

Returning to the Office After the COVID-19 Health Crisis

An Approach to Transitioning to New Organization of Work

Presented by
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What is the guide for?

Return to the workplace \neq return “to how things were before”



An opportunity...

- ...to reduce rental costs
- ...to improve work flexibility
- ...to address recruitment issues

What is the guide for?

BUT

Tendency to adopt a centralized and non-participatory approach:
negotiating a single remote work agreement

Risk of not meeting employees' wishes/needs

Negotiating a remote work agreement is not the same as developing a return-to-the-workplace plan

Some people cannot work remotely

Employees have **put directives into practice: this must be recognized and used**



What does the guide include?



Broad principles

Integrative model

Support process for developing a
return-to-the-workplace plan

Broad principles of the approach

Recognize complexity

Focus on the specific nature of work situations

Avoid working in silos

Leave room for manoeuvre

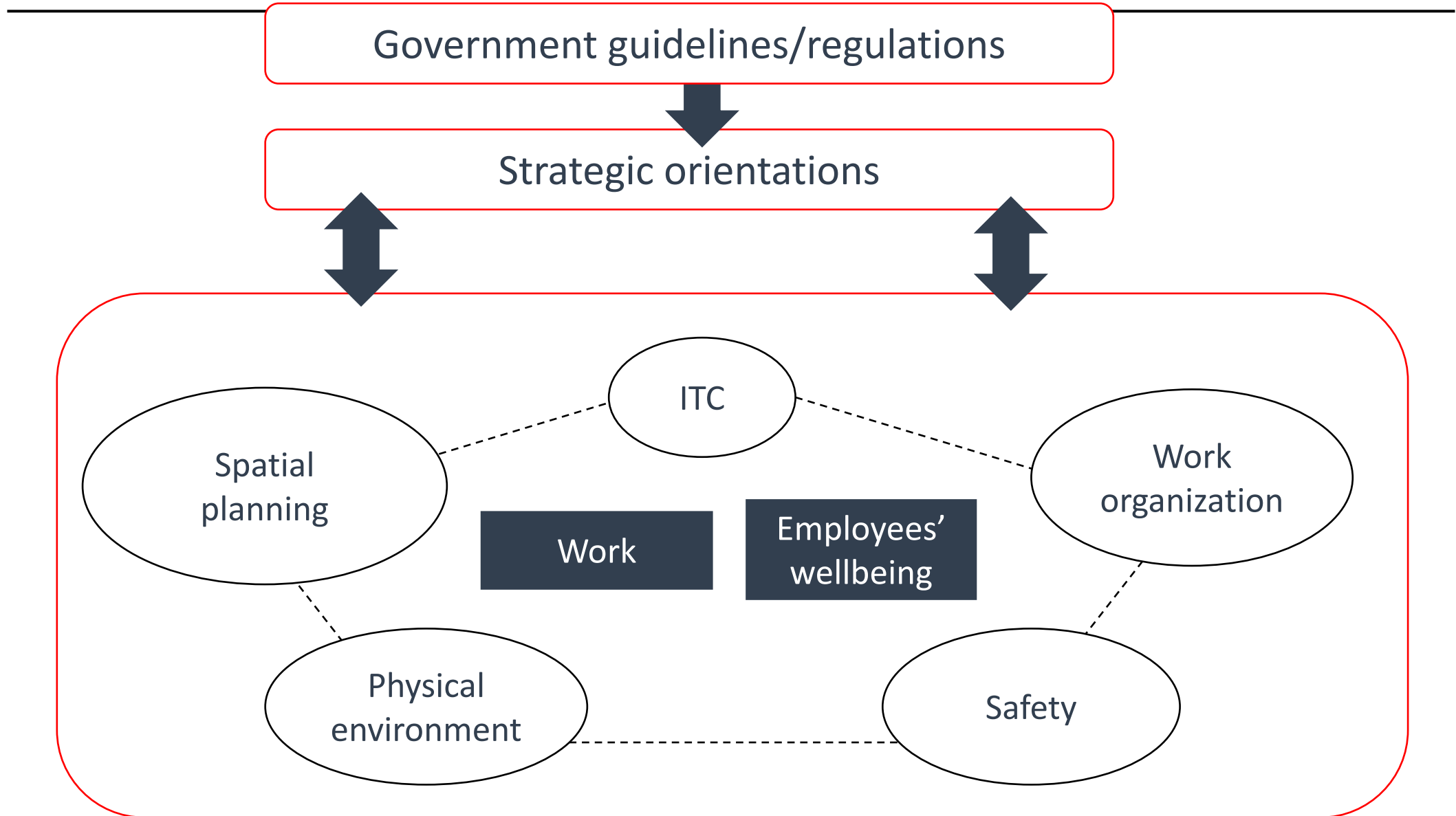
Encourage everyone's participation

Establish an iterative approach

Plan a gradual approach

Closely monitor the implementation of arrangements

Integrative model

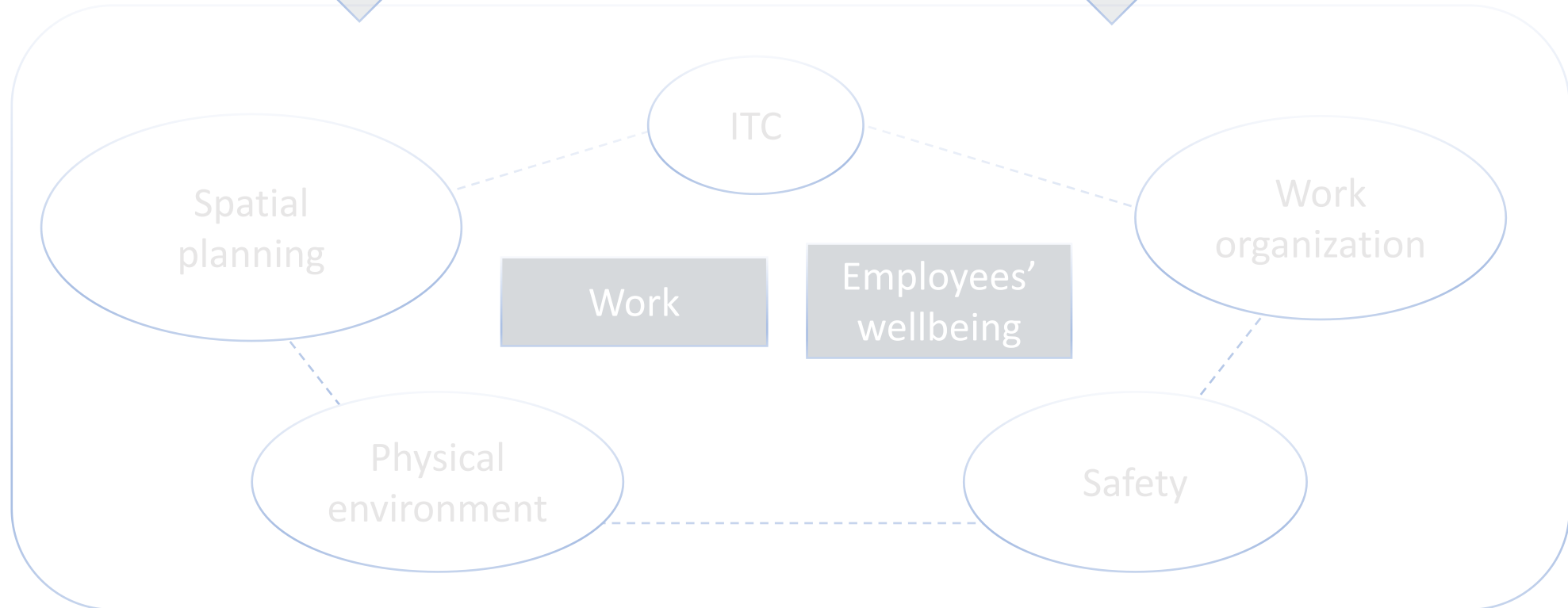


Integrative model

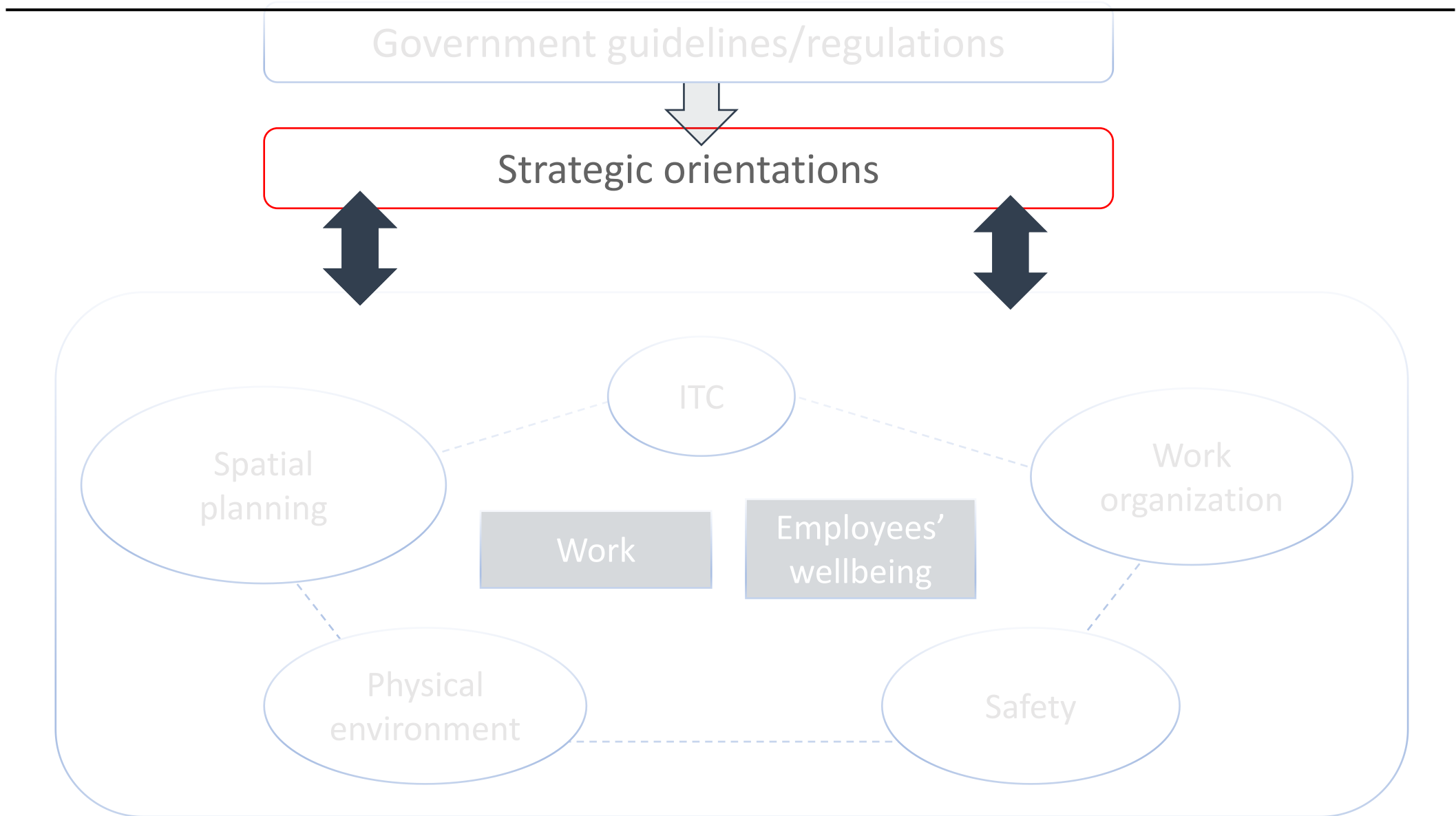
Government guidelines/regulations



