

Managing NEW MODELS OF WORK at McGill



July 25, 2022



New Models of Work
Nouveaux modèles de travail



(<https://www.collierscanada.com/en-ca/news/top-3-ways-the-workplace-is-changing-post-covid-19>)

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Presenters from Collection Services, McGill University Library

Megan Chellew, Coordinator, Cataloguing & Metadata

Maryvon Côté, Coordinator, Interlibrary Loan & Document Delivery

Joseph Hafner, Associate Dean, Collection Services

Andrew Senior, Coordinator, E-Resources & Serials

What is the NMW Pilot?

"The New Models of Work facilitates changing work realities by exploring best practices for hybrid work arrangements, new work cultures and workspaces."

<https://www.mcgill.ca/new-models-of-work/>

NMW VISION & MISSION

Vision

Inspired by McGill's commitment to building a learning organization, to explore new models of work that are guided by principles of EDI, well-being, effectiveness, continuity, and health and safety.

Mission

The New Models of Work Project Office will support initiatives to help the University's transition toward new ways of working that best serve the University's teaching and research mission, while providing an engaging and productive environment for staff. We look forward to engaging employees across the University with new models of work that encourage their sense of belonging and contribution to excellence.



<https://unsplash.com/photos/4xe-yVFJCvw>

<https://www.mcgill.ca/new-models-of-work/about>

NMW Departmental Participants

5 Pilot Participant Units

- Library (57)
 - Collection Services
 - Digital Initiatives
- Human Resources (28)
- Office of Sustainability (10)
- Communications (14)
 - Translation Services
 - Graphic Design
- New Model of Work (5)

NMW PROJECT OFFICE TEAM



Director

- Strategic Orientation
- Pilot Projects
- Evaluation
- Best Practices
- Communications
- Policies



Associate Director

- Change Management
- Assessment
- Research and Benchmarking
- Skill Development
- Policies and Procedures



Organisational Development Advisor

- Research and Benchmarking
- Training and Upskilling
- Policies and Procedures
- Employee Rights & Responsibilities



Manager Space Strategy

- Research
- Space Standards
- Space Planning
- Ergonomics
- Suppliers Agreements



Administrative Officer

- Administrative Support
- Site Coordination
- Customer Support
- Website

METRICS, TOOLS & TRAINING

Training - Learning & Upskilling

SUPERVISOR TRAINING MODULE	THEME
Module 1 Piloting the NMW Learning Journey	<ul style="list-style-type: none"> Integrate teams Future of work: a learning journey Hybrid Work Arrangement (HWA) Guidelines and Work Etiquette
Module 2 Leading the NMW Learning Journey	<ul style="list-style-type: none"> Key leadership points for HWA: wellness, employee experience, and effectiveness
Module 3 Maximizing Workspaces	<ul style="list-style-type: none"> Using hybrid workspaces effectively by learning new reservation and phone systems
Module 4 Ergonomic Training	<ul style="list-style-type: none"> Health and safety (on-site, remote, and in between)
Module 5 IT Skills for Hybrid Workspaces	<ul style="list-style-type: none"> IT upskilling for hybrid work and collaboration
Module 6 * Leading in Times of Change <small>*May be moved to Community of Practice</small>	<ul style="list-style-type: none"> Situational leadership and adapting to hybrid work and processes
Module 7 Listening and Effective Communication in the HWA Environment	<ul style="list-style-type: none"> Managing communications, expectations, and inter-team dependencies (onsite and remote)
Module 8 Resistance and leading into Change	<ul style="list-style-type: none"> Maintaining wellness and managing stress

