



Building a Hybrid Work Environment

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Statistics Canada



Delivering insight through data for a better Canada



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Statistics Canada modernization journey

Significant pre-pandemic investments successfully put in place a foundation for transformation with increased collaboration and innovation through modern tools, technology, and workspaces, attracting diverse talent, and increased timely and in-depth outputs for Canadians. The pandemic provided an unprecedented window of opportunity to advance StatCan's modernization journey and reshape the future of our work to **provide greater value to Canadians**.



Increased national presence

Improve service to Canadians through a better understanding of the varying regional needs and enable more effective engagement with partners from coast to coast.



Optimize productivity of employees

Increased focus on results through empowerment, rather than physical presence in a given office, resulting in a happier, healthier and more impactful workforce.



Reduced physical space requirements

Cost savings, efficiencies and a reduced environmental footprint as a result of relinquishing nearly 40% of our current physical building space at our Headquarter complex.



Strengthening recruitment and retention

Highly competitive labour market through a national hiring strategy and provision of a modern, flexible and more attractive and inclusive work environment, equally contributing to a more diverse workforce.



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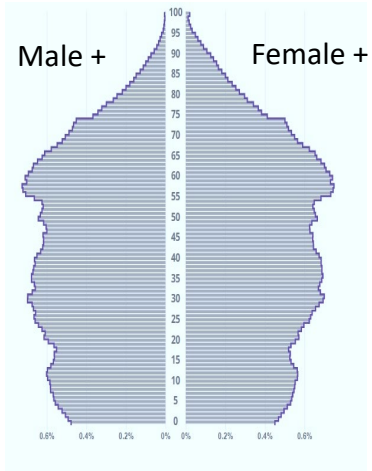
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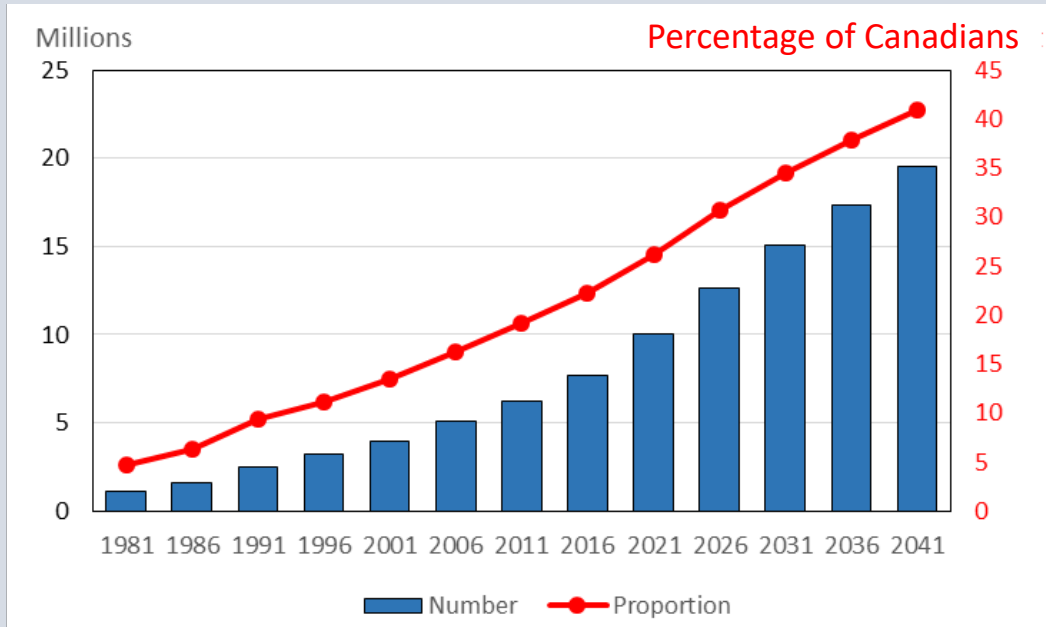
Canada's population is aging and growing more diverse

