

# S.T.I. Recommendations

## Challenge : Back to the office

The work has evolved in a few months. The post-covid period cannot resemble the pre-covid period. Many factors have profoundly changed work between these two periods. How can employees be reintegrated into this context? Questions arise. Here are some of them...

What did the new organization during COVID bring to you (in terms of productivity, relations at work...)?

Have you thought about compliance with sanitary rules (ventilation, spacing between offices, flow management, organisation in communal areas: coffee machine, refectory, etc.)?

An employee comes with a certificate of contraindication to work because of the noise in an open space. What would you do?



Have you thought about the integration of new recruits during the COVID crisis?

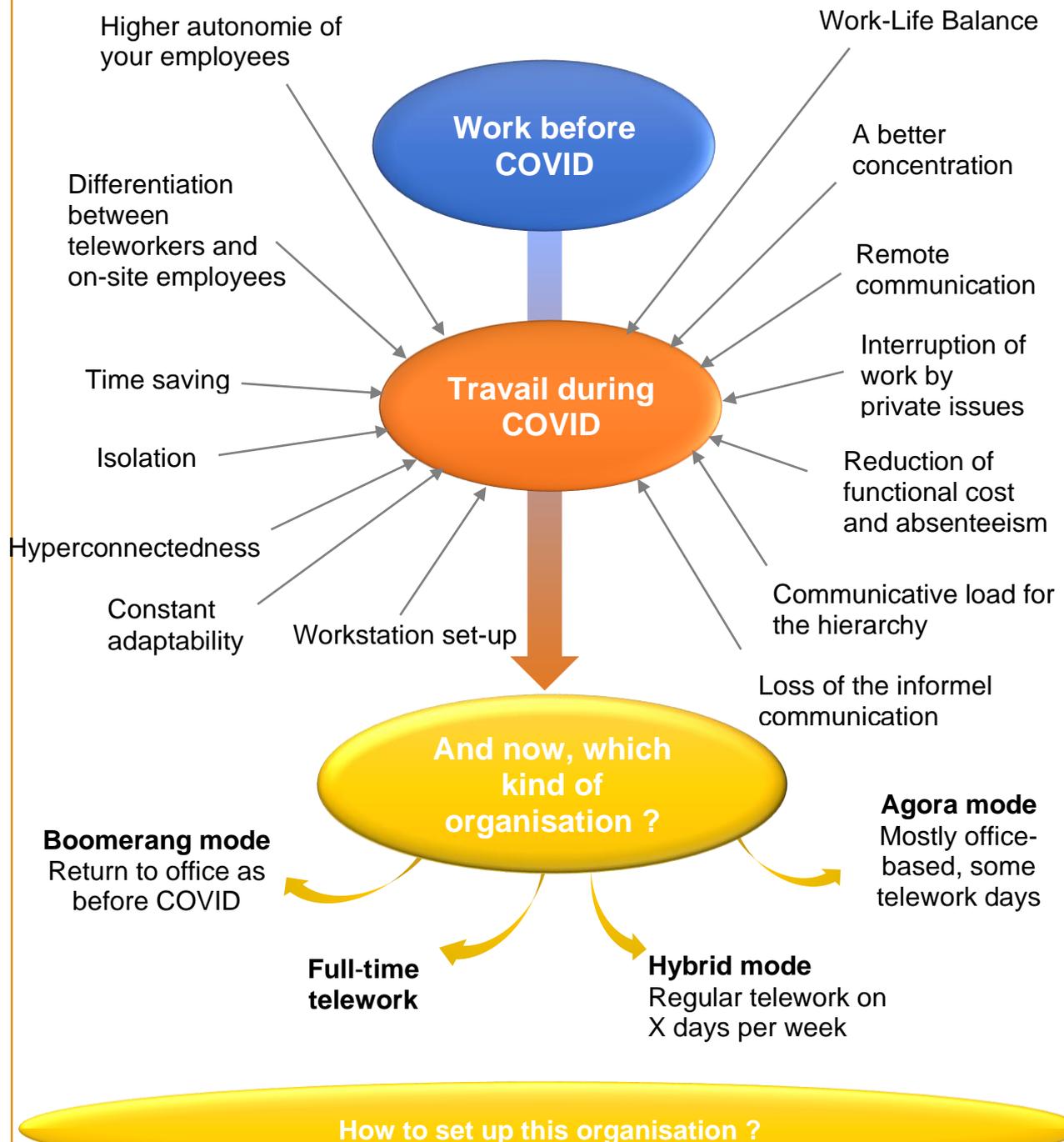
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What happens when a vulnerable person returns?