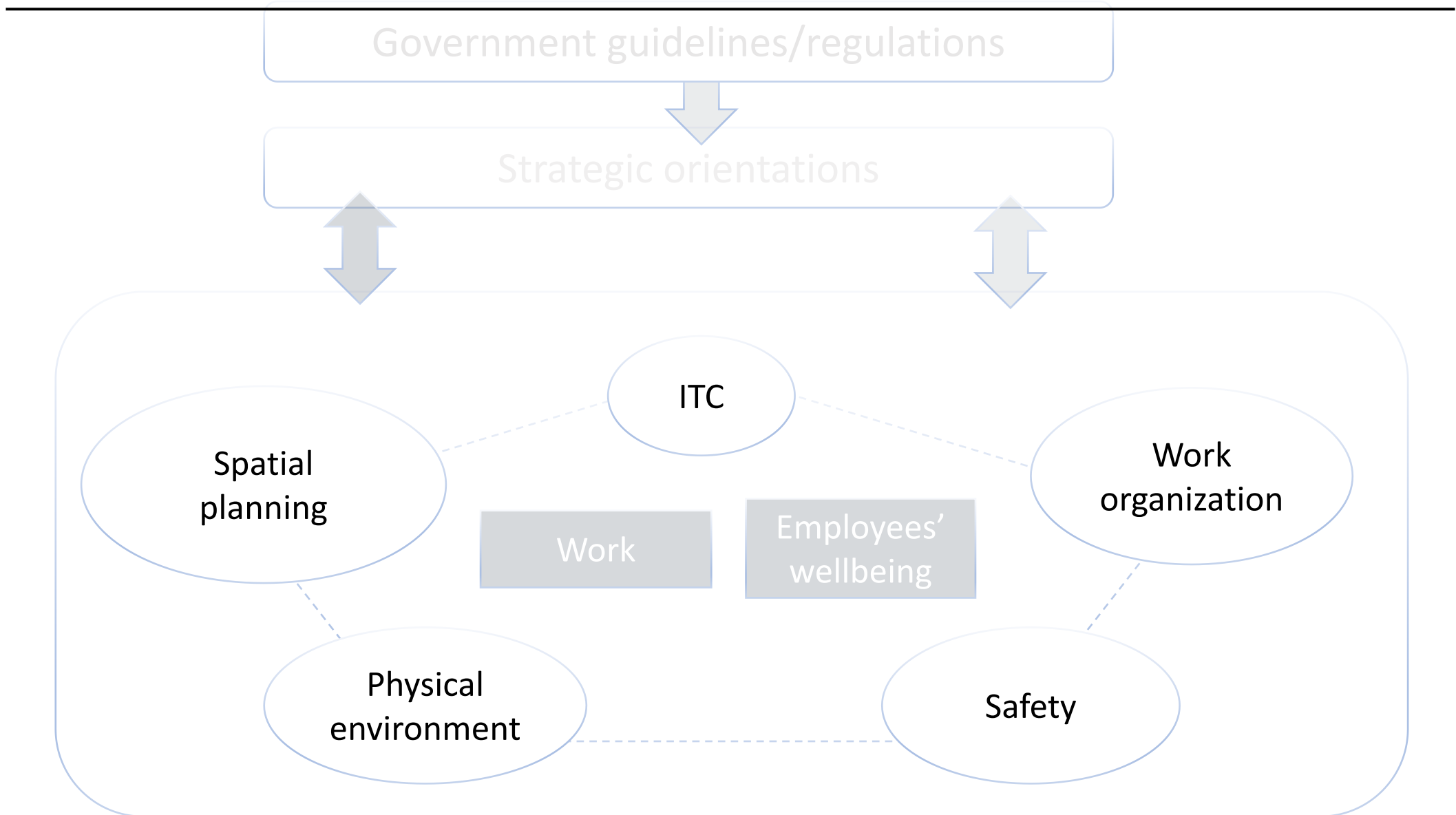
Strategic orientations



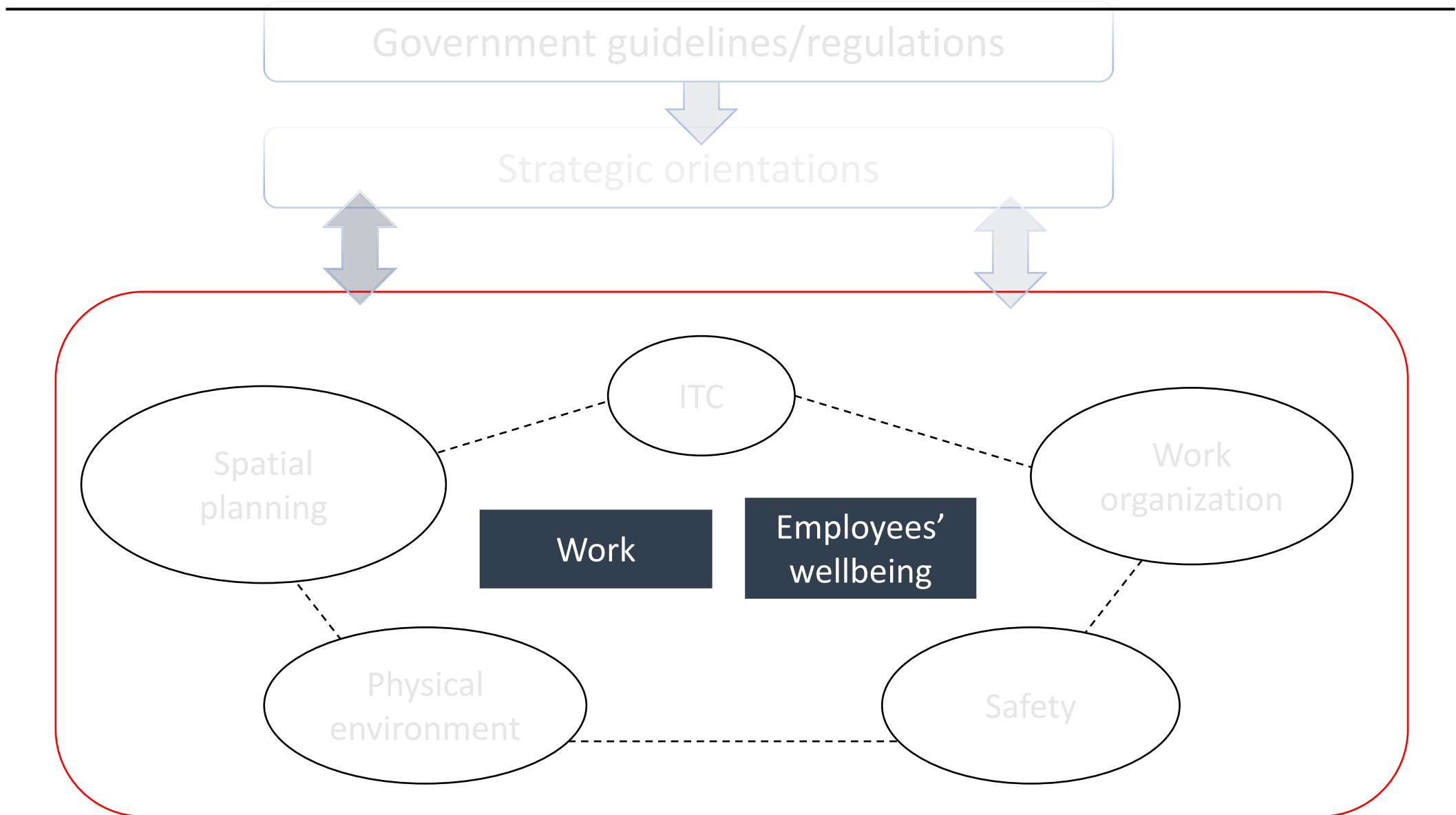
Integrative model



Integrative model



Integrative model



Three-phase approach

Phase I: Strategic steering of the development of return-to-office arrangements



Phase II: Development of **local** return-to-office arrangements



Phase III: Iterations and discussion about the divergences between strategic orientations, preliminary scenarios and office work continuum lines

