

AUGUST 23, 2022

# Managing Remote & Hybrid Workforces

An Introduction for  
BC Tourism & Hospitality  
Employers



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Manager, Industry Human Resources





# Agenda

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- Pros and cons of a remote or hybrid workforce
- HR policies and procedures that employers should have in place for remote/hybrid employees
- Applicable health & safety regulations, employer/employee rights, responsibilities and requirements to support remote/hybrid employees
- Tips to effectively manage and support remote / hybrid employees
- Resources to help support the mental health and wellness of remote/hybrid employees

# Who We Are

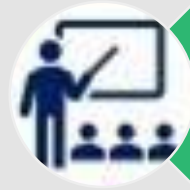
go2HR is BC's  
tourism and  
hospitality  
human resource  
and health &  
safety  
association.



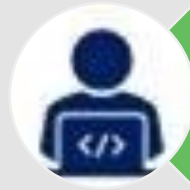
Health & Safety



Human Resources



Industry Training



Research and Strategy

# POLLS





# The Changing Landscape of the Workplace

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- The COVID-19 pandemic has changed not only how we work, but where
- Employers needs are changing
- Employee expectations are changing
- Labour shortages are impacting our ability to find and retain skilled employees
- Remote or hybrid work options were forced or fast-tracked in order to keep employees and maintain business
- Employers now considering formalizing policies for the new normal of remote or hybrid workforces

# Remote & Hybrid Work in Canada

- 19% of Canadians worked exclusively from home in April 2022
  - compared to 24% in January 2022
- 88% who worked at home during the pandemic - easy or very easy for them to fulfill personal obligations during their workday
- 84% of hybrid employees enjoyed a high amount of flexibility
  - compared to 61% employees who worked exclusively in the workplace
- 84% of hybrid employees enjoyed a high amount of flexibility

Source: Statistics Canada Survey

# Remote or Hybrid Workforce - PROs

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- Improved retention, engagement & loyalty
- Improved performance, productivity and timeliness
- Increased scheduling flexibility
- Lower overhead and operating costs
- Access to a larger, more diverse talent pool
- Forced modernization and technology adoption
- Improved communication and collaboration
- Healthier employees and lower absenteeism



## Remote or Hybrid Workforce – CONs

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- Lack of in-person connections
- Not or may not be an option for every workplace or position
- Lack of insight into employee activities
- May require new/updated HR and health & safety policies
- More meetings & distractions
- More (different) distractions for employees
- Recruitment for remote/hybrid positions can be difficult
- Requires technology and equipment
- Requires a higher level of communication & access to information
- New / potential IT security risks




# Remote Work – Employee Survey

**What struggles do you have with working remotely? Select all that apply.**



[buffer.com/state-of-remote-work/2022](https://buffer.com/state-of-remote-work/2022)

 Buffer

remote | OK  Nomad List

 go2HR®



# Working from Home – HR Policy Considerations

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## **Eligibility**

- Who does the policy apply to?
- Is remote or hybrid work a privilege or entitlement? Are there limitations?

## **Expectations - Hours of Work, Location, Availability**

- What hours are employees expected to keep? When are breaks to be taken?
- How are work hours to be tracked and reported? Overtime, stats?
- Are employees able to work from locations outside of their home (e.g. coffee shop)?
- How are employees expected to communicate their work schedule / availability to their manager?
- What process or procedures are to be followed for hybrid work? (e.g. advise manager/team, reserve a desk)
- What are the expectations regarding attending meetings?



# Working from Home – HR Policy Considerations

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## **Performance Expectations - Monitoring, Tracking & Reporting**

- How will work be monitored and measured?
- How are employees to communicate what they are working on?
- How is work (completion, progress, etc.) to be reported?
- How often will managers check-in with employees?
- How will managers maintain a clear line of sight into employee productivity?
- How will under-performing employees be managed?
- How will managers engage remote/hybrid employees to include them in the workplace culture? (e.g. video calls, celebrate successes)
- How are remote/hybrid employees to manage personal appointments?
- What if a remote/hybrid employee is ill and unable to work?



