

**HR26****FLEXIBLE WORK ARRANGEMENT POLICY**

Classification:	Human Resources
Responsible Authority:	Director, People and Culture
Executive Sponsor:	Vice President, Human Resources
Approval Authority:	Algonquin College Executive Team
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**PURPOSE**

Algonquin College's Flexible Work Arrangement Policy provides significant benefits for both our employees and the College. Notably, Flexible Work Arrangements can be a key factor in the attraction, retention, engagement, and well-being of our employees.

The Flexible Work Arrangement Policy is anchored on the principle that flexible work arrangement decisions are learner driven, employer defined and informed by employee preference.

The purpose of this policy is to identify flexible work options where all parties that are required to be involved agree to participate in a flexible work arrangement on a conditional basis, subject to operational requirements and the provisions outlined in this policy.

**SCOPE**

This policy applies to all Full-Time and Fixed-Term Administrative employees, Full-Time and Part-Time Support Staff and Full-Time Non-Teaching Academic employees who hold a position for which it is feasible to perform work under a Flexible Work Arrangement. Position eligibility, within the aforementioned groups, is determined by the College. See the People Leader Toolkit for additional information.

Some positions or work (e.g. shipping, receiving, mail services, food services, security services, maintenance services, etc.) may not be eligible for flexible arrangements including but not limited to positions that support on-site operational needs, facilities, or require the use of on-site tools or resources.

This policy ensures that consistent work practices and processes, based on the role of the employee, are followed by participating People Leaders and employees. Flexible Work Agreements enacted under this policy are determined by departmental operational needs. Departmental needs may vary across the College, therefore employees with similar roles, may have different flexible work arrangements available to them.

Under this policy, employees are to continue to provide a professional level of service, while continuing to meet the operational needs of the department and the College. All provisions within the Collective Agreements apply to bargaining unit members under this policy.

### **Teaching Academic Employees:**

Flexible work options for teaching Academic employees with teaching contact hours are covered under the provisions of the Academic Collective Agreement. Part-Time and Sessional employees are not eligible to request a Flexible Work Arrangement.

### **Out of Scope:**

This policy does not apply to any human rights-based accommodations, family status requests, leaves, medical accommodations or accommodations made as part of a medical return to work assignment. Those arrangements would be met under policy HR15 Return to Work with Modified Workload / Workplace Accommodation Policy.

## **DEFINITIONS**

<b>Word/Term</b>	<b>Definition</b>
Alternate Work Location	The location where an employee in an approved Flexible Work Arrangement, undertakes work for the College, that is not at an Algonquin College campus. This alternate work location is within the province of Ontario, or National Capital Region catchment area, which includes Ottawa/Gatineau region, Ottawa Valley and Renfrew County
Anchor Day	An Anchor Day is a designated day when hybrid and fully remote (local) employees are required to be on-site. This day serves as an anchor point to collaborate, ideate, build relationships and share knowledge through in-person interactions.
Eligible Position	An Eligible Position is one that has been reviewed by the People Leader and deemed suitable for a Flexible Work Arrangement option.
Flexible Work Arrangement	A formalized agreement that affords flexibility to employees for their work location through a hybrid remote or fully remote alternate location. Flexible hours and flexible schedules are not included in this policy.
Fully Remote Work Arrangement	A flexible work arrangement whereby the employee fulfills their job responsibilities at an approved alternate work location.
Hybrid Work Arrangement	A flexible arrangement whereby an employee fulfills their job responsibilities for part of the working week at an approved alternate work location, and the other part of the working week on-site. Employees with a hybrid work arrangement are not allocated a dedicated workstation nor office. See Section 3.1 for approved categories of Flexible Work Arrangements.