Three-phase approach

Phase I: Strategic steering of the development of return-to-office arrangements

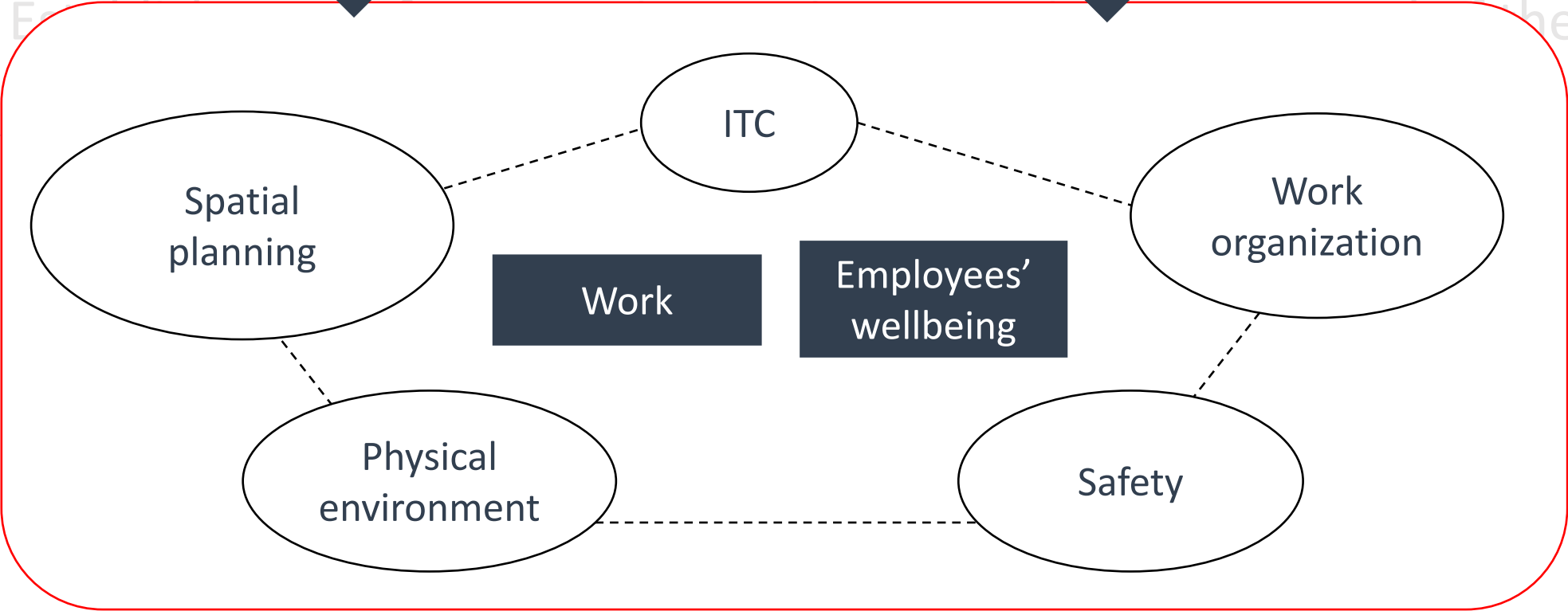
- Establishment of a strategic steering committee composed of the representatives involved in the return to the office

Three-phase approach

Government guidelines/regulations



Strategic orientations



Three-phase approach

Phase I: Strategic steering of the development of return-to-office arrangements

- Establishment of a strategic steering committee composed of the representatives involved in the return to the office
- Development of global orientations and design of a preliminary return-to-office scenario
- Transmission of the global orientations and the preliminary scenario to all the organization's departments in order to develop the return-to-office arrangements

Three-phase approach

Phase II: Development of **local** return-to-office arrangements

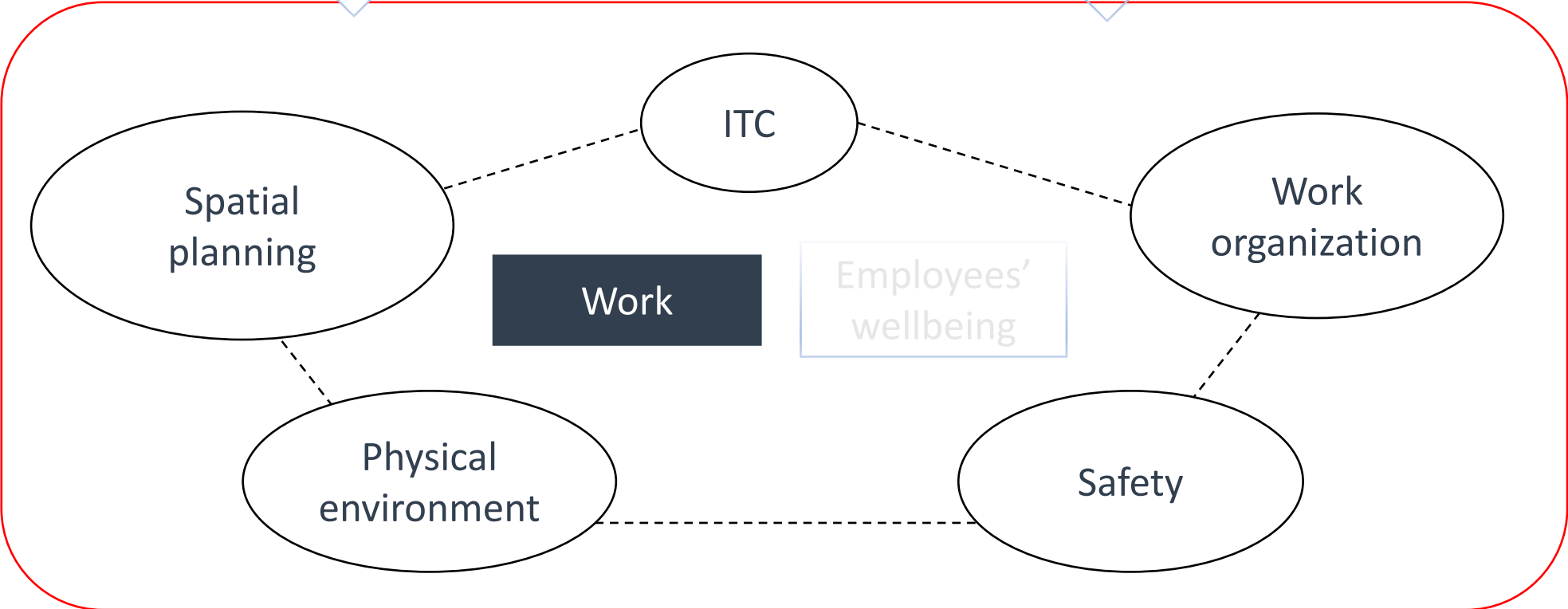
- Establishment of local committees responsible for developing return-to-office arrangements in each of the organization's departments
- Feedback from operating units