# Working from Home – HR Policy Considerations

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## **Equipment & Technology**

- Will the company provide any office equipment? (e.g. laptop, cell phone)
- Who owns the equipment?
- What happens to equipment if needs repair or the employee leaves?
- Will the company be monitoring use of company equipment?
- Will productivity be monitored?



# Working from Home – HR Policy Considerations

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## **Security & Confidentiality**

- How are employees to keep company information confidential and secure?
- How are employees to access company systems, servers or files? (e.g. can employees use public wifi?)
- What are the expectations/rules regarding use of software, downloading apps, personal use of computers, use of personal devices for company business (e.g. phone calls), etc.
- What protocols are to be followed regarding conducting phone/video calls from a public location?
- What are employees to do in the event of a privacy or security breach?
- Are employees required to keep company documents in a secure, locked location? (e.g. locked drawer or filing cabinet)



# Working from Home – HR Policy Considerations

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## **Purchases & Expenses**

- What office expenses will the company pay for? Reimburse?
- What is the expense submission policy and process?
- What other expenses will the company cover? (e.g. printing)
- Are you provide a tax form for employees to claim expenses? [T2200 Form: Declarations of Conditions of Employment](#)

## **Timelines & Approvals**

- Will the policy be subject to a time period or limit? (e.g. 1 year)
- Will it be reviewed, reassessed? (e.g. reviewed annually)
- Could the policy be changed at any time, without advance notice?
- Is approval required in order to work from home? If so, by whom and when?

# Working Alone – Health & Safety Policy Considerations





## Work Alone/Security

- To ensure the safety and security of workers, employers should implement daily check-ins at the beginning, throughout, and at the end of the day.
- Special considerations include:
  - Level/severity of hazards (physical, psychological)
  - Unique situations
  - Communication channels





## Home Workspace Inspection

- Consider an (in)formal inspection form to address these home office/remote environmental considerations:
  - Ergonomics and Workstation Set-up
  - Work Alone Procedures
  - Fire and Electrical Safety
  - Emergency Procedure Knowledge
  - Injury Reporting and First Aid Procedures

Tool: [Home Office Inspection Checklist Template - go2HR](#)

# Ergonomics

- Workstation design that supports the capabilities and limitations of the worker while maximizing productivity and efficiency.
  - For example: monitor placement, chair choice, etc.
- Taking breaks and stretching to minimize body strain
  - Recommended 5-10 min break for every hour of computer work)



## Ergonomics

- Workers should conduct an ergonomics assessment at their home workstation including:
  - Office chairs with back support
  - Positioning screens adjacent to the window
  - Proper screen height and alignment
  - Proper lighting



## Fire Protection & Electrical Safety

- Worker should be aware of potential risk of fire and what safety controls are in place at home
  - For example: fire alarms, carbon monoxide detector, extinguishers available, etc.
  - Condition of electrical equipment in the home (lights, outlets, electrical cords, etc.) should be included as considerations



# Emergency Procedures

- Emergencies could include but are not limited to:
  - Fire
  - Earthquake
  - Flood
  - Intruder
  - Power outages
  - Evacuation, etc.
- Plans should include evacuation routes, muster station locations, communication/reporting to supervisor/manager



## Injury Reporting & Providing First Aid

- Workers can sustain a workplace injury even during remote work.
- Types of injuries could include:
  - Injury from a specific incident,
  - Gradual onset injury developed over time (including psychological injury), or
  - Occupational disease exposure.
- First Aid and Reporting Procedures must be clear.

# Tips to Manage and Support Remote / Hybrid Employees



A vertical image on the left side of the slide showing two hands shaking in a firm grip, symbolizing agreement or support. The hands are positioned vertically, with the fingers interlocked.