## POLICY

1. The College strives to create an engaging workplace and supports the concept of Flexible Work Arrangements with the goal of enhancing employee satisfaction while maintaining service levels (e.g. Learner Satisfaction, Client Satisfaction, etc.), collaboration, teamwork and timely client service.
2. As stated in the “Scope” section of this policy, Flexible Work Arrangements are not suitable for all positions and situations. People Leader approval of these arrangements are based on operational requirements and the employee’s specific role and responsibilities. Position eligibility for a Flexible Work Arrangement is assessed at the departmental level, by the People Leader using criteria outlined in the People Leader Toolkit.
3. **Modalities for Flexible Work Arrangements include:**
  1. **Categories of Flexible Work Arrangements**
    - a. *Fully Remote*: working fully offsite at an alternate work location, except as required for onsite activities. There are two categories of fully remote:
      - Fully Remote Local (*within* National Capital Region catchment area which includes Ottawa/Gatineau region, Ottawa Valley and Renfrew County)
      - Fully Remote Non-Local (*within* Ontario but *Outside the National Capital Region catchment area*)
    - b. *Hybrid Work*: 1-4 days on-site per week, working several days at an alternate work location and several days on-site.

The following stipulations are in effect as part of the Flexible Work Arrangement Policy:

2. **Internal Transfers Require a New Flexible Work Arrangement** - Flexible Work Arrangements are position based, therefore, Flexible Work Arrangements will not carry over when an employee transfers to a new role and/or accepts an additional position. A new Flexible Work Arrangement request in Workday, including the Flexible Work Arrangement Integrated Checklist, must be submitted per procedure in Workday should an employee seek a Flexible Work Arrangement.
3. **Working Out of Country** - Employees are not permitted to select an alternate work location that is external to Canada under this policy.
4. **Bargaining Unit Members Required to Work Within the Province of Ontario or National Capital Region** - Bargaining unit employees must work within the Province of Ontario or the National Capital Region (this includes the catchment area consisting of Ottawa/Gatineau region, Ottawa Valley and Renfrew County). The Colleges Collective Bargaining Act, which is the legislation that defines employment classes that work at the Colleges, specifically excludes out of province employment for both Academic and Support staff.
5. **Only Administrators are Eligible to Work Outside of Province on an Exception Basis** - Due to various constraints (e.g. Benefits, Workplace Safety and Insurance Board, etc.) the ability to provide Administrators with out of province Flexible Work Arrangements will be limited and requires a review by Human Resources and approval by an Algonquin College Executive Team (ACET) Member. Please see the People Leader Toolkit for additional information.
4. Employees must meet performance and attendance expectations, and complete assigned tasks to be eligible and remain eligible for a Flexible Work Arrangement. Therefore, even

if an employee is working in a position that is eligible for a Flexible Work Arrangement it does not guarantee that the employee will be approved for one.

5. The College reserves the right to determine if a position is permanently or temporarily fully on-site, hybrid, or fully remote due to operational needs.
6. Any travel costs and related expenses as a result of an employee's flexible work arrangement are to be paid for by the employee and will not be reimbursed by the College.
7. **Flexible Work Arrangements must:**
  1. Be assessed by the People Leader at the position level to determine eligibility including frequency of days working from alternate work location
  2. Be formalized via the Flexible Work Arrangement request process in Workday, including Managerial approval and digital signatures on the agreement by the People Leader and Employee
  3. Have a start and expiry date, and are to be reviewed on an annual basis.
  4. Meet departmental and operational requirements and not negatively impact learner and/or employee facing services
  5. Not require reimbursement to employees for expenses incurred to comply with this policy in the establishment of an appropriate remote workspace (i.e. home office)
  6. Meet Health and Safety policies and guidelines
  7. Abide by Flexible Work Arrangements Space Standards - Interim Guideline
  8. Abide by Information Technology Services policies and procedures Flexible Work Arrangement ITS Standards, IT01 – Information Security and IT06 – Deployment of Computing Devices
  9. Abide by employment legislation, Collective Agreements, and Algonquin College policies and procedures
8. **Position Eligibility and Operational Requirements**
  1. Positions deemed eligible for a Flexible Work Arrangement (hybrid, fully remote), must meet the following criteria:
    - a. No impact to meeting the needs of learners and internal clients, or any other work performance within the work location
    - b. No detrimental impact on the quality and quantity of work in the alternate work location (including access to stable and reliable internet to perform at the alternate work location)
    - c. Does not require substantial reorganization of work among existing positions
    - d. Does not result in insufficient work for the position or additional work for others in the area
    - e. Does not require the recruitment of additional employees to enable flexible work options or result in incremental costs to operations
    - f. No impact to legislative or compliance requirements of the College
  2. Positions with a high level of autonomy and minimal requirements for face-to-face interaction are most appropriate for flexible work arrangements.
  3. Employees and People Leaders must consider how communications, teamwork, collaboration, and departmental objectives will continue to be accomplished.
  4. Employees in hybrid and fully remote (local) arrangements must be available to come to the campus if required for business reasons as established in the Flexible Work Agreement. For positions deemed fully permanent remote by the College, this will be identified in your original or amended Conditions of Employment Agreement.
9. **Accountability and Productivity**

