

The Fourth Wave and beyond: a discussion on agile work

The presentation will begin shortly

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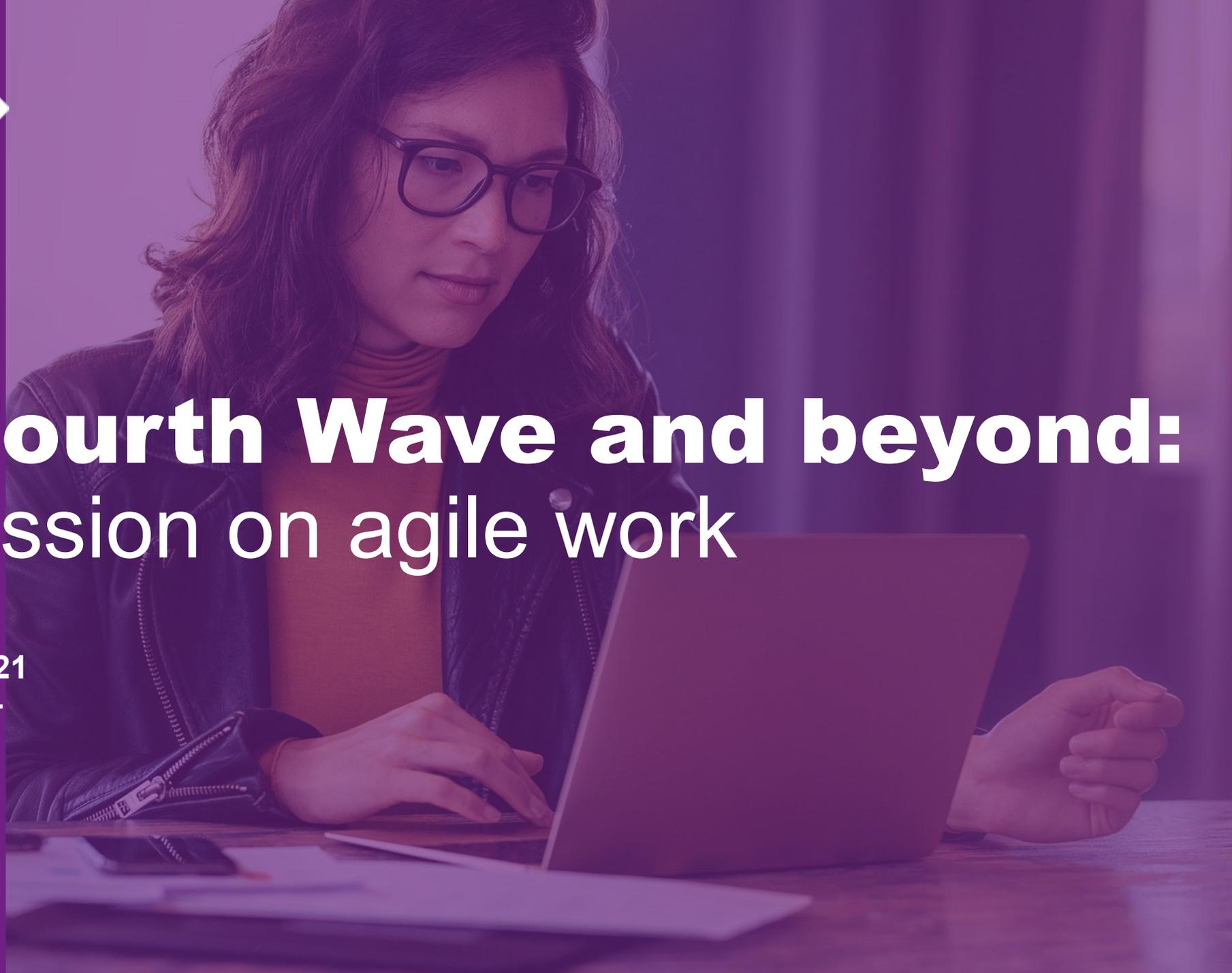
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The Fourth Wave and beyond: a discussion on agile work

September 28, 2021

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Hybrid Work – where do we begin?