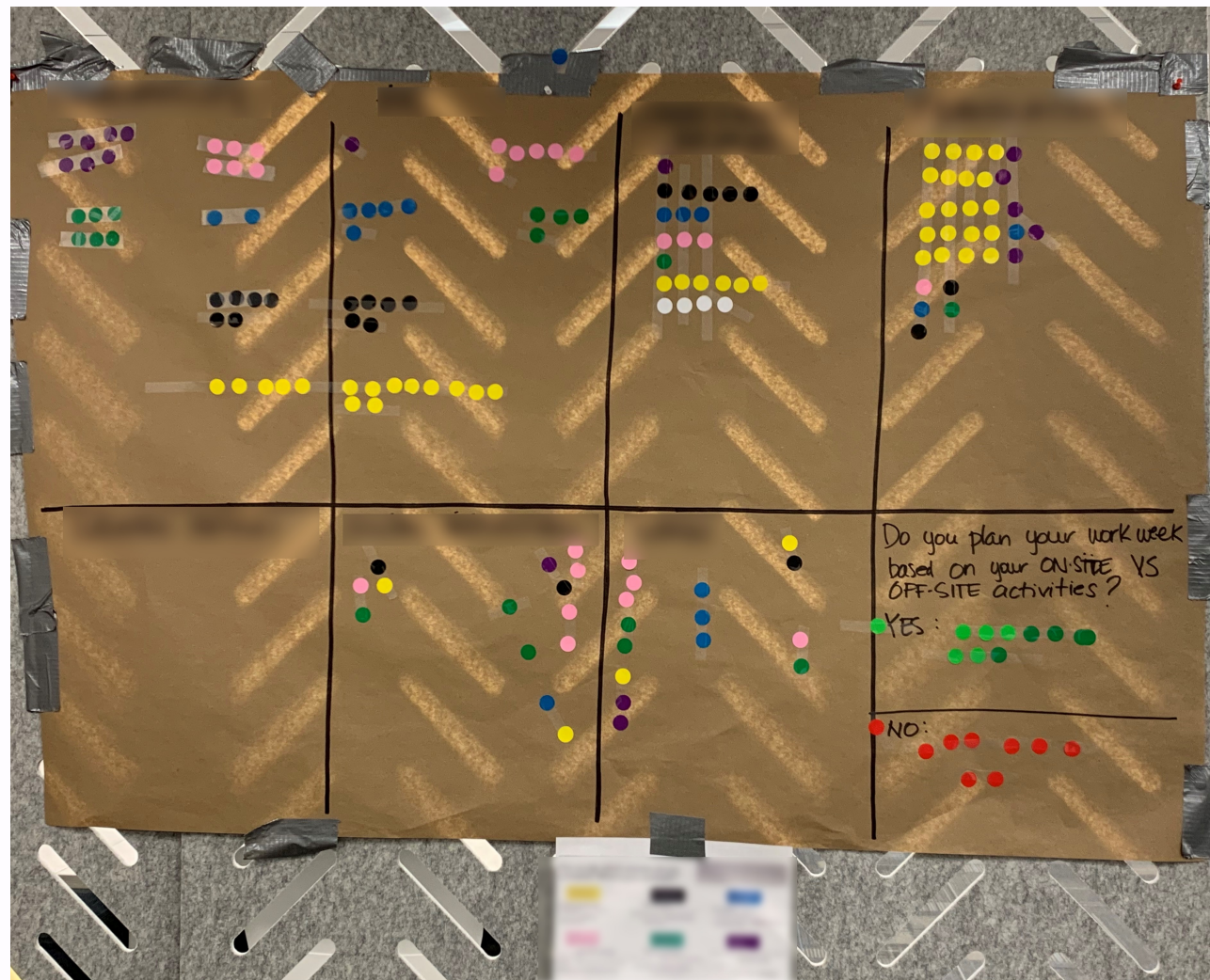


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Man In Suit Jacket Standing Beside Projector Screen · Free Stock Photo (pexels.com)

NMW Iterative Design

- Continuous collecting of feedback by the NMW team
 - Weekly meetings of NMW Team and unit supervisors to share feedback and input from individual units
 - Focus group discussions
 - Ongoing training with follow-up surveys
 - Town Hall and 'visioning session'
 - QR codes on furniture and spaces
- Library team meetings to collect feedback



THE WORKSPACE - Activity Zones

1- Collaboration:

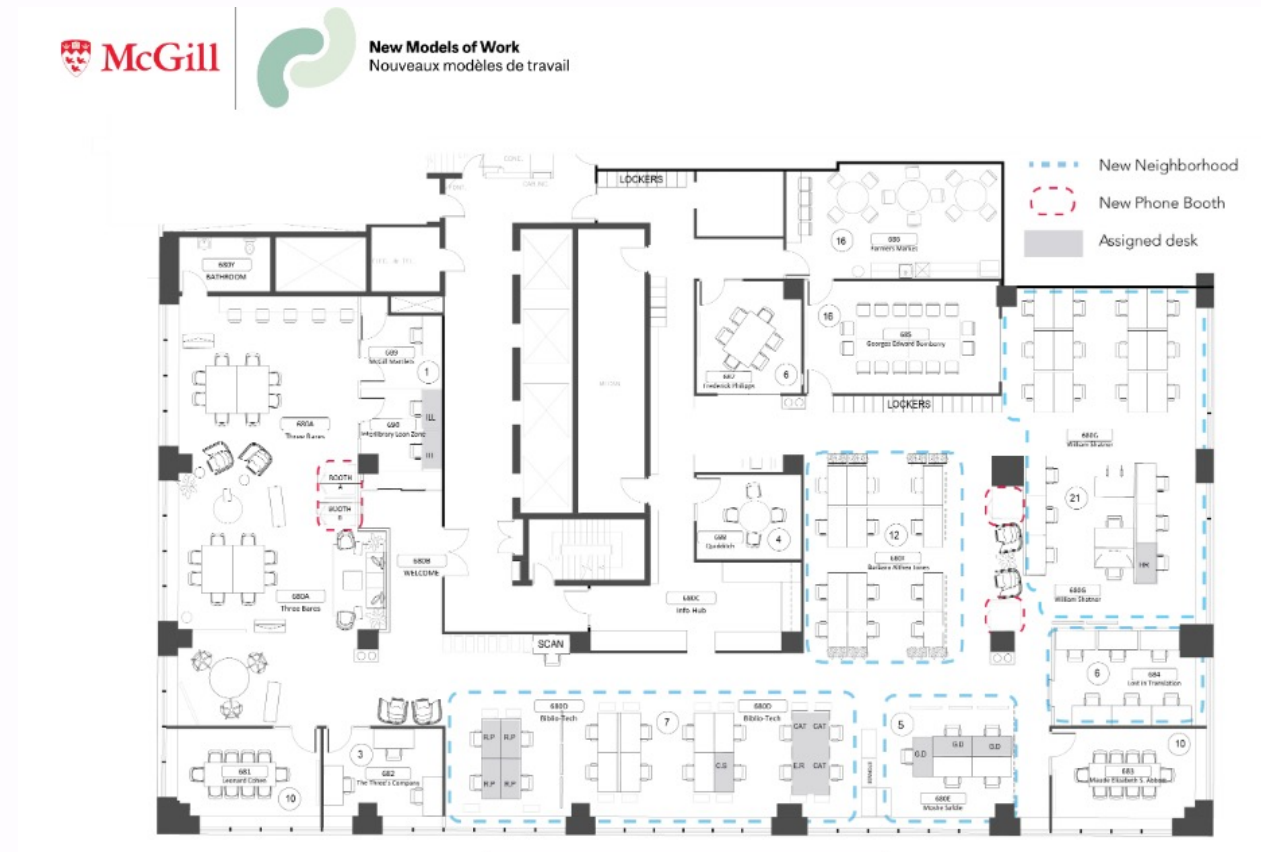
- Support in-office and remote collaboration through AV equipment, furniture type, room size
- Open and closed collaboration spaces for various team size and purpose
- Reconfigurable

2- Social

- Various flexible furniture settings for both private or opened social connections
- Flex/community space as the central hub
- Modular lounge furniture

3- Individual

- Various working space types
- Private space in the open (phone booth)



THE WORKSPACE OVERVIEW



A 790m² hybrid work workplace

Designed to adapt and support flexible ways of working;

- Balanced individual and team needs
- Home and multi modal spaces
- Support work effectiveness

- ✓ +/- 70 reservable workspaces through a booking platform: open and shared closed workstations, phone booths and lounge working chairs
- ✓ Technologies throughout the space (AV, sound masking system, digital tools)
- ✓ Personal and departmental integrated storage

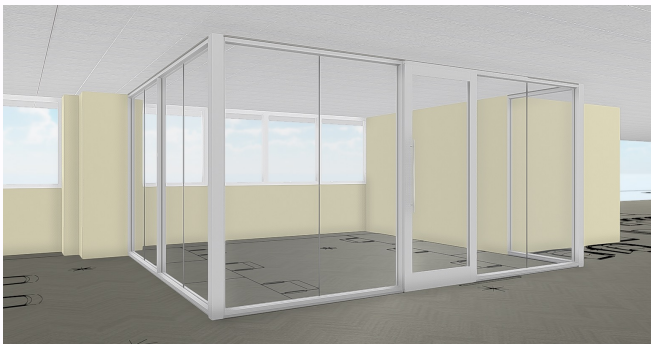
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THE WORKSPACE

Furniture & Ambiance

Highly movable and reconfigurable furniture to adapt to needs and space evolution.

- Powered furniture
- Integrated technology
- Space divisions
(felt acoustical panels, movable glass walls, pivotable whiteboards)



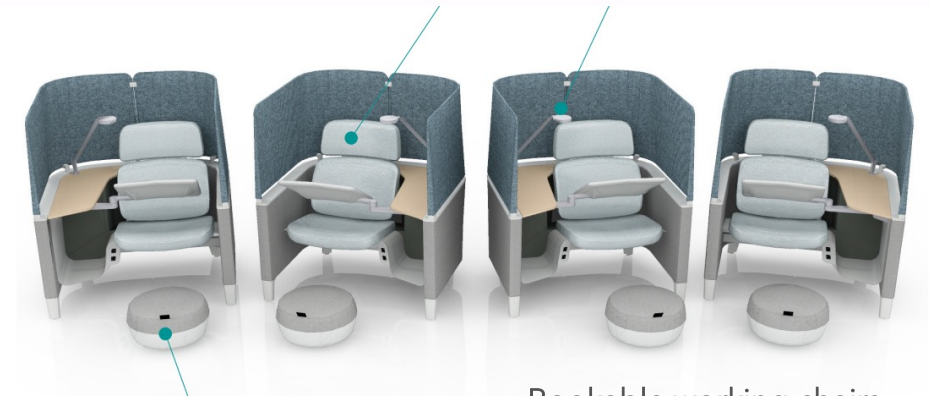
Bookable glass shared office



Movable collaborative tables



Bookable workstations (open and shared offices)



