

Reference Guide

How to plan a successful return to the office for employees

Guide produced in consultation with the economic actors of Greater Montréal



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Workshop for a successful return

Background



In the spring of 2021 the Chamber of Commerce of Metropolitan Montreal launched “**I love working downtown**,” a platform for the revival of downtown Montréal supported by the Ministère de l’Économie et de l’Innovation du Québec. This platform is dedicated to encouraging workers to return to the downtown area while following health measures, to increasing consumer traffic, to strengthening the attraction of downtown Montréal and to preserving the long-term vitality of this strategic area for the economy of Quebec and its metropolis.

Although the sectors have adapted to the crisis in different ways, downtown Montréal has been—and remains—among the most affected. Lockdown measures and restrictions on regional and international travel have resulted in a sustained loss in the number of downtown workers, residents and customers, lowering occupancy rates in office buildings and on commercial arteries. Many of the places and functions that give downtown Montréal its unique strength, scope and appeal have lost traction.

Since getting back to the office is a key medium- and long-term issue for the vitality of the area, the Chamber held a co-creation workshop on November 25, 2021 to **equip companies** that are adapting to the new reality of hybrid work and support them in designing and implementing plans to bring workers back to the office.

The workshop stemmed from the Chamber’s desire to allow for more in-depth exchanges between managers and workers on the issues and obstacles involved in planning the return to in-person work; it also focused on the sharing of best practices for optimal deployment of hybrid work policies. The strategies and tactics presented in this guide were shaped by the discussions held during the workshop, which attracted close to 60 participants from different professional backgrounds.

Mandatory telework was not in effect when the workshop was held on November 25, 2021, so employers in the downtown and Greater Montréal area could start planning to bring their employees back gradually.

Workshop for a successful return

Background



This was an opportunity for participating managers and workers to discuss the benefits and limitations of teleworking, their experiences in transitioning to a hybrid model and the undeniable benefits of having employees return to the office.

As the Chamber's surveys have shown, workers value teleworking because it offers flexibility. That appreciation seems to be waning, however, and teleworking may be weakening both the organizations and their employees. Worker surveys indicate that full telework has a negative impact on workers' well-being and contributes to social isolation, and affects their motivation and ability to separate their work lives from their personal lives.

Full-time teleworking also poses challenges for managers. The workshop participants discussed how much more complicated human resource management has become, the weakening of team spirit, maintaining corporate culture and welcoming new employees. From an organizational perspective, sustained use of teleworking can also limit business opportunities, productivity and innovation.

The workshop conclusions therefore highlighted different ways of creating value around the return to in-person work, while ensuring effective human resource management and supporting employees' well-being in this reorganization of work.

A recent poll conducted by the Chamber during January 2022 found that a majority of workers (60%) are excited about returning to the office as soon as the health situation allows. The Chamber will continue to survey workers and employers in the Greater Montréal area in order to identify any issues related to the employees' return and to provide tools for employers to ensure a successful transition.

Workshop for a successful return



Objective

This tool aims to support companies of all sizes as they prepare strategies for organizing work and bringing their employees back to the office.



Participants

This guide is based on the findings and best practices shared by the managers and employees of 52 companies of all sizes from different industries and sectors, representing Montréal's economic fabric.

A full list of the organizations that participated in the workshop is included [Appendix 2](#).



Location

The event took place in Montréal on Thursday, November 25, 2021 from 8 a.m. to 1 p.m.