Three-phase approach

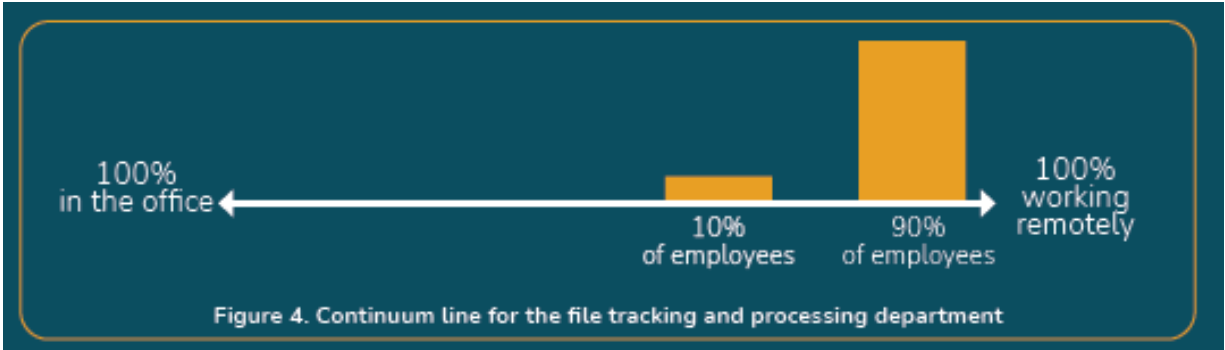
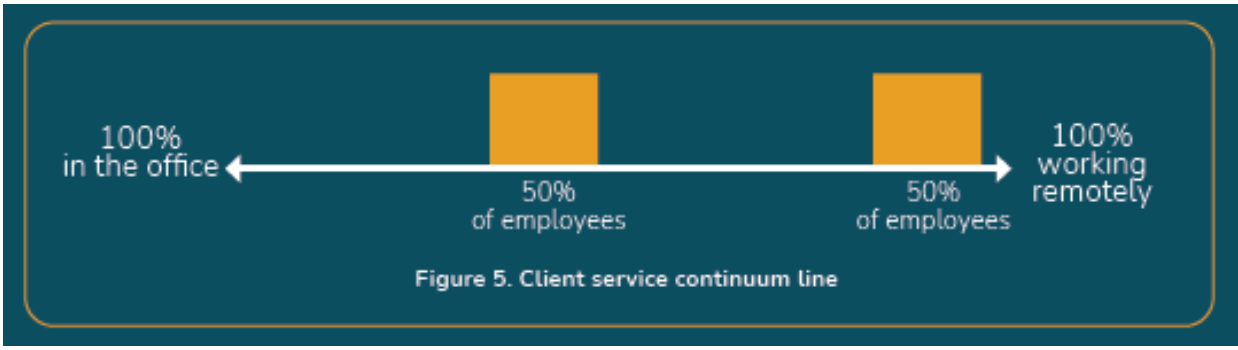
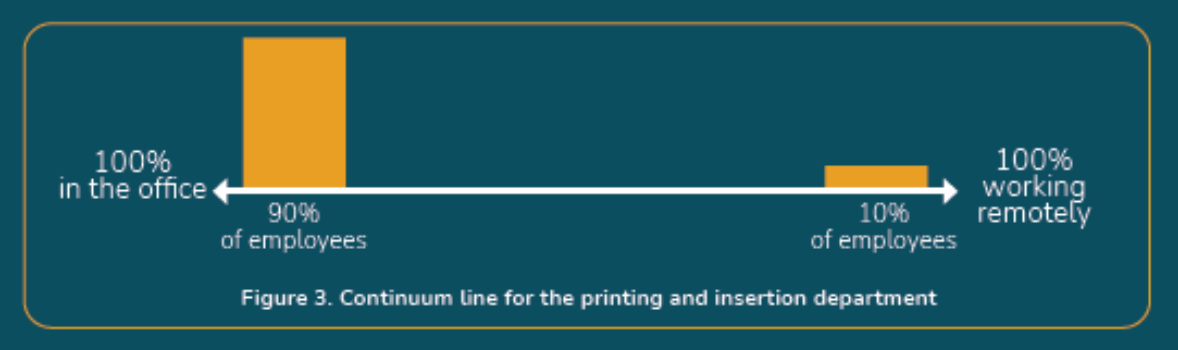
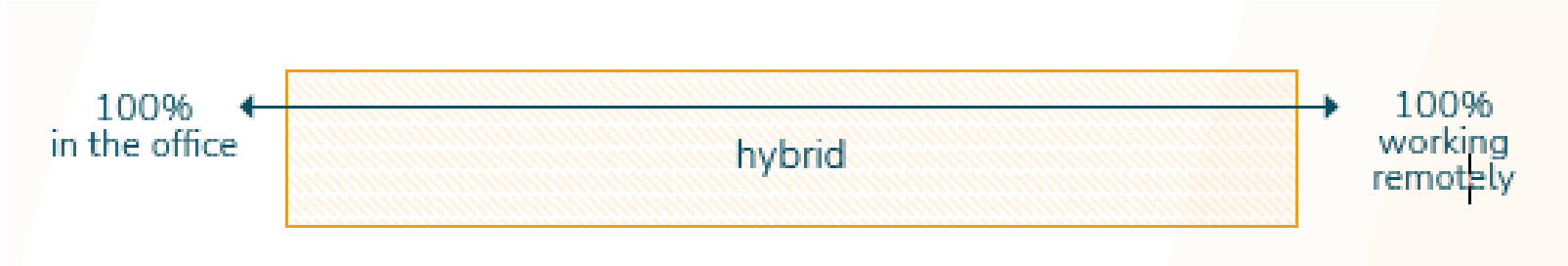
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Strategic orientations