Age and gender pyramid, Canada, 2021



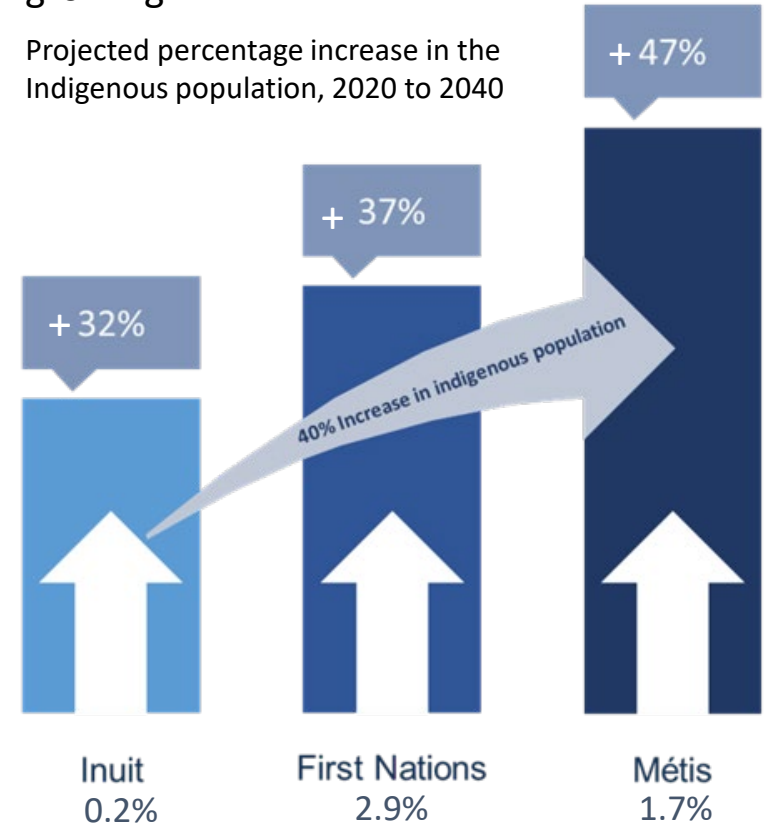
The racialized population in Canada is growing and will continue to grow

Observed (1981 to 2016) and projected (2021 to 2041) number and proportion of the racialized population in Canada



The Indigenous population is young and growing

Projected percentage increase in the Indigenous population, 2020 to 2040



Sources: Statistics Canada, Census of Population, 1981 to 2006 and 2016, National Household Survey, 2011; Population projections on immigration and diversity for Canada and its regions, 2016 to 2041.

Moving towards a hybrid work model

FROM

Where we were



TO
Where we are going



StatsCan Hybrid SHAPING OUR FUTURE TOGETHER

- Maximizing our value proposition to Canadians through both virtual and onsite work as complimentary to one another.
- Increased in-person collaboration, while keeping some flexibility and increased autonomy afforded by remote work.
- A cohesive culture that prioritizes collaboration, engagement and organization values.
- Further strengthen and leverage our diversity while addressing barriers to meaningful inclusion.



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Guiding principles to a hybrid work environment



Trust

Trust that employees and teams will achieve expected results in a manner that meets organizational objectives and timelines.



Empowerment

Empower managers and teams to determine which activities are most effectively and efficiently achieved onsite based on the nature of the activity and intended outcome.



Equity

Equity in making sure employees are treated equitably and fairly in decisions, given their specific circumstances, with a view to creating diverse and inclusive workplaces/teams.



Accountability

Accountability for results based on clear objectives and direction, performance management, provision of regular feedback through coaching and support towards the achievement of results.

A hybrid workplace is one in which, on any given day, there will be a mixture of employees teleworking from across Canada and working onsite at their designated worksite location.



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Measuring success in a hybrid work model



- ✓ Statistics Canada continues to leverage data to drive people management.
- ✓ Transition to a hybrid work model heightens the need for quality data, both quantitative and qualitative, to drive organizational decision-making.
- ✓ Data-driven experimentation and a culture of intelligent risk-taking will be critical to answering key questions.

Key questions to support future decision-making



- How is hybrid work impacting employee wellbeing?
- Are employees appropriately equipped?
- Do we continue to attract and retain high-performing talent? Are we remaining competitive in the labour market?
- Are we delivering on cost-savings to Canadians through a reduced physical footprint ?
- Are we delivering on our commitment to Equity, Diversity, Inclusion and Accessibility?
- Is hybrid work leading to increased environmental stewardship?

And, perhaps **most relevant** –

- Does a hybrid context allow employees to more effectively build relationships and maintain a strong organizational culture driven towards achieving outcomes, while still achieving work life balance and autonomy?



Measurement framework

Data collection tool: Measuring a performing workforce

- Census of all Statistics Canada staff, most recent in April 2021
- The questionnaires cover different topics such as mental health and wellness, the current work environment, leadership and support, and the ways we will conduct work in the future.
- These surveys will help us assess the state of our workforce in near real time, provide timely information and influence the development of tools and action plans to better support our employees going forward.
- Content is currently being developed for an October 2022 survey specific to hybrid work.