Themes

The participants explored three themes in depth:

- [The benefits of in-person work](#)
- [Human resource management in hybrid mode](#)
- [Optimizing well-being, health and safety](#)

Workshop for a successful return

The « I love working downtown » initiative



The co-creation workshop on November 25, 2021 was organized as part of the **“I love working downtown”** project, deployed through four initiatives:



1: Return to office towers

- Publication of a **Declaration of commitment** addressed to employers
- Launch of **“Down to live it up,”** a major 360 marketing campaign aimed at encouraging workers to return to the downtown area; it generated more than 130 million impressions in less than 6 weeks
- A series of **surveys** on the pace of getting workers back to the office and related issues

- Creation of a **toolbox** to help companies and SMEs plan their reopening strategies

The Chamber has also organized several events to help employers and managers organize a successful return:

1. A **virtual talk** - “Back to the office: best practices of mobilized employers”
2. A **strategic meeting** - “Successfully returning workers to downtown”
3. And three downtown **webinars** - “Successfully returning your employees to the office” - advice from experts in law, human resources and mental health

2: Work space solution

- An analysis of excess space in the downtown office towers
- A study of downtown workspace needs and opportunities

3: Creative projects to enhance downtown as a place to work

- Launch of a call for **creative projects** to enhance downtown as a place to work and do business, resulting in the selection of eight signature projects. They are being installed in the downtown area now, with several to be operational by spring.

4: Strengthening downtown and its business sectors



- An **economic impact study** on the **gastronomy sector** in Quebec and a strategic study for leveraging new ways of organizing work and consumption downtown

01

The benefits of in-person work



After being abruptly thrust into a remote work mode, employees have developed new lifestyles.

To entice them back to the office, the benefits of in-person work must be emphasized.



01

Recognition of in-person work



Employee and Employer Perspectives

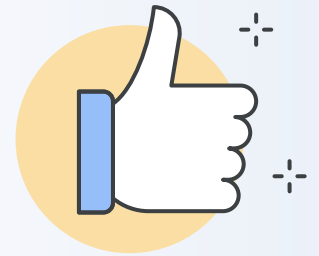


Challenges

- Some employees may consider that there is little added value in coming back to the office.
- Workplaces are not necessarily suited to the new reality: lack of dedicated spaces for calls and videoconferences, hard to conduct virtual meetings in open-plan areas, etc.
- Travel time may be perceived as an activity that adds no value.
- Employees incur financial costs travelling to work.
- Some people still fear potential exposure to the virus.

Positive elements

- It is easier to foster engagement, create a sense of belonging and build trust in person.
- In-person meetings and business events make the employee experience more attractive and interactive.
- Some tasks are done best and most effectively in person (e.g. peer workshops, brainstorming sessions, group projects).
- Knowledge transfer and rapid information sharing are more effective when done in person.
- Ordinary in-person interactions provide a good read on team morale; it is much harder to do that remotely (difficulty in picking up non-verbal language, fewer daily interactions).



01

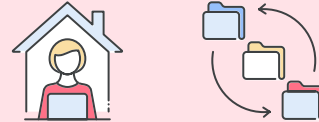
Recognition of in-person work



Solution Ideas | Organizational Strategies

1

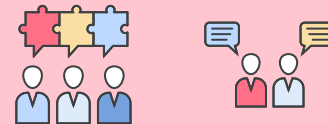
DEFINING CLEAR HYBRID MODE WORK POLICIES



- It is necessary to make the experience of the last number of months official by clarifying work policies. After launching work-at-home policies in a hurry, we now have to formalize the processes and policies that emerged as a response to this “new normal.”

2

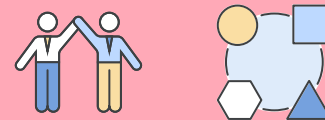
ESTABLISHING INTERNAL TWO-WAY COMMUNICATION



- Returning to the office can be tricky for some people. It is important to break the ice with employees, and listen to their views so as to allay their fears.
- The employee perspective (e.g. apprehensions, fears, new appreciated habits, innovations) should be documented and incorporated into return-to-the-office plans.

3

REDESIGNING PHYSICAL SPACES TO INCLUDE VALUE-ADDED ELEMENTS



- Working in hybrid mode requires two separate workspaces and much more equipment, both for comfort and productivity and to make in-person work more attractive.
- It would be a good idea to interview the teams to assess their needs and design the spaces so that they meet those needs and align with the return-to-the-office plan.