To what extent should we **continue to work remotely** after the pandemic?

How do we **maintain our culture** of collaboration and teaming?

How do we **continue to retain and attract** exceptional talent?

Are there opportunities to **reduce our real estate footprint**?

Outline for this discussion:



1. What is “agile work”?

2. How to make a decision? Think about...

- Strategic objectives
- Talent and culture
- Organizational factors (risk, cost, profitability)

3. The remote workplace

4. Managing the remote worker

5. Immigration considerations

6. We’re beta testing – learning and adjusting as we go

7. Conclusions



What is “agile work”?

What is agile work?

- Agile work relates to two aspects of how our people work together:
- *where* we work and *when* we work.

Where we work:

- Pre-pandemic: primarily from the office; during the pandemic: primarily from home
- Future of work
 - ***what is the office for?***
 - A way for managers to oversee whether work is getting done?
 - A place for collaboration?
 - A way to separate work from home?
 - A forum for building connections between colleagues?

When we work:

- Traditional “office hours” 9 to 5, M-F
- Pandemic caused a significant shift in working hours to accommodate a greater need for flexibility, such as caregiving or homeschooling while schools and daycares closed. Expectations to work outside regular business hours also increased.
- In other words – work was less synchronized

Options for the future:

- **Traditional office environment, standard business hours.**
- **In the office, anytime**
- **Anywhere, standard business hours.**
- **Anywhere, anytime. Hybrid.**

First step to making a decision – what are your strategic objectives?

- What's most important to your organization? In other words, what do you want to achieve through your approach to the workplace?
- Some examples of strategic objectives... what ranks highest? How would space/time decisions have an impact?

<i>Factor</i>	<i>Description</i>
Cost	Decreasing overall operational costs (such as the real estate footprint)
Service excellence	Providing integrated, seamless, timely and exceptional service
Risk control and compliance	Complying with risk and compliance requirements, such as health and safety, cybersecurity and employment standards
Growth	Setting the organization up for future growth, through new hires and service offerings
Inclusion	Meeting commitments and goals with respect to inclusion and diversity
Flexibility	Providing options for future work locations and structures, such as shared services, hiring talent outside of major centers, scaling up (or down) depending on the needs of business and client demand
Consistency of approach	Operating under an effective set of policies, reporting and governance at local office and national levels
Culture	Ensuring the way employees work enables, recognizes and enhances the organization's core qualities and differentiating behaviors



Second step – talent and culture

How does the way you work impact your collaboration, leadership and culture?

Hybrid work is new to many workplaces, so there is uncertainty around behavioural norms and expectations:

Should I respond to emails immediately, no matter what time of day ?

Will my career be disrupted if I am “out of sight, out of mind?”

Do I appear less devoted to the organization if I work from home?

Do I always need to be on camera during a Zoom meeting?

If my manager is not in the office, should I bother going in?

When flexible work options are available, employees may worry that there is a stigma attached to taking advantage of them (or a “remote work penalty”).

A common bias is that, *if I see you working early and late, you must be hardworking, dependable and committed.*

Another common bias is *out of sight, out of mind*, as it relates to work opportunities and allocation.

Importance of **agency** (decision latitude) – and clear communication.

“Make the implicit explicit.”