Three-phase approach



Three-phase approach

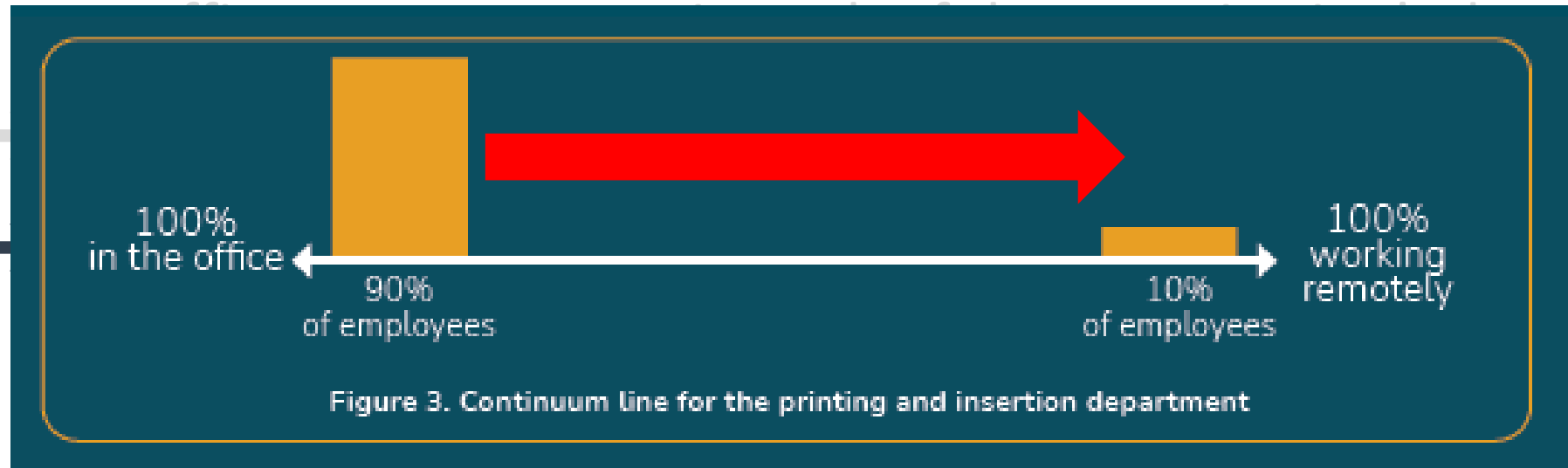
Phase II: Development of **local** return-to-office arrangements

- Establishment of local committees responsible for developing return-to-office arrangements in each of the organization's departments
- Feedback from operating units
- Understanding of how employees are doing (their wellbeing), their preferences regarding telework and their actual ability to do so

Three-phase approach

Phase II: Development of **local** return-to-office arrangements

→ Establishment of local committees responsible for developing return-



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do so.