Solution Ideas | Tactics to be Implemented

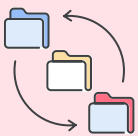
1. **DEFINING CLEAR HYBRID MODE WORK POLICIES**

Clearly define the operating environment, expectations and the amount of flexibility for employees

- Define a “teletiquette” - codes or rules of civility to be followed while teleworking.
- Involve employees in creating “codes of conduct” and recognize their participation.
- Establish the behaviours expected of team members.
- Work out preferred times for communications such as calls, emails.
- Develop a culture of solidarity and social support.
- Define the terms of teleworking: hours, location, conditions.
- Highlight aspects of both in-person and remote work by linking them to specific tasks, interactions and expectations about the nature of the work.
- Reiterate your organization’s standards for reimbursing expenses and loaning equipment (e.g. computers, headsets).

Provide a “toolkit” that answers managers’ questions, which could include:

- Best hybrid mode management practices: managers must become coaches who manage results rather than schedules.
- Policies for employee evaluations, feedback, follow-ups and meetings.
- All of the organization’s policies, directives and guidelines.
- Information about how much flexibility managers have in making decisions about employees. Focusing on the managers’ responsiveness is a way of boosting attraction and retention.





2. ESTABLISHING INTERNAL TWO-WAY COMMUNICATION

Set up a Return-to-the-Office Committee made up of managers and employees to discuss things like the back-to-the-office plan, work policies and tactics for facilitating and recognizing the benefits of in-person work. The Committee could also:

Discuss the return plan and work policies to facilitate and recognize the benefits of in-person work.

Appoint one or more key employees from the various operational contexts.

Review and make recommendations based on organizational goals and current realities.

Operate in agile mode (step by step and accepting priority changes) so as to adapt as the health situation changes.

Make sure the process is transparent (e.g. by making all exchanges public) and accept ad hoc input from employees.

Set up confidential communication mechanisms (e.g. for unvaccinated people).



Put together a back-to-the-office plan and communicate it to employees

Put together an internal communications plan ([download our free template](#)).

Send clear and consistent messages on a regular basis across multiple platforms.

Rely on managers (at all levels) to communicate the plan and create buy-in for change.

Diversify communication channels and formats so as to gather questions and comments.

Gather feedback from employees using mechanisms set up for this purpose or by having informal conversations.

Communicate any changes to the back-to-the-office plan promptly to avoid confusion.

Tweak the internal communications plan as needed.



3. REVIEWING THE USE OF PHYSICAL LOCATIONS TO INCORPORATE VALUE-ADDED ACTIVITIES THAT WILL MAKE EMPLOYEES WANT TO COME BACK TO THE OFFICE

Increase employee engagement by incorporating activities such as:

Work-related activities: training events, mentoring, strategic meetings, creation of new products and services, outside speakers, use of specific equipment (e.g. 3D printer, photo studio, virtual reality headset), important discussions on things like evaluations, feedback, remuneration.

Non-work related activities: happy hour, team lunches, physical activities (e.g. lunchtime yoga), training and knowledge development (not directly related to work), involvement in community projects, video game championships, etc.

Activities resulting from new habits acquired during the pandemic (e.g. lunchtime walks).



Aménager les espaces pour qu'ils soient accueillants et adaptés aux besoins des employés

Provide ergonomic or technological equipment (e.g. sit-stand desks, second computer monitors, ergonomic chairs, footrests, desk bikes, interactive boards).

Ventilate the work area and dedicate some common spaces for different uses (e.g. collaborative space, relaxation space, creative space, game accessories, game room, bike storage, showers).

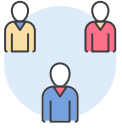
Create a bold and innovative office experience, for the long term. The office of the future comprises different experiential zones that meet the employees' needs (e.g. one-on-one meetings, group meetings, coffee corner, quiet area, relaxation area, training area/small amphitheatre, modular area).

01

Recognition of in-person work



Winning Conditions



Create opportunities for value-added interactions

This will encourage teams to come back to the office and connect with each other and with employees/managers. The best way to get employees back to the office is to make them want to come back!



