Agenda – Executive Policy Committee – September 21, 2023

REPORTS

Item No. 5 Flexible Workplace Program - Year One Update

WINNIPEG PUBLIC SERVICE RECOMMENDATION:

1. That this report be received as information.

ADMINISTRATIVE REPORT

Title: Flexible Workplace Program - Year One Update

Critical Path: Executive Policy Committee – Council

AUTHORIZATION

Author	Department Head	CFO	CAO
A. Cusson	A. Cusson	N/A	M. Jack

EXECUTIVE SUMMARY

The COVID-19 pandemic disrupted labour markets and changed the way many people work, with one of the biggest changes being remote work. The City of Winnipeg (COW), like most government and private organizations, had to move some of its workforce home during this time, requiring it to adopt existing trends in remote work, virtual meeting, and team connection technology. The City had approximately 1,800 employees working remotely either full time or on a part time rotation during 2020 and 2021.

On May 9, 2022, the new Flexible Workplace (FWP) Program was introduced, and the application process was opened. There are approximately 1,550 employees with an approved Flexible Workplace Agreement in place currently. This represents 15 percent of the total city workforce out of 10,400 employees. Most employees (1,275) are in a hybrid or part-time arrangement and the remaining staff (275) are in primarily full-time arrangements.

The FWP Program will have been in place for 16-months when this report is published. Overall, it has been well received by employees. The City has seen improved efficiencies, cost savings, improved connectivity, and high engagement from staff in the program. In August 2023, the large publicly-funded organizations in Manitoba were resurveyed. The seven organizations that responded (see Appendix A) report that participation rates in Flexible Work Programs range from 5 percent at the lowest up to 44 percent at the highest. This report also includes updated information from other Canadian cities, where it was available.

This report demonstrates that the City has seen an equal or a positive increase in employee engagement, collaboration, performance, productivity, retention of existing staff, and recruitment and attraction of new staff, while also lowering some administrative costs. This is supported by data from (1) the results of the 2022-2023 City of Winnipeg Employee Engagement and Culture Survey done by EPSI, (2) the Talent Acquisition Optimization Project (TAOP) report completed by Deloitte; (3) the Flexible Workplace Leader Survey sent to City leaders with direct reports working remotely; (4) statistics provided by departments to the Chief Administrative Officer (CAO) over the last year; (5) updated competitor information provided by the seven large publicly funded organizations in Manitoba, and finally (6) the importance of a FWP program and

positive impacts on employees is also supported by numerous articles and studies referenced in Appendix B.

Overall, the program has been positive for City administration as well as the employees and leaders participating in the program.

RECOMMENDATIONS

1. That this report be received as information.

REASON FOR THE REPORT

On May 18, 2022, Executive Policy Committee directed that after the first year of the Flexible Workplace Policy, the Chief Administrative Officer be directed to report back to Council within 60 days with measurable data identifying benefits, challenges, and opportunities related to the impact on work productivity, customer service standards and value for taxpayer money as a result of the implementation of the Flexible Workplace Program.

IMPLICATIONS OF THE RECOMMENDATIONS

There are no implications to accepting this report as information.

HISTORY/DISCUSSION

The City of Winnipeg and Remote Work:

Remote work has been a discussion point in the City of Winnipeg (COW) for a number of years but had been primarily used as part of a small pilot in the Innovation and Technology (IT) Department starting in 2018. In addition, management had the ability to work remotely on occasion as needed.

In March 2020, as a direct response to the COVID-19 pandemic, approximately 1,800 employees, across departments, began working remotely.

Recognizing the intensified need to offer remote work, and manage the long-term implications of COVID-19, in October 2021, the Chief Administrative Officer (CAO) requested the Director of Human Resource Services and Director of Innovation and Technology to lead the review and recommendation of a flexible work program and administrative standard for the city.

The program was created and then submitted to the CAO for approval. The CAO is directly responsible for all aspects of day-to-day management of the workforce including; the employment relationship, conditions of employment, hours of work, and work location [City Organizational By-law 7100/97, clause 25, clause 26(7)].