1. Participating in a Flexible Work Arrangement must not affect an employee's ability to complete day-to day functions, including communicating with colleagues, management, learners and others as required.
2. The People Leader and employee are to apply existing performance evaluation methods. Performance expectations and management of performance is to remain the same regardless of work arrangements. Productivity measurements will continue to be based on clear performance objectives. Regular performance appraisals and touchpoints are to continue as per departmental practice. Examples include meeting deadlines, productivity, progress of individual and team assignments, client service delivery, ability to receive and return calls, ability to attend meetings on-site and virtually, and other indicators as determined by the People Leader in consultation with the employee.
3. Employees must be accessible by email, phone or video (e.g. Microsoft Teams, Zoom, etc.) during scheduled working hours. Employees must stay up to date on departmental information and participate in team meetings as per regular office practice.
4. Employees are required to abide by legislative/departmental rest/meal break practices, and must accurately report hours of work.
5. Employees are expected to have established approved hours of work that do not deviate from the total number of daily or weekly hours as specified in the employee's employment contract.
6. Overtime remains a pre-scheduled activity requiring management approval.

#### **10. Attendance Management**

1. Personal matters including but not limited to medical appointments and family obligations, which may affect working hours (including during a Flexible Work Agreement), must be discussed with the People Leader as far in advance as possible to allow for coverage and the rescheduling of work assignments. Please refer to HR23 Sick Leaves (Short-Term Disability) Policy and Collective Agreement (if applicable) for available leaves to support situations such as family care and/or medical leave, etc.
2. Employees unable to work due to illness must report the absence as per regular departmental procedure per HR23 Sick Leaves (Short-Term Disability) Policy.
3. Employees are required to continue entering all leaves into Workday as soon as the leave occurs to ensure correct leave records and payroll processing.

#### **11. Health and Safety Guidelines**

1. Algonquin College is committed to providing a safe and healthy work environment for its employees. While working remotely, employees are responsible for ensuring that their worksite is safe, ergonomically sound, and provides the same level of security as the on-site work location. Please review the Ergonomic Resources for Employees.
2. All workplace parties have the duty to take every reasonable precaution to promote a healthy and safe work environment, which includes regularly reviewing Health and Safety Policies and best practices. A Flexible Work Arrangement Integrated Checklist must be completed by the employee and reviewed by the People Leader prior to requesting a Flexible Work Arrangement.
3. All employees must follow HS01 Occupational Health and Safety Policy.
4. Employees working at an alternate work location are subject to and governed by the applicable Worker's Compensation legislation. Work-related accidents, incidents or injuries, including those that occur at an employee's alternate work location while performing work-related responsibilities during working hours are to

be reported immediately to the employee's People Leader. Please refer to HS05 Accident Reporting and Investigation.

5. Regular touchpoints between People Leaders and employees continue to be required to ensure the health, safety and wellbeing of employees.