Communicate clearly and concisely

It is important for the employer to communicate clearly and precisely with employees and make expectations clear in order to avoid frustration, confusion and adaptation efforts. At the same time, employees must be made aware that work policies may change as the health situation changes.



Listen and act with transparency

Employees' opinions and emotions must be taken into consideration. The accumulated fatigue caused by the pandemic is being felt in all companies. To foster retention, it is therefore important to ensure the well-being of employees.



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

[Access the toolbox](#)

01

Recognition of in-person work



Notes

02

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.



02

Human resource management in hybrid mode



Employee and Employer Perspectives

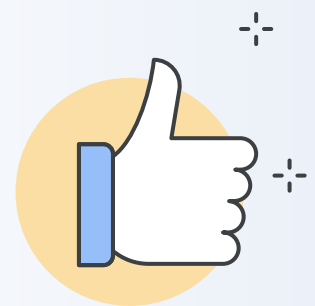


Challenges

- It is more difficult to welcome and onboard new employees in hybrid mode.
- Employees may experience a feeling of isolation, a loss of team spirit, and little ability to participate in corporate life (e.g. feeling left out of meetings in hybrid mode, fewer informal discussions).
- A sense of inequity may arise among employees who work remotely (e.g. people in the office are valued more highly, fear of becoming “invisible” to colleagues and managers, less noticeable influence at work on management and career development).
- Employees now want more flexibility in work-life balance (getting back to the office requires a review of work-life balance).
- Business continuity is hard to maintain in an environment where work patterns have had to change rapidly due to pandemic-related restrictions (e.g. back to work in hybrid mode [new normal], lockdown).

Positive elements

- Technology and new work habits now make it possible to manage employees in a hybrid mode (e.g. performance tracking and management, meetings in a hybrid work mode context).
- An effective hybrid work environment promotes employee engagement and a sense of belonging by providing autonomy, flexibility and the opportunity to connect with colleagues in person.
- Companies are re-assessing work methods and how to manage the change: collaboration frameworks between employees and managers are being revised so as to optimize the “new normal.”
- The pandemic has highlighted the importance of well-being in the workplace, and companies are planning or have already made several adjustments.



02 Human resource management in hybrid mode



Solution Ideas | Organizational Strategies

1

DEFINING HYBRID MODE WORK POLICIES AND FRAMEWORKS



- Define the preferred approach and best practices to facilitate adherence to the rules (e.g. teleworking days, code of conduct for working remotely, managing a hybrid meeting).
- Align policies with the organization's mission, vision and values and reflect the choices through a narrative consistent with the organizational culture.

2

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



- Focus on a gradual, step-by-step plan developed in consultation with employees.
- Proactively communicate the plan to the entire organization to avoid confusion.
- Provide tangible and intangible incentives to make the most of remote and in-person work modes.

3

OPTIMIZING EMPLOYEE BENEFITS



- Adapt onboarding processes for new employees to establish management expectations at the outset.
- If possible, review the organization's overall remuneration policy to align it with a hybrid work approach, for example:
 - Free or subsidized meals in the workplace
 - Computer and office equipment
 - Hard copies of magazines or newspapers
 - Reimbursement of expenses such as transportation
 - Coaching and skills development
 - Access to sports facilities



Solution Ideas | Tactics to Be Implemented

1. DEFINING HYBRID MODE WORK POLICIES AND FRAMEWORKS



“Teletiquette”: define the recommended approach and best practices to make 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 expected change.

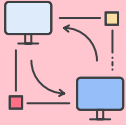
Rethink values and incorporate more trust and caring into the way things are done.

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

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

02

Human resource management in hybrid mode



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

Suggest tools to elicit 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.



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

Communicate the plan proactively, with updates, to the entire organization 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.



02

Human resource management in hybrid mode



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.

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 teams master virtual meeting technologies.

Incorporate new technologies to minimize the barriers between office-based workers and teleworkers.

02 Human resource management in hybrid mode



Winning Conditions



Communicate and engage employees

Communicate clearly and regularly with employees, and involve them in the return-to-office process and in defining hybrid work practices. It is important to set up the right communication channels so as to be able to dialogue clearly and quickly with employees.