After public health orders were lifted in early 2022, more employees returned to the workplace with many working between both the office and at home. On February 23, 2022, the CAO announced that employees were welcome to return to the workplace come March 1, 2022, and

that a Flexible Workplace Program was forthcoming for those who may want to continue working remotely. The program was introduced to the City's Senior Management Team and Human Resources Leadership Group formally in April 2022, and then to all employees, and Council in May 2022. The application process was opened in June 2022 and has continued since. In the last year, 96 newly-hired employees have since joined the Flexible Workplace (FWP) program.

Current State

As of July 2023, the City has approximately 1,550 employees with approved flexible workplace agreements; this represents approximately 15 percent of the total City workforce. Of that 15 percent, 12.4 percent of employees are working remotely on a part-time basis and 2.6 percent of employees are working remotely on a full-time basis. Every COW department director continues to approve each arrangement for their department. Every employee arrangement clearly states that employees are required to attend the workplace when scheduled but also as needed. There have been no unexpected concerns on this point.

There are currently 16 city departments that participate in the flexible workplace program as of July 2023. Of the approved applications, approximately 128 positions are providing front-line service to the public through phone support or Teams. The chart below outlines the number of participants and applications in July 2023. Processing time, changes, additions, and deletions within the program will cause these numbers to fluctuate throughout the year. Of the 1,550 employees in the program (on average), approximately 1,275 are participating in the remote option part time and 275 are full time.

Department	TOTAL # of Applications Received	Approved # of full-time remote Employees	Approved # of part-time remote Employees
Assets & Project Management	62	0	59
Assessment & Taxation	87	0	84
Audit	4	0	4
CAO Office & Divisions	13	2	11
City Clerks	6	0	0
Community Services	159	0	141
Corporate Finance - Corporate	79	0	79
Customer Service & Communications	60	0	60
Human Resource Services - Corporate	50	27	23
Innovation Technology - Corporate	141	81	40
Legal Services	29	2	27
PPD	241	10	233
Public Works	206	35	167
Transit	84	41	43
Water & Waste	365	85	252
WFPS	78	10	68
TOTALS	**1664**	**293**	**1291**

Directors for each department are accountable for the program and they continue to approve every application. Individual flexible workplace agreements are monitored by leaders on an ongoing basis; and any adjustments to individual agreements are made in real time to avoid and/or minimize any disruption to service. Individual arrangements are also reviewed formally on an annual basis either as part of the employees' annual performance review or separately. Since the program's implementation, nine agreements have been ended by one of the parties.

Workplace tools and technology play a major role in the success of the FWP program. The City has implemented modern collaboration tools for teams distributed across multiple office locations across the city, remote work sites, and with external partners. The modern Microsoft Office 365 collaboration platform enables staff and business partners to meet at any time with high quality audio, video, and chat capabilities and to securely share and collaborate on business documents in real-time from anywhere. 88 percent of leaders say the current technology is meeting their needs without additional investments. In the rare event of an equipment failure, employees are required to return to the workplace. Conversely, when office technology occasionally fails many employees are able to work remotely, improving the overall resiliency of city services and responsiveness of business continuity measures to unplanned disruptions.

Tenancy and use of City of Winnipeg office space has not changed substantially as a result of flexible work. In large part, most departments maintain the space occupied prior to the Pandemic, which is underscored by the fact that only 15 percent of COW staff are eligible to participate in the City's Flexible Work Program. There have been a few opportunities to repurpose space that came available due to remote work. Fully utilizing City-owned space continues to be a priority, as well as reducing external lease charges to the City where it is deemed financially advantageous.

As of October 2023, there will only be one instance of an external lease being reduced (not terminated) as a result of flex work for the Winnipeg Parking Authority (WPA). However, the WPA has now re-invested in City-owned space. They are redeveloping the Grace Café for their use and are also moving into the 5th floor of 510 Main Street. In addition, several departments are using "hoteling" options to best use the City space they have available (i.e. non-designated work spaces for employees).