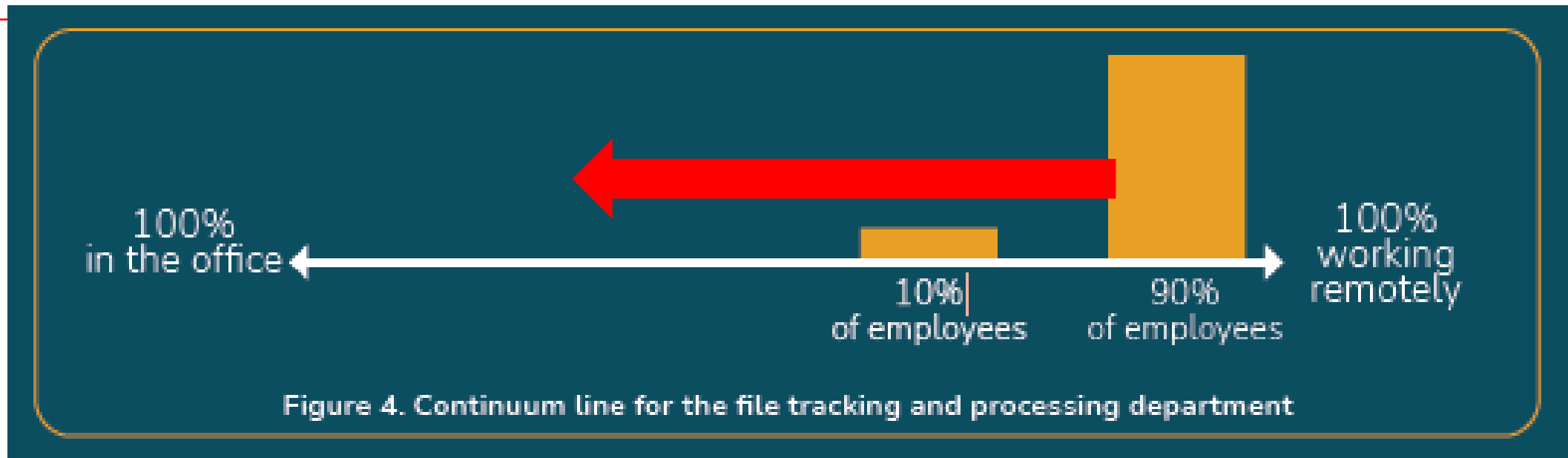
Three-phase approach

Phase II: Development of **local** return-to-office arrangements

- Establishment of local committees responsible for developing return-to-office arrangements in each of the organization's departments
- Feedback from operating units
- Understanding of how employees are doing (their wellbeing), their preferences regarding telework and their actual ability to do so
- **Consideration of the socio-affective dimension of work**

Three-phase approach

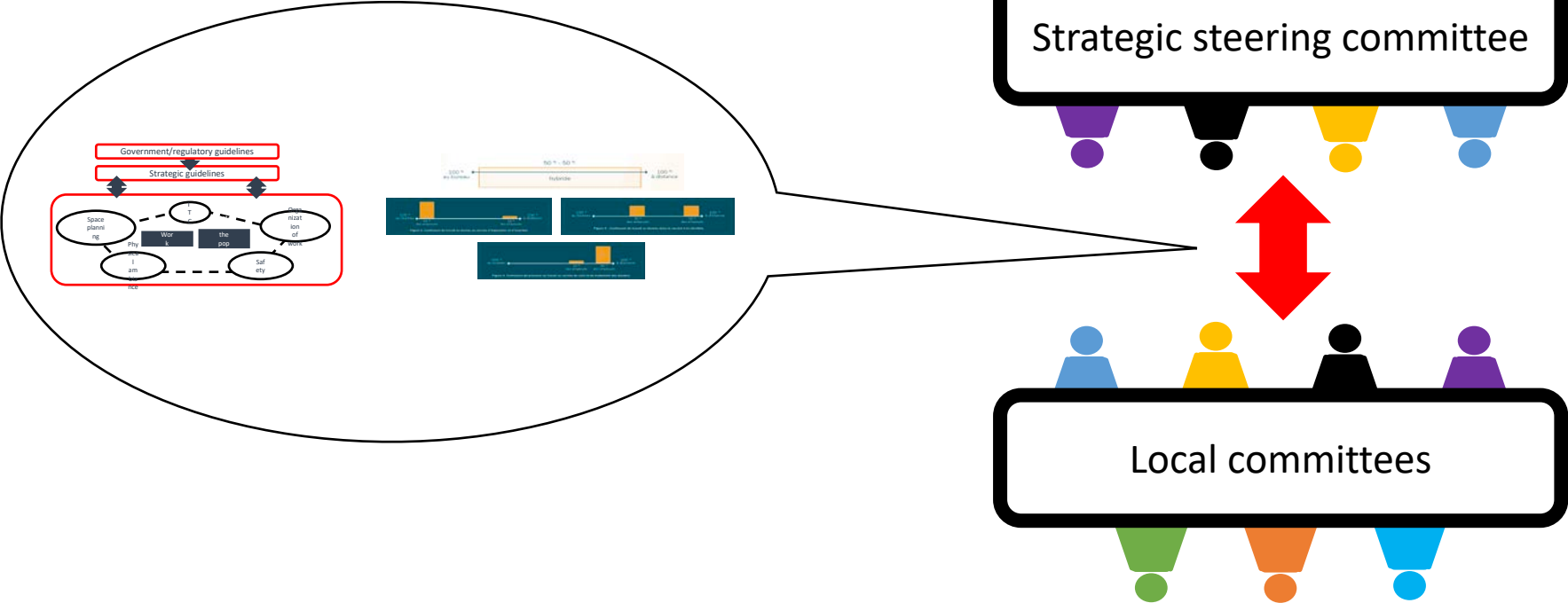
Phase II: Development of **local** return-to-office arrangements



➔ Consideration of the socio-affective dimension of work

Three-phase approach

Phase III: Iterations and discussion about the divergences between strategic orientations, preliminary scenarios and office work continuum lines





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the COVID-19 Health Crisis An
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to a New Organization of Work**

To view the guide

[www.irsst.qc.ca/media/documents/PubIRSST/
DT-1146-en.pdf?v=2021-11-02](http://www.irsst.qc.ca/media/documents/PubIRSST/DT-1146-en.pdf?v=2021-11-02)