# Tips to Manage & Support Remote/Hybrid Employees

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## **Foster Connections**

- Check-in with employees regularly
- Schedule / encourage regular, informal “water cooler” chats
- Create slack channels/informal ways to share good news, funny photos, personal wins etc.
- Host virtual birthday and/or work anniversary parties
- Organize in-person team events (include remote workers)
- Offer virtual wellness classes (yoga, meditation)

## **Build Trust**

- Be reliable and committed to your word
- Promote transparency
- Avoid micromanaging
- Be available for employees - open door policy





# Tips to Manage & Support Remote/Hybrid Employees

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## **Provide Timely Responses**

- Be available for employees if they have questions or need to talk
- Encourage open, honest communication
- Respond to questions and concerns in a timely manner

## **Provide Training**

- Working remotely or in a hybrid work environment may be a new experience for employees
- Provide training – policies, procedures, IT applications, programs, etc.

# ← THE MENTAL HEALTH CONTINUUM →

	SELF CARE & SOCIAL SUPPORT		PROFESSIONAL CARE	
	HEALTHY	REACTING	INJURED	ILL
	<b>Normal Functioning</b>	<b>Common &amp; Reversible Distress</b>	<b>Significant Functional Impairment</b>	<b>Clinical Disorder. Severe &amp; Persistent Functional Impairment</b>
<b>MOOD</b>	Normal mood fluctuations Calmness and the ability to take things in stride	Being irritable or impatient Being nervous Being sad or overwhelmed	Anger Anxiety Pervasive sadness or hopelessness	Angry outbursts or aggression Excessive anxiety or panic attacks Depression or suicidal thoughts
<b>ATTITUDE</b>	A good sense of humour Good performance Being in control	Expressing displaced sarcasm Procrastination Forgetfulness	A negative attitude Poor performance or workaholic behaviour Poor concentration or decisions	Excessive insubordination An inability to perform duties, control behaviour or concentrate
<b>SLEEP</b>	Normal sleep patterns Few sleep difficulties	Having trouble sleeping Having intrusive thoughts Having nightmares	Restless or disturbed sleep Recurrent images or nightmares	An inability to fall asleep or stay asleep Sleeping too much or too little
<b>PHYSICAL HEALTH</b>	Being physically well Having a good energy level	Having muscle tension or headaches Having low energy	Increased aches and pains Increased fatigue	Physical illnesses Constant fatigue
<b>ACTIVITY</b>	Being physically and socially active	Decreased activity or socializing	Avoidance Withdrawal	Not going out or not answering phone
<b>HABITS</b>	Limited or no alcohol use or gambling.	Regular but controlled alcohol use or gambling.	Increased alcohol use or hard-to-control gambling	Alcohol or gambling addiction Other addictions

## ACTIONS TO TAKE AT EACH PHASE OF THE CONTINUUM

<ul style="list-style-type: none"> <li>Focus on task at hand</li> <li>Break problems into manageable chunks</li> <li>Identify and nurture support systems</li> <li>Maintain healthy lifestyle</li> </ul>	<ul style="list-style-type: none"> <li>Recognize limits</li> <li>Identify and minimize stressors</li> <li>Engage in healthy coping strategies</li> <li>Get adequate food, rest, and exercise</li> </ul>	<ul style="list-style-type: none"> <li>Identify and understand own signs of distress</li> <li>Seek social support and talk with someone instead of withdrawing</li> <li>Seek help</li> </ul>	<ul style="list-style-type: none"> <li>Seek consultation as needed</li> <li>Follow health care provider recommendations</li> <li>Regain physical and mental health</li> </ul>
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# Tips for Supporting the Mental Health of Remote / Hybrid Workers

- Communicate, communicate, communicate
- Be inclusive; involve all employees where possible
- Focus on output, not hours
- Encourage movement breaks
- Model and respect work-life balance & personal boundaries
- Help employees manage meetings & distractions
- Promote the 20-20-20 rule
- Educate & encourage use of EAP/ other available benefits
- Provide/promote mental health resources



# BC's Hub for Workplace Mental Health



[Urgent Help](#)

[Discover](#)

[Contact Us](#)

[Sign In](#)

[Sign Up](#)

## Hospitality & Tourism

Welcome. Today, you are our guest. We want you to feel heard, seen, and cared for.

