

# 02

## Fact sheet: Human resource management in hybrid mode



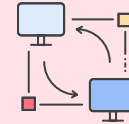
The way we work has changed, and a return to pre-pandemic habits seems unlikely. Employees expect a “new normal” that better meets their professional and personal needs.

That means companies must rethink the way they work in order to make human resources management in hybrid mode not only efficient, but also attractive to employees.

Wanting to help organizations adapt to hybrid modes, the Chamber held a co-creation workshop on November 25, 2021. More than 60 participants from different professional backgrounds worked together to create a Reference Guide containing three Fact Sheets that outlined ways of getting back to the office successfully.

1

### **DEFINING HYBRID MODE WORK POLICIES AND FRAMEWORKS**



2

### **DRAWING UP A BACK-TO-THE OFFICE PLAN IN HYBRID AND GRADUAL MODE**



3

### **OPTIMIZING EMPLOYEE BENEFITS**



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### 1. DEFINING HYBRID MODE WORK POLICIES AND FRAMEWORKS

#### **“Teletiquette”:** define the recommended approach and best practices for making the rules easy to follow

Provide flexibility and allow multiple hybrid models to make buy-in easier, while ensuring equity among employees and work.

Introduce days or half days without meetings (or even communications).

Rethink onboarding and acculturation processes for new employees in a hybrid context.

Find a balance between strict work monitoring and agile monitoring processes that focus on results and preserve employee autonomy.



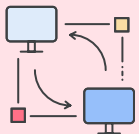
#### **Support leaders and train managers**

Develop management practices that focus on results rather than office attendance.

Train and work more closely with managers and middle managers on anticipating and managing ongoing and anticipated change.

Determine a company policy on vaccination and support the managers in its application.

Make sure that managers are trained to promote equity among employees, regardless of work mode.



#### **Set up the communication tools and channels for working in hybrid mode**

Suggest tools for eliciting feedback on the hybrid work mode (e.g. “telepresence” rooms).

Draw up an internal communications plan (including processes and standards).

Create a “Chief Happiness Officer” role to meet employees’ expectations.

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### Formalize the informal

Set aside times for informal meetings, both in person and virtual.

Standardize the use of “always on” platforms (e.g. Teams, Slack, Zoom Lounge).

Encourage internal/external networking with collaborators and partners to strengthen ties and business opportunities.

## 2. DRAWING UP A GRADUAL BACK-TO-THE-OFFICE PLAN IN HYBRID MODE

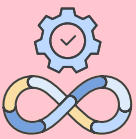


### Draw up an evolving, gradual plan in collaboration with employees

Proactively communicate the plan on an ongoing basis to avoid confusion.

Involve managers directly in the day-to-day communication of the plan.

Develop an adequate narrative discourse that goes beyond the mandatory guidelines.



### Stay in agile mode to adapt and anticipate changes

Design an oversight structure to track evolving HR practices and technological innovations regarding hybrid work.

Appoint a person responsible for agility and simplification; the goal is to avoid steps that add no value.

Design risk management practices related to technology, mental health, business continuity, succession, etc.

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## 3. OPTIMIZING EMPLOYEE BENEFITS

### Review and adapt some employee benefits

- Review work patterns: allow “staycations,” mobile workers, etc.
- Offer telemedicine to employees.
- Provide personal days so that employees can rest.
- Subsidize transit tickets.
- Allocate a budget for in-person and virtual team activities.



### Rethink the long-term work environment by leveraging new technologies

- Make sure the teams master virtual meeting technologies.
- Incorporate new technologies to minimize the barriers between office-based workers and teleworkers.



Access useful resources to help you plan ways to get your workers back safely and efficiently.

[Access the toolbox](#)