There are all kinds of technological tools to reduce the gap between office-based employees and teleworkers.

But proper training is needed so that those tools can be put to optimal use. It is also important to take a proactive approach to gathering employee feedback on a daily basis and ensuring two-way communication.



Be in learning mode and encourage an interactive approach

Reopening offices in hybrid mode will be a new and evolving reality for organizations to adapt to. An open and frank approach is advisable. Employees will appreciate openness, especially active listening, on the part of their employer.



Empower employees

Give employees tools that promote autonomy. Aside from technological tools, this can mean training sessions and tweaks to existing processes to optimize their work.



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

[Access the toolbox](#)

02

Human resource management in hybrid mode



Notes

03

Optimizing well-being, health and safety



Most employees have felt the effects of the pandemic from a personal or professional perspective. Whether they are dealing with anxiety about their physical health or the impact on their mental health, well-being is now of great importance to employees.

Companies are putting well-being, health and safety at the top of their priority lists.

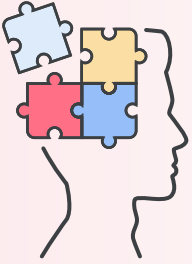


03

Optimizing well-being, health and safety



Employee and Employer Perspectives

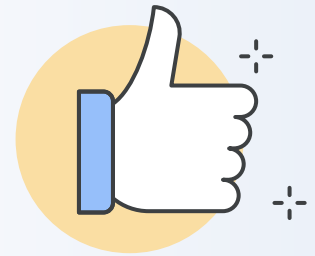


Challenges

- Returning to in-person work will require a great deal of adapting after a long time spent teleworking (e.g. loss of efficiency while travelling to work, social interactions).
- Some people may fear potential exposure to the virus.
- Employees associate certain costs, such as transportation and meals, with returning to the office.
- Unvaccinated employees may feel stigmatized.
- Employers must take the generalized fatigue and increased mental health impacts of the pandemic into account.

Positive elements

- Employers have done everything they can to make workplaces safe.
- Returning to in-person work means that some tasks can be done more efficiently, it limits non-work-related distractions and increases personal interaction, all of which promote well-being.
- In-person work makes for a clearer distinction between work and personal life.
- Employee mental health has come to the forefront, prompting several employers to rethink various employee benefits (mental health assistance programs or tools) for addressing this issue.
- Employers are also generally more flexible about work methods (e.g. autonomy, flexibility).



03

Optimizing well-being, health and safety



Solution Ideas | Organizational Strategies

1

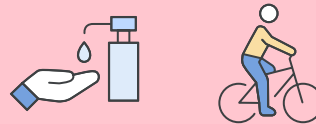
PROVIDING A HEALTHY WORK ENVIRONMENT TO SUPPORT WELL-BEING AND MENTAL HEALTH



- Create a climate that reduces overload and stress, and that supports employee development, diversity, equality and inclusion.
- Help employees identify their most productive work mode that is most likely to support their professional development.
- Develop tools and metrics to detect the warning signs of exhaustion or disengagement.

2

CREATING A SENSE OF SAFETY AND BUILDING EMPLOYEE TRUST



- Establish clear occupational health and safety policies, including the dimension of airborne infections (e.g. COVID-19, influenza).
- Recognize the specific needs of different groups within the organization (e.g. people who are immunocompromised or have chronic lung problems, caregivers for elderly people), and adjust policies and guidelines accordingly.

3

DOCUMENTING AND DISSEMINATING THE LESSONS LEARNED AND ACHIEVEMENTS OF TELEWORKING



- The crisis has led to real organizational changes (e.g. faster adoption of technologies, acceptance of teleworking, awareness of mental health issues) that would be less likely to arise in a normal context.
- Properly document the lessons learned (best practices) from teleworking in order to implement them formally.
- Make corporate boards familiar with the lessons learned and achievements.