Below, you'll find a few rapid links to mental health and substance use services. You'll also find rapid links to resources and partners focused on longer-term pandemic recovery in the hospitality and tourism sectors.

*We gratefully acknowledge the partnership of [go2HR](#) in this project.*

[Workplace CARE Certificate](#)

[Safety Talks](#)

[Upcoming Webinars](#)

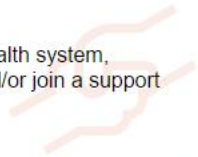


## Discover More Resources

There are more resources to help you including **training** and an opportunity to **join the discussion** and be part of the movement to improve your workplace.

### Get Support

Navigate the mental health system, access information, and/or join a support group.



### Access Training



# CARE

Compassionate and  
Respectful Employer



## Workplace CARE Certification

Tourism & Hospitality  
workplace mental health training program

### LEVEL 1: Foundational Skills



**For:** Everyone

**Prerequisites:** None

**You'll learn about:**

- Mental health and how it can fluctuate over time
- Mental health challenges such as anxiety, depression, disordered eating and substance use issues

**You'll learn how to:**

- Reduce stigma and start positive conversations about mental health
- Recognize and address chronic stress

**Format:** Self-paced virtual modules with videos and a learning coach. Optional webinars will be offered to supplement core content.

*Registration now open*

### LEVEL 2: Enhanced Skills



**For:** Leaders, supervisors, managers

**Prerequisites:** All modules in Level 1

**You'll learn about:**

- The importance of trust and clear communication
- Resources available to support you and your team

**You'll learn how to:**

- Recognize signs that a team member may be struggling and in need additional help
- Start supportive conversations around common workplace challenges

**Format:** Self-paced virtual modules with videos, quizzes, live discussion, optional webinars and a learning coach.

*Registration now open*

### LEVEL 3: Advanced Skills



**For:** Leaders, HR, occupational health and safety

**Prerequisites:** All modules in Levels 1 and 2

**You'll learn about:**

- Tools for implementing the *National Standard for Psychological Health and Safety in the Workplace*

**You'll learn how to:**

- Identify opportunities to address bias in your workplace
- Draft a plan identifying priority areas, strengths, and first steps toward improving your workplace culture

**Format:** Self-paced pre-course modules with discussion forums, followed by live webinars with an instructor to assist you in creating an implementation plan.

*Registration now open*

[Click here](#)  
Learn more and register for FREE at [workmentalhealthbc.ca](http://workmentalhealthbc.ca)



Canadian Mental  
Health Association  
British Columbia  
Mental health for all



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Ministry of  
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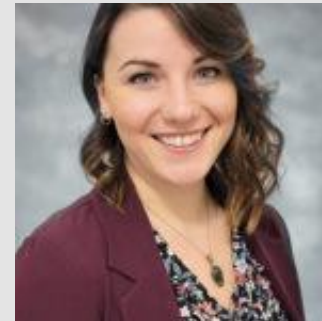
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# go2HR Mental Health Resources

## Mental Health HUB:

Access **free** resources for BC tourism and hospitality employers & workers, including:

- Workplace Learning Coaches – Psychological Health & Safety (Shane & Rachel)
- Articles & resources
- Safety Talk videos
- Employee training



[Meet Rachel Udy](#)



[Meet Shane Lobsinger](#)

# Questions?



## HR

Resources, info, templates & training: [go2HR.ca](https://go2HR.ca)

Subscribe: [go2HR Newsletter](#)

Form: [Employee Tax Form - T2200 Form: Declarations of Conditions of Employment](#)

Support: [go2HR Regional HR Consultants](#)

## Mental Health

Resource: [Mental Health HUB](#)

Training: [Workplace Care Certificate](#)

Support: [Meet Rachel Udy](#), go2HR Workplace Learning Coach

Support: [Meet Shane Lobsinger](#), go2HR Workplace Learning Coach

## Health & Safety

Template: [Home Office Inspection Checklist Template - go2HR](#)

Support: [go2HR Industry Health & Safety Team](#)



# Thank You!

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