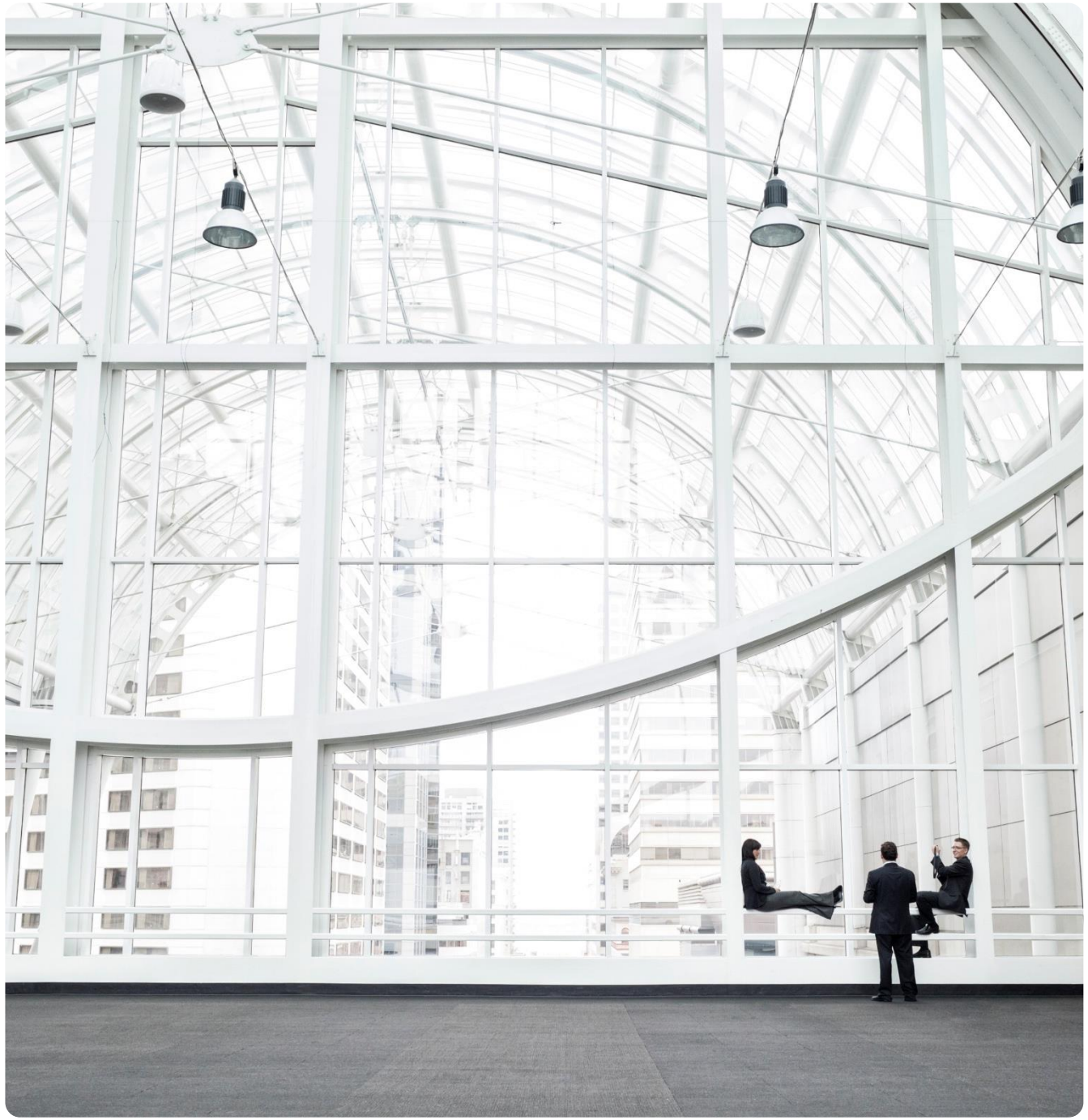
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Hybrid Utility Work: What Works, What Doesn’t, and What’s Next

Gabriel Solmer | Stantec



Agenda

1. What is hybrid work?
2. What does hybrid work look like now?
3. What can we appreciate about hybrid work?
4. What are some of the pitfalls?
5. How to make hybrid work for utilities?
6. What's the future for hybrid work?



Icons throughout presentation courtesy of www.flaticon.com

Definitions



Hybrid Work – employees split time between working on-site and away from the office; many variants



Remote Work – employees perform work exclusively or primarily away from employer facilities



Flexible Work – definition varies widely, can mean hybrid or remote or alternative hours (4/10, 9/80)



Return to Office (RTO) – requirements to end remote or hybrid policies and perform work from the office all or a majority of the time



Coffee badging – employees briefly visit the office to swipe their badge and satisfy RTO policies

- Fixed/specific days – everyone in the office on specific days of the week, rest of time is up to the employee
- Employee driven – individual preference with no restrictions
- Employer driven - policy sets certain number of days in office, individuals can set which days

Where We Are

POLITICS

Portland Mayor Keith Wilson directs 700 city employees to return to in-person work full time

Updated: Jan. 16, 2025, 7:10 p.m. | Published: Jan. 14, 2025, 10:00 a.m.

Local News | Local Politics

King County to begin enforcing in-person work requirement

Ja Retailing

Home Depot to require employees work in office 5 days per week, cut 800 jobs: reports

Amazon Tells Corporate Workers to Be Back in the Office 5 Days a Week

The internet giant told employees on Monday that it expected them to return to the office full-time in January.

CAREERS

Fortune 100 companies are back in the office — but 'work from home dark matter' is thriving under the radar

By Jacob Zinkula + Follow

C.E.O.s, and President Trump, Want Workers Back in the Office

Amazon, JPMorgan and others have been telling their employees that remote work is over. Now federal employees have been ordered to come to work in person, too.

CALIFORNIA

California union pushes work-from-home bill as Newsom calls state employees back to the office

Playbook for 2026: Many companies plan big shift on remote work in 2026

Hybrid advantages…


Recruitment


Retention, engagement, reduced burnout


Performance and productivity


Purposeful in-person time


Reduced commute


Reduced real estate cost

If I could scream one thing loud and clear from the rooftop, it would be this:
'Remote work allows people to integrate work into their life, and not the other way around.'

-- Friederike Fabritius, neuroscientist

...and potential pitfalls



Collaboration gap



Proximity bias



Mentorship gap



Operational complexity



Not universally available



Isolation



Burnout from being always on



Increased costs of real estate



Performance management

How do you make a hybrid a success?



Listen and adapt



Create clear & fair policies



Provide the right tools



Design intentional workspaces



Empower managers



Invest in culture

Where We're Going

- Hybrid is here to stay…
- …but it will also be more structured
- Hybrid policies will still be based on data…
- …but managers make or break hybrid success



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Thank you