Third step – operational factors

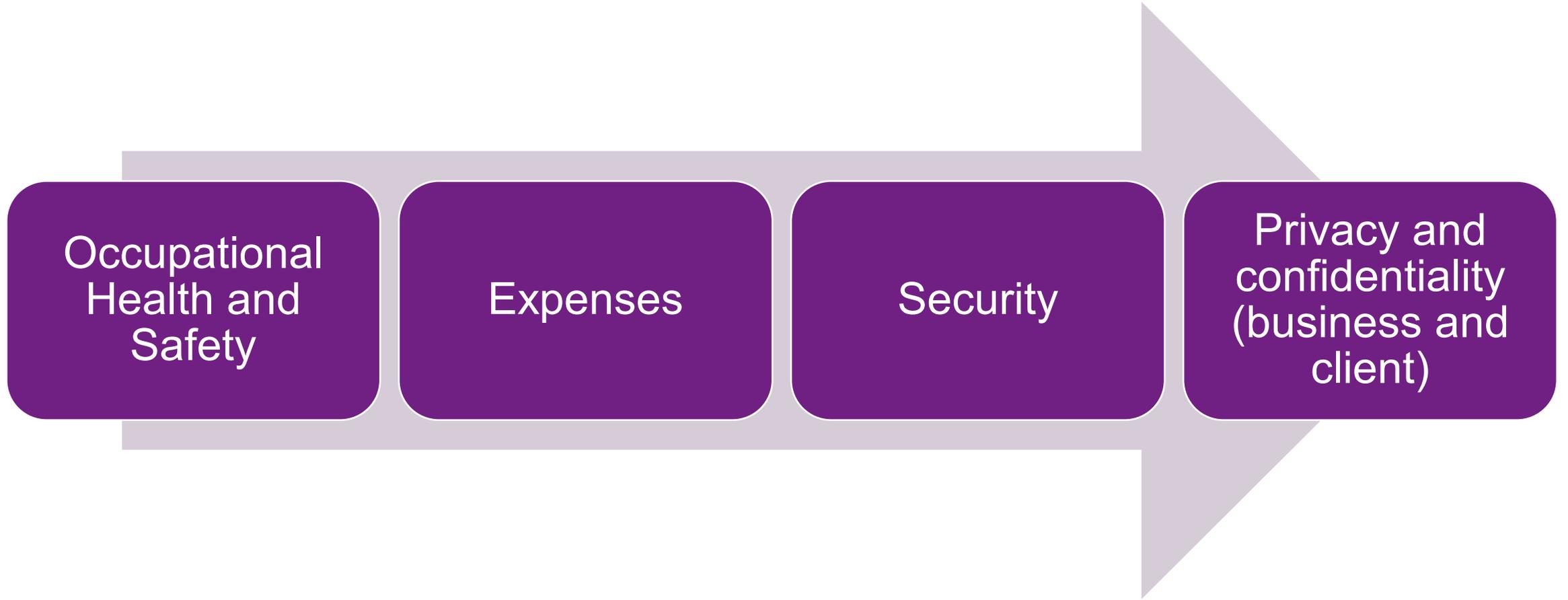
What is the effect on our taxes, legal compliance and reputation?

What are the risks to the safety, security and effectiveness of our operations?

During the pandemic, many organizations did not strictly enforce their remote work policy because of circumstances that were beyond employees' control.

Need to give notice to employees about what will change
(discuss examples)

Agile Work – The Remote Workplace





Agile Work - The Remote Workplace

Occupational Health and Safety

- For remote work, the home is an extension of the workplace
 - workers' compensation legislation and OHS obligations apply
- Ensure working from home policy deals with health and safety
- Clarify roles, duties and responsibilities: education and training
- Employees assess their workplace and report potential hazards to manager
- Requirement to report work-related injuries
- Protocols and procedures for check-ins
- Protocols for evacuating from employee's home to a safe location and how employees can contact the employer in case of emergency
- Safe work practices and ergonomic considerations



Agile Work - The Remote Workplace

Expenses

- Necessary to implement/update expense policy?
- Office chair, laptop, computer stands, shredder etc.



Agile Work - The Remote Workplace

Security

- Employer-provided devices vs. remote access
- Password protect devices
- Anti-virus software

Revisit confidentiality and technology policies

- Crack down on bad habits/practices with respect to dealing with client information – must continue to be treated as company property
- USB keys should be avoided if possible. Encrypted if must use.
- Take appropriate steps to secure videoconference meetings (passwords, waiting rooms, etc.)