COW Municipal Accommodations confirms that the civic campus has less vacancy now than it has had in years, this includes prior to the pandemic. Maximizing use of City-owned buildings is fiscally responsible to the taxpayer, and reducing or placing term limits on external leases can assist departments to reduce costs over time. While the COW is dealing with challenging budgets, over time this approach could be helpful for some departments and the City overall.

Approval to be in the FWP program is based on each department's operational need, and following an individual assessment of each position. The COW is one of eight large publicly-funded organizations in Winnipeg that regularly compares employment/workplace practices in order to understand local competition. From a FWP participation perspective, locally, Shared Health has the lowest participation rate at 5 percent, which is understandable due to the nature of health care. The COW is the second lowest at 15 percent (See appendix A).

City of Winnipeg Positive Impacts of Remote Work

Overall, flexible work has had a positive and transformative impact on administrative efficiency and effectiveness. This includes:

- The ability to have meetings virtually reduces the need to travel to various locations, which saves on travel and parking costs.
- Virtual meetings increase employee productivity when no time is lost for travel between locations which means more time spent on city work.
- Business processes have been modernized with digital records, workflows, and signatures.
- Paper and printing costs have been reduced by an estimated $119,000 per year since remote work began – a quantifiable reduction in costs to taxpayers.
- The ability to use new technology and offer services online has had a significant positive impact on employee participation rates in workplace-related education. In 2019, Employee Development (ED) reported 1,110 online course completions. In 2022, ED reported 7,783 course completions; a 600 percent increase in worker engagement and education using the technology and tools that support remote work.
- Reduced environmental impacts – fewer cars on the road, idling in rush hour, and generally reduced usage of City roads. See the Winnipeg Climate Action Plan Alignment section of the report for further details.
- The FWP program is an important recruitment tool in attracting new employees. Since the program started in May 2022, approximately 96 newly-hired employees have been approved to participate in the Flexible Workplace Program.

The value and ongoing need for the Flexible Workplace Program was further validated by the results of the 2022-2023 City of Winnipeg Employee Engagement and Culture Survey with EPSI, the Talent Acquisition Optimization Project (TAOP) with Deloitte and the Flexible Workplace Review Survey that was completed by leaders with direct reports with approved Agreements. The employee engagement survey demonstrated that 92 percent of staff wanted the Flexible Workplace Program to continue and 91 percent of staff indicated that the ability to work remotely directly impacts their decision on which employer they work for. The TAOP report further confirmed the importance of offering an ongoing Flexible Workplace Program in order to attract and retain top talent in all levels of jobs that are eligible. This directly informs the City's need to have a program that works for employees and the Public Service.

FWP Program Survey Outcomes

The FWP Program is supported by the results of the 2022-2023 City of Winnipeg Employee Engagement and Culture Survey done by EPSI, the Survey Management Survey and the Flexible Workplace Leader Survey sent to City leaders with direct reports working remotely

The Program's success is supported by the following information collected from the Flexible Workplace Leader Survey that was sent to all leaders with direct reports that have an approved Flexible Workplace Arrangement, overall:

- 91 percent of leaders haven't noticed a reduction in productivity with flexible work;
- 40 percent of leaders noticed an increase in productivity with flexible work;
- 81 percent of leaders found employee morale had improved because of the Flexible Workplace Program;

- 83 percent of leaders speak with staff working remote daily;
- 93 percent of leaders recommend the Flexible Workplace Program to continue; and
- 96 percent of leaders say they meet the needs of customers working remotely.

Further, the 2022-2023 City of Winnipeg Employee Engagement and Culture Survey results indicated that, of the employees who were part of the Program:

- 92 percent of employees felt just as productive while working remotely as working in a City office;
- 94 percent of employees felt included during meetings and other interactions while working remotely;
- 91 percent of employees felt their team was good at keeping up with information connections (communicating by phone or MS Teams) while working remotely;
- 91 percent of employees indicated that remote work is important to them and impacts where they choose to work;
- 72 percent of employees (including those not participating in the program) indicated that the City of Winnipeg's Flexible Work Program was an important factor in attracting and retaining people; and
- 72 percent of employees (including those not participating in the program) indicated that the departments participation in remote work doesn't negatively impact the service they offer.