Solution Ideas | Tactics to Be Implemented

1. PROVIDING A HEALTHY WORK ENVIRONMENT TO SUPPORT EVERYONE'S WELL-BEING AND MENTAL HEALTH



Create a work environment that reduces overload and stress

Introduce a code of ethics with respect to after-hours communications (e.g. no non-emergency communications after 6 p.m.).

Encourage breaks between meetings, time without meetings dedicated to reflection or other types of “time protection” initiatives.

Set up and promote best practices for holding efficient meetings.

Entitle yourself to learn: allow time for development.

Put together teams to deal with psychological safety at work, mental health support, etc.

Provide access to various resources like EAPs.



Introduce benefits for office-based employees

Make your employees' lives easier by providing tangible benefits when they are in the office (lunch boxes, dry cleaning, on-site daycare).

Make the office an energizing and stimulating creative space (e.g. hold daily activities, artistic performances, creative workshops, speakers).

Share offices with complementary companies (skills and culture).

Provide “living” spaces in the office that allow people to socialize.

03

Optimizing well-being, health and safety

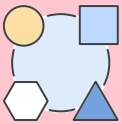


Provide a workplace that encourages personal development, collaboration and a sense of belonging through specific physical resources (e.g. furniture, recognition, physical symbols, greetings)

Define the company's values and convey them to the teams. Conduct regular follow-ups on adherence to values.

Organize team building activities in the office, taking advantage of the space.

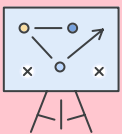
Offer on-site personal development classes such as meditation, yoga, cooking.



Provide a welcoming and modern work environment

Design offices to meet employee needs (e.g. collaborative spaces, light, plants, relaxation space).

Update communication tools (e.g. Teams, Slack, Zoom) based on the pandemic experience to support either in-person or virtual exchanges.



Review work organization and recommended methods

Promote agile approaches better suited to the uncertainty and rapid changes in working environments.

Offer greater autonomy in order to decentralize the work and increase the level of engagement.

Support managers who supervise employees who are teleworking or working in hybrid mode.



2. CREATING A SENSE OF SAFETY AND BUILDING EMPLOYEE TRUST

Define clear occupational health and safety policies

Communicate health guidelines clearly and continue to keep everyone informed.

Make health supplies available in sufficient quantities.

Keep a record of employee attendance at the office.

Provide rapid testing for employees (if possible).

Update measures and communications for unvaccinated people.



Promote transportation flexibility and safety

Provide information about the low risks associated with public transit.

Adjust schedules for greater flexibility (e.g. staggered hours to avoid rush hour).

Provide financial compensation for travel (e.g. public transit fare credit, park-and-ride, BIXI passes).

Frame the time spent in transit as an opportunity for entertainment (e.g. listening to podcasts, reading).

3. DOCUMENTING THE LESSONS LEARNED AND ACHIEVEMENTS OF TELEWORKING

Formalize the lessons learned to define hybrid mode work policies

Refine the use of tools introduced during lockdown (e.g. Teams, Zoom).

Update policies to incorporate the best telework practices that organizations have come up with in recent months.



03

Optimizing well-being, health and safety



Winning Conditions



Take the employees' perspectives into consideration

It is recommended to keep abreast of general employee well-being by conducting team surveys. Co-creation workshops can also be held with and for employees. It is important to give them a role in creating the work experience of the future, from design to implementation.



Train managers in emotional intelligence and psychological support

It could be worthwhile to offer all managers training so that they can identify at-risk employees and guide them toward the psychological support they need.



Find a balance in the policies to be implemented

Employees must be given the autonomy, development and socialization environment they need for their well-being (for both in-person work and telework). Flexibility and autonomy can become even more of an asset in the context of labour shortages (attraction and retention of talent). That means employers should not be too rigid in some cases. It is also a good idea to tailor measures for different employee groups based on their issues and needs.



Provide a positive and suitable environment both at the office and at home

It is important to keep employees comfortable at work, in the office and at home, both mentally and physically. It is also important to emphasize the positive aspects of returning to the office (synchronicity, interactions).