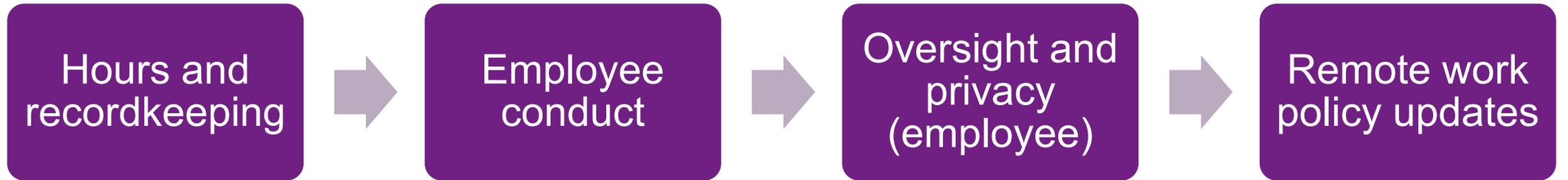


Agile Work - The Remote Workplace

Privacy and confidentiality

- **Paper records**
 - Ideally work electronically
 - If paper required, use copies
 - Secure storage
 - Shredded – at home or bring back to the office to shred
- **Private Phone/Zoom calls**
 - Private area in home
 - Use of headphones / avoid speakerphone if others home
 - Personal/confidential information out of sight

Agile Work – Managing the Remote Worker





Agile Work – Managing the Remote Worker

Recordkeeping

- The ESA requires that employers keep records of hours worked (among other things), regardless of where the employee works
- If overtime is condoned, it will be payable
- In an investigation or complaint, the employee's records will be preferred if the employer does not have good records



Agile Work – Managing the Remote Worker

Employee conduct

- Similar to (and relate to) OH&S, all human rights and bullying/harassment/violence laws continue to apply
- Consider how to manage and monitor employee interactions with each other and customers/clients
- Best practices for reviews (positive and negative!), discipline and termination continue to apply
- Do your policies include the types of behaviours and scenarios that may arise in your remote work environment?



Agile Work – Managing the Remote Worker

Oversight and privacy

- So, how do you monitor employees remotely?
- Beware overreaching technical solutions
- What information is necessary and useful? Have a reasoned basis for collecting information
- Give notice of measures, including the how and why
- Protect information and get rid of it when it's no longer needed

Agile Work – Managing the Remote Worker

Remote work policies

- Do you have a remote work policy? Is it robust enough for a more permanent remote arrangement?
- Potential areas for update:
 - Mask/vaccination policies
 - Expenses
 - Relocation – employers need to know where their workers are
 - Remote work conduct
 - Rollout of policy

Agile Work – Immigration Considerations

Compliance obligations for employers of foreign workers in agile work scenarios

- Same occupation
- *Wages and working conditions substantially similar* but not less favourable than as indicated in online Offer of Employment or Labour Market Impact Assessment

Factors to consider

- Location of work
- Salary/wages
- Occupation (job title/job duties)
- Expiring work permits



Learning as we go

**This is a time of “beta testing” when
and where we work**

**Many organizations have not worked in a hybrid
environment – we still have a lot to learn.**

Training, checking in, ongoing surveys, performance
evaluations, monitoring systems

Discuss changes to real estate

(as an example of a decision to continue monitoring)

Conclusions – agile work strategy

**When
implementing
our agile work
strategy,
we should:**

- ✓ set **clear expectations** about when and where our teams perform work
- ✓ adopt a framework that reflects our strategic goals, but allows **sufficient flexibility** to permit managers and teams to work together effectively
- ✓ **keep inclusion goals top of mind and address potential bias** to enable the success and engagement of all employees, whether they work remotely or at the office
- ✓ address changes as we move to a **post-pandemic** workplace
- ✓ create monitoring processes to ensure that we can adjust as necessary
- ✓ identify **training and formal support programs** required to support managing the difficult aspects of hybrid work

Questions?

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