The City of Winnipeg's Senior Management Team (SMT) recently completed a survey related to the importance of the City's FWP and the results show that:

- 94 percent of SMT supported the CAO continuing to offer the FWP;
- 81 percent of SMT felt the program is needed for the City as a whole to continue to be successful;
- 81 percent of SMT felt the program was needed for their department to continue to be successful;
- 94 percent of SMT felt the program was important for the Cities employee engagement, recruitment and retention; and
- 75 percent felt the program was important for them personally as a senior leader/professional.

One Year Evaluation and FWP Program updates

In May 2023, Human Resource Services completed the first review of the FWP Program. This led to updating the Administrative Standard No. AS-018 Flexible Workplace based on feedback from Human Resources, Senior Management, Leaders, and the results collected through multiple surveys. The Administrative Standard was updated to streamline what was identified as an administratively burdensome process. The improvements made provided; clarity on the program, an improved electronic application process, and identifying ways to continue to improve proper oversight, management, and communication of the program for staff involved.

The Flexible Workplace Program is still considered a new and evolving program. The Program will continue to be evaluated to ensure it meets operational needs. Corporate Human Resources is in the process of working on additional training for all leaders to assist with managing work performance and productivity of all employees, not just those working remotely. The skills and techniques required for leaders to manage work performance and ensure productivity are universal and it does not matter where the employee is performing the work. The implementation

of the Flexible Workplace Program helped highlight areas where the Public Service can better support and mentor existing leaders since measuring productivity based on attendance in the workplace is not an effective measure or best practice. In addition to these efforts, the City continues to look for opportunities to improve the performance management process.

Overall, implementing the Flexible Workplace Program has increased productivity, efficiency, collaboration, resiliency, and increased the agility of the workforce.

Further Information

Cautionary Notes/Risk Items:

- Employees who have been successfully working from home for nearly three years will likely be very critical if they are required to return to the workplace fulltime without a very compelling reason. Removing the flexible workplace option could lead to dissatisfaction, lower morale, an increase in turnover, and employees actively looking for work in other organizations that offer this flexibility.

- Grievances and Union involvement could occur for employees whose remote work situation changes.

- Specialized workers in highly sought-after fields like IT, other specialty, and technical jobs, are being aggressively recruited to provincial, national and global organizations without the need to move. These staff are highly interested in remote work.

Key Issues:

- Accountability to the Public remains at the forefront. Leaders ensure the monitoring of employee productivity and work performance regardless of the employees work arrangement.

- Through analysis of the input of employees, senior management, peer organizations, and industry trends; the Flexible Workplace Committee identified seven key workforce areas impacted by the Flexible Workplace Program:

    1. Retention and Recruitment;
    2. Engagement and Employee Satisfaction;
    3. Employee Performance and Remote Work Accountability;
    4. Efficient use of civic buildings and parking flexibility/availability;
    5. Supports for environmental sustainability and reducing greenhouse gas emissions;
    6. Savings on stationary costs and time efficiency;
    7. Maintaining social connection within teams.

- Hybrid work remains the most prevalent for the City of Winnipeg and across many organizations in Canada and beyond. According to Deloitte hybrid work is in high demand; they are not seeing many organizations that have five days a week in office unless there is client facing or a front-line component to the job. Also, according to Deloitte in the larger capital cities, there is still a big push for many full-time virtual work options to assist with commute time and personal costs. A hybrid approach continues to be popular in smaller cities where transportation costs and commute times are not as

substantial. Consistent with this, 12.4 percent of the 15 percent of COW staff are in hybrid work.

- Maintaining social connections and workplace relationships is an important component for determining remote work success. According to Deloitte "it's not just about when people come into the office but how people will work differently in the office versus at home." It is also about how social connections and relationships remain critical to creating stronger connectivity to both colleagues and the organization. The City continues to encourage scheduled meetings and "moments that matter" to encourage social connection and teamwork. In the EPSI survey 92 percent of COW staff said they feel just as connected to the team working remotely as they did before remote work began.