## **12. Confidentiality and Security of College Information**

1. Employees are accountable to protect the confidentiality of all of the information and documents at a remote location as per IT01: Information Security.
2. Employees are required to follow policies and procedures as outlined in IT06: Deployment of Computing Devices and Flexible Work Arrangement ITS Standards.
3. Employees must take the necessary steps to ensure that all AC College electronic and physical data is properly secured, locked and protected and not accessible to others when away from the workspace.

## **13. Costs, Equipment and Taxation Impact**

1. The College is not responsible for any costs that are associated with the employee using their home as an alternate work location. Any costs associated for maintaining the hybrid or fully remote work area (e.g. insurance, heat, hydro, internet, phone, etc.) are the responsibility of the employee participating in the Flexible Work Arrangement.
2. When the hybrid or fully remote work arrangement is initiated by an employee request, the College will not provide a signed T2200: Conditions of Employment to the employee for tax purposes. When the hybrid or fully remote work location arrangement is initiated by the College, the organization will provide a signed T2200: Conditions of Employment to the employee for tax purposes. It is the employee's responsibility to determine any income tax implication of maintaining an alternate work location. The College will not provide tax guidance nor will it assume any additional tax liabilities.
3. General office supplies including paper and pens may be obtained from campus. Any supplies which are not typically provided at work but are required at a remote location, require pre- approval by the People Leader before purchasing.

## **14. Suspension and Discontinuation of Flexible Work Arrangement**

1. This Flexible Work Arrangement may be discontinued by Algonquin College at any time if it is deemed necessary in the interests of operational efficiency or if the arrangement is no longer satisfactory. The People Leader will provide the impacted employee with fifteen (15) business days written notice. It is left to the discretion of the parties to reduce this notice if necessary.
2. In the event that an employee is unable to meet performance and attendance expectations, the College reserves the right to revoke an existing Flexible Work Arrangement. The People Leader will provide the impacted employee with fifteen (15) business days written notice.
3. Should operational needs arise (e.g. anchor day, period of annual leave, increase in face-to-face services and an unforeseen absence of another staff member, etc.), the People Leader may temporarily suspend the flexible work arrangements for fully remote (local) and hybrid employees, giving a minimum notice of forty-eight (48) hours' notice to the impacted employee(s). If the change exceeds a period greater than fifteen (15) business days, it is recommended that the People Leader end the current Flexible Work Arrangement in Workday.
4. In the case of dispute between an employee and their People Leader or Director with respect to the terms of this agreement, the Flexible Work Arrangement will not proceed. Should an employee not agree with the decision

regarding the Flexible Work Arrangement, the employee can escalate and seek clarity through their management chain including the area Manager / Chairs, Algonquin College Leadership Team (ACLT), Algonquin College Executive Team (ACET), etc.

5. In the case of disputes between employees with respect to positions that require attendance at the College the Flexible Work Arrangement will not proceed.
6. In the case of an employee wishing to withdraw from the Flexible Work Arrangement prior to the fixed end date, a minimum of fifteen (15) business days is required for notification to the employee's People Leader.
7. Employees must return all Algonquin College property to the College within five (5) business days when a Flexible Work Arrangement ends and is not renewed, or when an individual is no longer employed by the College. Failure to do so may result in discipline for current employees or legal action against former employees. If an agreement is revoked, employees will receive reasonable notice to make necessary arrangements to return the Algonquin College property to the worksite.
8. An existing Flexible Work Arrangement should be ended and a new arrangement created if there is a significant change from the original agreement. For example, a new agreement is required when an employee originally allowed four days working from home is shifted to two days at home and three days on-site, due to operational requirements for the next six months.