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What has changed in the organisation at work ?



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### Best Practices

The health and safety of employees must be the primary consideration in all decisions regarding return to the workplace.

#### Sanitary rules

- Respect the sanitary measures of the health authorities in force.
- Keep a physical distance of two meters between people.
- Wash or disinfect your hands regularly.
- Respect the wearing of masks.
- Air the premises regularly.  
Disinfect contact surfaces regularly.
- Organize the flow of people to avoid crossing paths and coming together.



#### Inform and support

- Take the time to inform employees of the new measures: collective meeting respecting the barrier gestures, exchange time with each employee concerned by the return on site.
- Rely on the experience of those who have continued to work on the premises during the period.
- Pay particular attention to new hires and young workers.
- Ensure that prevention and safety instructions are properly posted.
- Maintain regular exchanges with employees both remotely and on the site (meetings on the premises while respecting barrier procedures, or by videoconference, etc.).
- Valorize the new skills acquired during the crisis period. If necessary, offer a refresher course in regards to technical or other questions.
- Recognize the efforts made and communicate clearly on the new missions, the priorities of each person...
- Think about specific support for vulnerable people through support groups.
- Be vigilant about possible situations of unwell-being or symptoms of addiction.

#### Communication

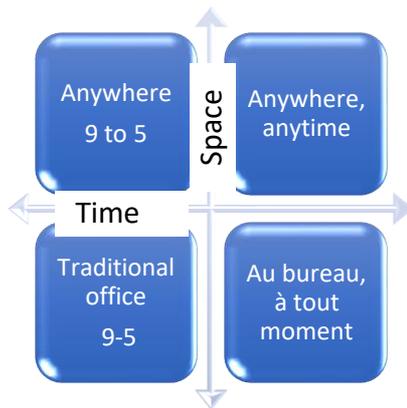
If there is a key word, it is **communication**. The specialists repeat it tirelessly: it is very important to communicate, especially in times of crisis.

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### Best practices

#### Work organisation



Location and time are the two basic factors that can vary in determining the organization of work.

#### How to organize work ?

- Agree with management and staff representatives on how to organize the resumption
- Set up a "recovery cell" responsible for drawing up a plan for the resumption of activity if necessary.
- Provide for an alert process on possible difficulties and malfunctions in conjunction with management and staff representatives whenever possible.

#### Workplace and space:

- Adapting the organization of work and preventive measures (collective and individual) in the premises: arrival, departure and break times, distance, occupancy rate, protective equipment, adequacy of workstations, etc.
- Check that the prevention measures are applicable in the situation.

#### Managerial practices:

Which kind of management should be adapted following this experience (employee autonomy, dispersed teams), what new skills should be developed?

- Train managers so that they can support the safe return of their employees.
- Encourage time for exchanges with the team (collective and individual). A managerial relationship based on trust generates well-being at work and therefore performance.
- Pay particular attention to workload, working time and the risk of over-investment, as well as to any change in employee behavior (signs of exhaustion, distress, withdrawal, interpersonal conflicts, etc.)
- Supporting the role of managers in his duty to care by offering trainings, exchange time, etc.

**Relationship to the collective:** How to maintain collective time? How to maintain the link with the company and equity between employees?

How to maintain cohesion between employees who can telework and those who will not have the option?

- Equity above all.
- Co-create with employees.
- Set up new rituals (coffee machine outside... )
- ...

#### Sources :

- Covid-19 : Comment accompagner le retour en entreprise des télétravailleurs ? – Fiche-conseil Employeur ( juin 2021) Ministère français du travail de l'emploi et de l'insertion
- Webinar 14.06.2021 de ARACT Centre-Val de Loire. Du télétravail au retour au présentiel : Quelles stratégies, organisations mettre en place ?
- In Harvard Business Review: „Doing hybrid right“, May-June 2021, p. 70