Challenges and Opportunities Faced by the Workforce:

- Finding the right balance of time at home versus in the office can be a challenge. Overall, the program is working well; the City has had to reject, monitor, and change some work arrangements over the year. In 2023, the City had to end the work arrangement for nine cases. Work agreements and employee performance will continue to be monitored as the FWP program continues.

- As an organization with over 10,400 employees, the City will always experience employee conduct issues regardless of the work arrangements. Prompt investigation and subsequent changes will be made to correct any issues identified. The outcome can range from changing agreements, ending arrangements, and applying discipline if needed where employees are found to have participated in misconduct or in violation of their agreement or the program. Conduct issues are being taken seriously under the program.

- Employee supervision both at work and while working remote continues to be an area of focus. Employees being approved for the FWP program are extended trust and are supervised under the program no different than employees that work in the field or office. Managers and Supervisors have established tools in place to manage employees. These resources are available online. In addition, establishing goals and monitoring progress on assignments, task completion, and how time is spent remains a key priority for City leaders. The large number of direct reports per leader continues to be a challenge for supervisors across the City both in the office and remote.

- The implementation of the Flexible Workplace Program helped highlight areas where the Public Service can better support and mentor the City's existing leaders. Improving training continues to be an area of focus. Corporate Human Resources is in the process of working on additional training for all leaders to assist with managing work performance and productivity of all employees. The skills and techniques required for leaders to manage work performance and ensure productivity are universal and it does not matter where the employee is performing the work. It is also understood that measuring productivity based solely on attendance at work is not an effective way to measure success and is not best practice.

Opportunity to Improve:

- Senior management continues to report that retention and recruitment of high-performing talent is a key priority. Deloitte Canada did a full review of the City and specifically identified that remote work is key to attracting and retaining employees in the current labour market. Appendix B, attached, includes a list of managements articles from Deloitte (and other sources) to provide further background regarding the current labour market and the evolving mindset of workers.

- Keeping pace with the ability to compete for labour as an organization is essential and remains a challenge post-pandemic, both locally and nationally. Attached is a jurisdictional scan of FWP programs highlighting local competitors and Canadian cities (Appendix A).

- The prevalence of flexible workplace options at peer organizations in Winnipeg indicates that employees who wish to work remotely will have choices in the local employment market. The employee engagement and leadership survey result also confirm this.

- The prevalence of flexible workplace options at peer cities across Canada indicates that talent could be attracted to work in other municipalities and provinces.

- The Federal Government has offered a flexible work arrangement across the Country for over a decade, and it is an attractive option to workers they continue to offer a robust program. A number of articles and studies have been posted by the Government of Canada both post pre and post pandemic which speaks to worker experience, the future of work, and the significance of remote work.

- Specialized workers in highly sought-after fields like IT, specialty, and technical jobs are being aggressively recruited to provincial, national and global firms without the need to move. There is a high demand for call center workers in Manitoba as well.

- Popular recruitment sites like Indeed and LinkedIn continue to show growth in this area. They already state a three to nine times increase in jobs with remote work availability compared to pre-pandemic and, according to LinkedIn, those jobs are receiving 33 times more applicants than pre-pandemic.

- Continuing to offer a flexible workplace program for all employees whose duties allow, will provide maximum value for retention and recruitment.

- According to a recent Canadian LinkedIn Report, remote job availability has doubled in the marketplace since 2020. The popularity of remote work is expected to continue to grow.

- As noted above, EPSI survey data indicates that a vast majority of City employees agree the flexible workplace program offers value and should continue. There are several articles from reputable sources that support the need for flexible, remote, and hybrid work options, and further state that this trend is expected to continue in the future (Appendix B).

- There are personal savings that employees benefit from with the ability to work remote; personal cost savings in time, mileage, gas, and parking will vary by employee but also positive impacts on home and work life balance are well documented in remote work articles and shared by employees in the program.