03

Optimizing well-being, health and safety

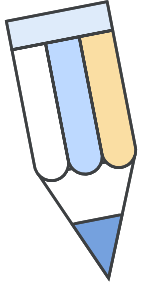


Access useful resources to help you plan ways to get your workers back safely and efficiently.

[Access the toolbox](#)

Notes

Conclusion



The vitality of Montréal as an economic driver is a key issue. The city is home not only to a variety of neighbourhoods, but also to a core—a heart—where citizens, workers and businesses from all over intermingle. In this transition to a new normal, the sustainable return of workers and commercial, gastronomic and cultural activities to the city centre remains a priority.

The Chamber of Commerce of Metropolitan Montreal brought together professional managers and leaders from the Montréal business community in a co-creation workshop that generated strategies, tactics and winning conditions that can be adapted to organizations of all sizes, operating in all kinds of sectors.

The Chamber grouped the best practices and solutions under three themes described earlier in this guide:

1. The benefits of in-person work
2. Human resource management in hybrid mode
3. Optimizing well-being, health and safety

Acting as a catalyst for the economic revival of the downtown area and as a rallying force for agents of change, the Chamber wishes to respond to the issues related to the accelerated transformation of the work world by guiding Quebec's business communities toward a safe, gradual, flexible, attractive and forward-looking return.

Whether the future of corporate work is in-person, hybrid or virtual, we have a duty to plan it properly all together. This transition to a new normal requires us not only to mobilize in order to return downtown to the vibrant and dynamic place it has always been, but also to make the most of this distinctive experience to reclaim our metropolis and restore Montréal's downtown core—its heart!

Appendix 1

Workshop methodology



Workshop name:

Workshop for a successful return – Let's find work reorganization solutions together. Discuss and pool best practices to equip all organizations.



Workshop objectives:

This guide is based on the findings and best practices shared by managers and employees of 52 companies from different sectors who participated in this workshop.

- To dig deeper into the issues and obstacles impacting plans for the return to in-person work.
- To share the best ways of rolling out hybrid work policies.
- To equip organizations for the new reality of working in hybrid mode.
- To assist organizations in designing and implementing their plans for getting workers back to the office.



Location:

Montréal

Date and time:

Thursday, November 25, 2021 from 8 a.m. to 1 p.m



Themes:

Participants, divided into subgroups, were asked to explore one of the following three themes in depth:

- **The benefits of in-person work**
- **Human resource management in hybrid mode**
- **Optimizing well-being, health and safety**



Workshop moderators: Melka Consulting and Acronym

Appendix 2

Participating organizations



This tool was made possible by the participation of organization managers who generously collaborated and shared their expertise. Thank you to the 52 participating organizations!

AM COACHING Pro

Association des ressources intermédiaires
d'hébergement du Québec

Association professionnelle des courtiers
immobiliers du Québec

Autorité régionale de transport métropolitain

BIXI Montréal

BNP Performance philanthropique

CDPQ

Centraide du Grand Montréal

Centre hospitalier de l'Université de Montréal

Cirque Éloïze

CIUSSS du Nord-de-l'Île-de-Montréal

Code H

Décarie Recherche de cadres

Défense nationale

Edcom Canada

EDGN CONSULTANTS

Float4

FSA Architecture

Global-Watch

Gosselin Photo Vidéo

GroupAssur

Groupe Intervia

Groupe Pellegrini

Hydro-Québec

Ivanhoé CambridgeKerr Financial Group

Lamara Luxury Group

Larochelle Groupe Conseil

Le Devoir

Les Grands Ballets canadiens

Linen Chest

Logient

mdf commerce

Mitacs

MobilityData

Ordre des CPA du Québec

PM SCADA Cyber Defense

Radio-Canada

Recherche et Développement TapCanada

Rocioarchitecture

Sia Partners

Société de transport de Montréal

Stantec

Teamwork Canada

Technoscience Région métropolitaine

Tourisme Montréal

Triasima

Université McGill

VIA Rail Canada

Ville de Montréal

Ville en vert

Workden

