risk of tripping and falling.



# THE FUTURE OF HYBRID WORK

What experiments and research are beginning to reveal



# ANY QUESTIONS?





**THANK  
YOU!**



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