- Continuing to maximize the use of City-owned buildings will provide opportunities to re-develop and use important space at 510 Main Street, and allows departments to best use the space they have in a fiscally-responsible manner.

- There are positive impacts on the environment, road usage, and cost savings to the City with remote work. The average employee in the program is saving 341.2 kms in a four-week period based on an estimate of three days out of five in the office. The City has saved $119,000 dollars annually in stationary supplies; and the time efficiency savings, while difficult to estimate, would be substantial for time saved waiting, walking, and transitioning to meetings.

Overall, having a flexible workplace program enhances employee experience, encourages employee longevity, demonstrates trust in staff, and is helping to shift the culture of the City, to be seen as a progressive employer and service provider. It is opening new ways for the City to service customers in 311/call centers and other departments. The Public Service looks forward to how the program could potentially evolve with additional technologies and/or possibly identify new ways to further improve both external service to the public and internal service to the Public Service itself.

Requested Changes

At a briefing on August 23, 2023, an earlier draft of this administrative report was reviewed by Mayor's Office staff and the following revisions were requested:

- A department-by-department breakdown for the number of staff approved for remote work.
- The total number of front-line staff approved for remote work.

FINANCIAL IMPACT

Financial Impact Statement **Date:** August 17, 2023

Project Name:

Flexible Workplace Program Year One Update

COMMENTS:

There are no financial implications associated with receiving this report as information.

Randy Bernard

Randy Bernard, CPA, CMA
Manager of Finance & Administration (Campus)
Corporate Finance Department

CONSULTATION

This Report has been prepared in consultation with:

- Innovation and Technology
- Customer Service and Communication

OURWINNIPEG POLICY ALIGNMENT

Goal: Leadership and Good Governance
Policy 1.18 – Responsive, Representative and Resilient Workforce
Policy 1.19 – Equitable Service Access
Policy1.20 – Succession Planning

Goal: Environmental Resilience
Policies 2.3 and 2.8 – Climate Action Leadership

WINNIPEG CLIMATE ACTION PLAN ALIGNMENT

Strategic Opportunity 1: Corporate Leadership
1.1 Cultivate a corporate culture that values climate action
1.2 Understand and integrate business and economic implications of climate action into decision-making processes
1.5 Reduce employee travel

WINNIPEG POVERTY REDUCTION STRATEGY ALIGNMENT

Consideration was given as to whether this report connects to the Winnipeg Poverty Reduction Strategy (PRS) and its Goals and Objectives, and it was determined that the PRS is not applicable to this specific report.

SUBMITTED BY

Department: Human Resource Services
Division: N/A
Prepared by: Angie Cusson, Director HR Services & Equity Office
Date: August 17, 2023
File No: N/A
Attachments:

Appendix A – Remote Work Program Review (Local & Canadian Cities)

Appendix B - Flexible and Remote Workplace Resource, Reference, & Data List

Appendix A – Remote Work Program Review – Manitoba & Canadian Cities

Manitoba Large Publicly Funded Employers - 2023 Update

Employer	1. Do you have a remote work program in place?	Types of Flexible Options Offered?	Approximate number of percentage of staff in program?
City of Winnipeg	Yes	Full -time and Part-time Remote options, Flexible Work Hours	1550 of 10,400 employees or (15%)
Province of Manitoba	Yes	Part-time Remote options (up to 2 days/ week)	25%
Shared Heath	Yes	Full-time and Part-time Remote Options	Approximately 4% to 5%
University of Manitoba	Yes	Part-Time (up to 2 days remote/week); Hybrid Model	3500 of 8000 employees or approx. (44%)
Manitoba Hydro	Yes	Flexible Work and Part-Time Remote option; & 9 day reduced workweek	Approximately 1500 - 2000 of 5,200 employees or (33%)
Manitoba Public Insurance Corporation	Yes	Full-time and Part-time Remote work	Unknown % at the time of report
Manitoba Liquor, Lotteries and Cannabis	Yes	Part-Time or Hybrid Model (up to 4 days remote/week)	20% of employees that qualify for remote work
University of Winnipeg	Yes	Full-time and Part-time Remote Options	170/500 employees or (32%)