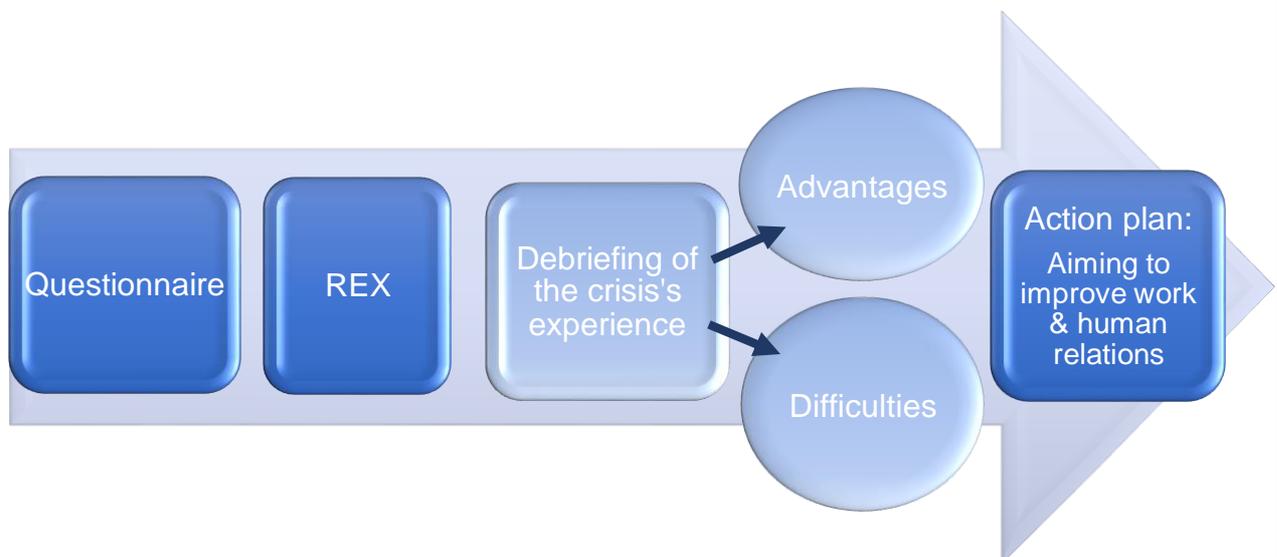
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### STI's offer

To help the companies meet that challenge to work on site, the STI offers an approach and services:



#### 1. Questionnaire for reflection : (tool offered by the STI and fill in –have a look at the backside )

For an initial assessment of the company's strategy back on site.

#### 2. Retour of experience (REX) (methodological support possible by the STI):

- Objective: to collect the advantages and difficulties of the past experience on the basis of different indicators (for example, according to the GOLLAC report (F): work demands, emotional demands, autonomy and room for manoeuvre, work relations, conflicts of values, insecurity of the work and socio-economic situation) and to reinvest these strong and weak points.

- Means : Working groups with moderation and visualisation techniques.

#### 3. Action plan (methodological support possible by the STI):

The STI can help you in several ways :

- Implementation and adaptation of sanitary rules.
- Organisation of spaces and workstation layout.
- Management training for their duty to care : team support in this transition phase, detection of signs of distress, etc.

**S.T.I.**

**Recommendations**

## **Challenge : Back to the office**

### **Questionnaire for reflexion**

1. *Have you assessed what the crisis has done for you (improvement/deterioration)?*

Yes

No

2. *What is your concept of returning to the office ?*

- a. Boomerang : back to the same way of functioning like before the crisis
- b. Agora : mainly office-based work, occasionally teleworking
- c. Hybrid : Regular telework on X days per week
- d. Fulltime telework: 100% telework

if a.-d.) under which conditions ?

3. *Did you think about how to accompany your staff back to the office ?*

Yes

No

a) *Yes, how ?*

b) *Have you provided support for vulnerable people and new arrivals (onboarding during crisis period) ?*

4. *Have workstations been rearranged during the crisis / absence from the office - Open space, Hot desking ...*

Yes

No

5. *What are the managers' expectations and concerns for their teams and themselves?*

**EXPECTATIONS :**

**CONCERNS :**

6. *Have you carried out or planned to carry out a feedback exercise?*

Yes

No

7. *Do you have or are you planning (after the feedback) to establish an action plan?*

Yes

No

### **EVALUATION :**

**4-5 Yes** = Excellent, you put in place a real back to the office strategy and are prepared.

**2-3 Yes** = Good, you have anticipated

**0-1 Yes** = It might be useful to organise at least a preparation meeting for the return to the workplace and tackle some questions raised in this documentation.

**Don't hesitate to contact us !**