Bookable working chairs

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THE WORKSPACE

Furniture & Ambiance

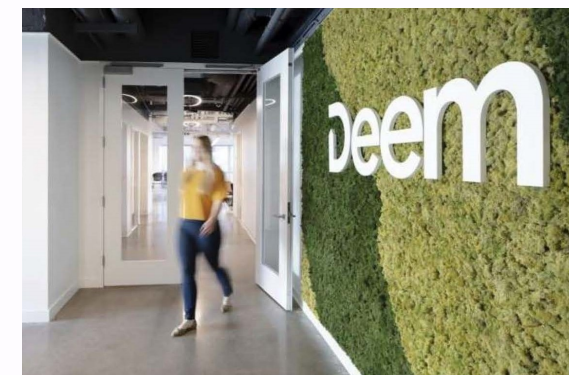
Support Tools:

Usage of sensors for data collection – driven experience

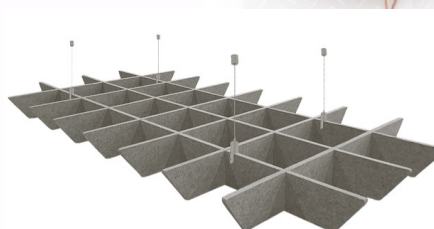
- Reservation Application: Outlook Workspace, intuitive and well known by participants
- Survey, on a volunteer basis survey, staff appreciation of furniture and set up
- Phone booths: allows private discussion and video calls
- AV inclusive experience for both onsite and working from home
- Acoustic: suspended “clouds”, felt dividers and sound masking system



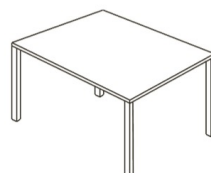
Modular central lounge (central hub)



Biophilic elements



Acoustical “clouds” over workstations



Flex collaboration space (central hub)



4 in total, 2 are bookable

Impact on Library Space

- Space considerations
 - Desk layout
 - Carts
 - Storage
- COVID-19 safety
- Workflows
- After 18 months of pandemic upheaval, asking staff to accommodate more change



Impact on Library Space



- Desk hotelling and lack of personal space
- Priority zones
- Dedicated desks to try to accommodate need to work with physical materials
- Receiving zone for certain teams
- Functional space reduced to approximately 30% of layout prior to NMW

Opportunities



- Improvements to managerial and organisation skills
- NMW leveraged aspects of an existing pandemic mindset and workflows
 - i.e. scanning of material for off-site work
 - Moving some communications to online tracking
- Ergonomic furniture (height-adjustable desks) & new equipment for staff
- Hybrid work has been advantageous to some teams
- Greater flexibility in scheduling than before

Challenges

- Morale and staff engagement
- Finding efficient and meaningful work-from-home projects
- Adapting to working in a newly collaborative space (WeWork model) with disparate university units
- Limited space available for physical materials
- Scheduling, booking spaces.



Pressure Points

- Desk hoteling
- No dedicated offices
- One size doesn't fit all – some staff want to be on site more and some less
- Lots of change in a period of lots of change
- Loss of connection to team
- Harder to train and integrate new staff into the team
- Lack of personalization of space/desk
- Work in a space with people you do not know or do not directly work with



MOVING FORWARD



Team Having a Meeting - Free Stock Photo (pexels.com)

- ☐ Recommendations
- ☐ Policy Development
- ☐ Final Report

HR	Technology	Workspace	Legal	WFH
Policies	Equipment	Shared space	Privacy	Ergonomic
Belonging	Data Security	Furniture	Labour Laws	Furniture
Engagement		Comfort		Equipment
Wellbeing		Personalization		
		Collaboration		

CONCLUSIONS

Where we are today

- Continue to collect and provide feedback
- Moving from pilot phase to operational phase
- NMW Pilot informed design of Fiat Lux Library project



QUESTIONS?

Any questions?

Thank you!
Merci Beaucoup!

Our bios

- Megan Chellew began her career in Collection Services at McGill University in 2008 as the Music Cataloguer, and is now the Coordinator of the Cataloguing & Metadata team.
- Maryvon Côté is Coordinator for Interlibrary Loan Services at McGill Library where he has worked since 2004.
- Joseph Hafner is the Associate Dean, Collection Services at McGill University where he has worked since 2004.
- Andrew Senior is Coordinator for E-Resources and Serials at McGill Library Collection Services. Prior to 2013, he worked as audio-visual cataloguer for the Marvin Duchow Music Library.