Appendix A - Canadian Cities Remote Work Programs – 2022/ updated 2023 Data

City	1. Do you have a remote work program in place now?	2. If yes, how long have you had the program?	3. Was it in place before Covid?	4. Will a remote work program continue on a permanent basis after COVID?
Edmonton	Yes	Since 2020	No	Yes
Vancouver	Yes	Since 2017	Pilot only	Yes
Calgary	Yes	For Many years	Yes	Yes
Toronto	Yes	Before Covid-19 each division had their own remote work pilots	Between 2017-2019	Toronto introduced a FWP program in March 2023
Ottawa	Yes	Prior to COVID, Ottawa had an Alternate Work Arrangements, which included max 1 day/week	Yes	Ottawa offers hybrid work options with a broader scope now
Mississauga	Yes	Prior to COVID had a policy – including work from home and flex time	Yes	Yes, approved October 2020
Regina	Yes.	There was a Telework Program in place pre-COVID	Yes	Has flexible work program and Earned Days Off program
Victoria	Yes, specific to COVID.	Since COVID	No	Yes
Saskatoon	Now a formal program	Since COVID	No	Yes

Appendix B - Flexible and Remote Workplace Resources, References, and Data List

As stated by numerous recent reports; leaders, organizations, employees and industry, “all recognize that flex work is—and should be—part of today’s workplace reality.” The following resources give you a further look at the advantages for employees and employers by pointing to a wide variety of the benefits to employees, the employer, and of a flexible workplace program.

Hudes, S. (2023, August 14). Majority of those hiring see hybrid work ideal. Winnipeg Free Press.

Korzinski, D. (2023, April 17). Employee Advantage: With job market remaining tight, many workers continue to resist a return to the office. Angus Reid Institute.

Denning, S. (2023, March 29). Why Working From Home Is Here To Stay. Forbes.

Iacurci, G. (2022, December 1). Why labor economists say the remote work “revolution” is here to stay. CNBC.

McKinsey & Company. (2022, June 23). Is remote work effective: We finally have the data.

Common hybrid work model for the Federal Public Service. (2022, December 15). Government of Canada https://www.canada.ca/en/government/publicservice/staffing/common-hybrid-work-model-federal-public-service.html

City Manager. Remote Work. (2022, June 2). City of Toronto. https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/corporate-policies/people-equity-policies/remote-work/https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/corporate-policies/people-equity-policies/remote-work/

Statista Research Department (2022, June 13). Topic: Remote work in Canada. Statista.

Hybrid Work Models Win the Future of Work. (2022, April 12). Deloitte United States.

Ph.D., Robinson, B. (2022, February 1). Remote Work Is Here To Stay And Will Increase Into 2023, Experts Say. Forbes.

Optimizing hybrid work. (2022). Deloitte Canada. https://www2.deloitte.com/ca/en/pages/consulting/articles/the-path-to-hybrid.html

A BROOKFIELD INSTITUTE FOR INNOVATION + ENTREPRENEURSHIP BRIEF Remote Work In Canada. (2021, March).

Bush, O. (2022, September 17). Working from Home in Canada Statistics for 2022 - Made in CA.

Rubinstein, D. (2022, April 11). Remote Work: Research Examines Post-Pandemic Work Preferences. Carleton University

Cassidy, K., & Rockbrune, M. (2021). Examining the essential factors needed for ongoing remote work success.

Mehdi, T., & and Morissette, R. "Working from home in Canada: What have we learned so far?" Government of Canada, S. C. (2021, October 27). Working from home in Canada: What have we learned so far? https://doi.org/10.25318/36280001202101000001-eng

The Information and Communications Technology Council. Canadian Findings on the Future of Work. ICTC. (2021, July 28). https://www.ictc-ctic.ca/wp-content/uploads/2021/07/ICTC-Future-of-Work-July-28-2021-1.pdf
Note: Study in part funded by the Government of Canada, it is a broad-spectrum report that covers employee, employer and societal concerns-