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Measurement framework

Data collection tool: Measuring a healthy workforce

- Employee Wellness Survey – November 2021
- Covers workplace psychosocial factors (e.g., leadership, interpersonal relationships, workload, etc.) and psychological health at StatCan.
- Additional indicators pertaining to new ways of working:
 - Boundary-crossing (between work and home) behaviors after hours;
 - Preferences for separating work and home (i.e., *integration vs. segmentation*);
 - Organizational norms (or expectations) for separating work and home;
 - Strategies to separate work and home; and
 - Work-home interference.



Employee
Wellness Survey

Measurement framework

Data collection tool: Measuring a functioning workplace

- Public Service Employee Survey – whole of Government
- Provides information to support the continuous improvement of people management practices in the federal public service.
- The survey results allow federal departments and agencies to identify their areas of strength and concern related to people management practices, benchmark and track progress over time, and inform the development and refinement of action plans.

"Better people management practices lead to better results for the public service, and in turn, better results for Canadians."

Next collection begins November 2022 with content specific to the hybrid model of work.





Appendix

Data: Leveraging a mixed-methods approach with personas

[A person-centred approach to COVID-19 pandemic-related stressors - Canada.ca](#)



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How has employee health and well being been affected over the course of the pandemic?

Example of a personified approach

ADAPTING EMPLOYEE




"I do like the flexibility of working from home. I feel a little bit more a master of my own schedule."

30% OF SAMPLE

Low concern across all stressors
Very good mental health (MH)
Slight improvement in MH since pandemic
Low overall work stress
3% are executive employees
64% would prefer to WFH full time
40% are 50 or older

Maintain remote work options and general flexibility moving out of the pandemic. Design alternative work arrangements on a voluntary basis post-pandemic.

JUGGLING EMPLOYEE



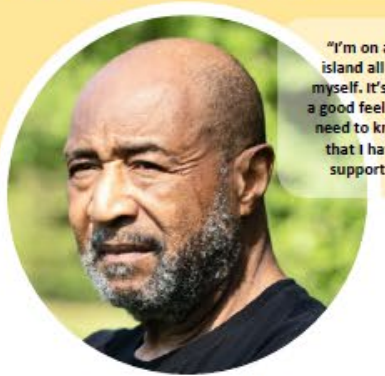
"But if I'm so tied up in my work priorities, there are other priorities I have to give up or not get to."

35% OF SAMPLE

Stress due to balancing work and personal life
Good mental health (MH)
No change in MH since pandemic
Moderate overall work stress
43% are supervisors
Supervisors reported lower absenteeism
95% accessed network for long periods
67% are younger than 50

Recognize the complex interplay of balancing work and family life during the pandemic and beyond. Structure organizational roles and culture to be more empathetic to employee circumstances.

CONCERNED EMPLOYEE




"I'm on an island all by myself. It's not a good feeling. I need to know that I have support."

21% OF SAMPLE

Stress due to job insecurity and a fear of being sick
Moderate mental health (MH)
Slight decline in MH since pandemic
Moderate overall work stress
41% are 50 or older
4% Aboriginal, 8% PWD, 25% visible minority
Visible minority took less vacation time

Communicate future job prospects honestly and transparently, and work proactively to prepare employees for the next stage of their career, whether at Statistics Canada or elsewhere. This is especially the case for SSO employees.

STRESSED EMPLOYEE



"I'm afraid to speak up because I don't want to seem unproductive. If there are days where I'm more stressed, I get down on myself."

14% OF SAMPLE

High concern across all stressors
Fair mental health (MH)
Slight decline in MH since pandemic
High overall work stress
4% Aboriginal, 13% PWD, 24% visible minority
PWD absenteeism rates increased

Directly acknowledge the impact of shifting priorities and increased workload and prioritize actions to stabilize moving out of the pandemic – work stress and supervisor issues are challenging for this group.

High level insights

- Consider family-supportive supervisor training, including how to set work/home boundaries and routines.
- Regular spot check-ups with middle management on workload to ensure optimal prioritization, especially with increased horizontal collaboration.
- Ensure employees know how their work contributes to agency objectives through awards and recognition, management communications, and clear statements of direction.
- Maintain multi-faceted supporting resources, such as EAP, and regularly remind employees of their availability.
- Canvass best practices on combatting isolation and work to implement at the agency-wide level.

Selected questions for future insights

- What coping strategies have you found effective to combat loneliness or heavy workload?
- What tools or processes would help you effectively manage information, priorities, or workload?
- For those working on-site, how safe have pandemic prevention measures made you feel? What can leaders do to make you feel more secure (e.g., tenure, work environment)?
- Particularly for EE groups, what mechanisms can be put in place to ensure supervisors are working to create an inclusive and respectful culture?