## **15. Roles and Responsibilities**

### **1. Employee:**

- a. Review the Flexible Work Arrangements Policy
- b. Complete the Flexible Work Arrangement Integrated Checklist and send to People Leader
- c. Complete Flexible Work Arrangement request form in Workday, which will be sent digitally to the People Leader for review and consideration
- d. Follow the provisions identified in the Flexible Work Arrangement Policy and approved agreement
- e. Ensure that work is completed in an efficient and effective manner
- f. Report to the position's primary campus location as required to attend meetings, training sessions or similar events or activities
- g. Abide by all employment terms and conditions including relevant Collective Agreements (if applicable), College policies including HR18: Employee Code of Conduct and HR22: Respectful Workplace and all other regulatory requirements
- h. Maintain a normal workload and work in accordance with the specific days and hours as defined by the Flexible Work Arrangement
- i. Record and report all deviations from the agreed upon Flexible Work Arrangement to the People Leader
- j. Ensure appropriate arrangements are in place for dependent care (e.g. childcare) or personal responsibilities when working at an alternate work location. Employees should not be providing childcare, eldercare, etc. while they are working. A flexible work arrangement is not a replacement for dependent care and other available leave options such as family care days, vacation, or legislated leaves under the Employment Standards Act. Review the Employee Family Assistance Program (EFAP) options available.
- k. Maintain a safe and secure working environment, and report workplace accident/incidents that have resulted in the course of employment to the People Leader immediately

- l. Ensure personal safety by not meeting with colleagues, contractors, etc. at your alternate work location. Meetings are to only take place virtually or on-site at the College campuses
- m. Make arrangements and pay for a stable high-speed internet connection for the alternate work location
- n. Report lost, stolen or damaged IT assets to the ITS Help Desk
- o. Maintain regular contact with the People Leader and the team by attending meetings (in person or virtually per arrangement), regular checkpoints and other required activities
- p. Act on notifications via Workday regarding end dates of Flexible Work Arrangement, including discussions with People Leaders if the arrangement is to be renewed
- q. The expectation when leveraging tools to connect remotely such as Microsoft Teams or Zoom, that all participants have their camera on unless there are extenuating circumstances that have been discussed with and approved by the People Leader
- r. Employees must maintain a minimal standard related to an acceptable dress code. per HR18: Employee Code of Conduct policy statement 6b: Employees are expected to present themselves in a professional manner including appropriate dress and personal appearance in keeping with the nature of the work they perform and the public image of the College they represent. Employees are expected to present themselves on video as they would in a face to face/in person interaction/meeting

**2. People Leader:**

- a. To ensure fairness and consistency, assess positions for eligibility of Flexible Work Arrangements as outlined in the People Leader Toolkit
- b. Review the Flexible Work Arrangements Policy and additional resources available
- c. Meet with the employee prior to the submission of a Flexible Work Arrangement request in Workday to discuss Flexible Work Arrangement options
- d. Review and discuss the Flexible Work Arrangement Integrated Checklist submitted by the employee, and if approved, submit completed form via the Microsoft Forms
- e. Review and discuss the submitted Flexible Work Arrangement request in Workday with the employee and approve, send back or deny request on a case by case basis based on the operational needs of the department and the feasibility of the employee's request
- f. Maintain regular contact with the employee to ensure participation and collaboration in the workplace
- g. Ensure the employee is able to maintain the expected quality and quantity of work while engaged in a Flexible Work Arrangement and ensure that the quality of work in the department is not negatively impacted
- h. Monitor each approved Flexible Work Arrangement for:
  - the employee's compliance with the conditions of the Letter of Agreement
  - the effect of the Flexible Work Arrangement on departmental operations
  - relevant Collective Agreement provisions (if applicable)
  - relevant Ontario Employment Standards Act provisions





5.	Employee to confirm that their alternate work location meets requirements by completing the Flexible Work Arrangement Integrated Checklist. If alternate work location does not meet requirements, employee will not be permitted to proceed with a Flexible Work Arrangement request. If H&S and Work from Home Checklist meets requirements and is approved, the People Leader will maintain a digital file and submit the completed checklist via Flexible Work Arrangement Integrated Checklist – Submission Site	People Leader and Employee
6.	Employee submits request for Flexible Work Arrangement in Workday. To view steps to request a Flexible Work Arrangement, please click the following user guide links:  Employee User Guide: Flexible Work Arrangement  People Leader User Guide: Flexible Work Arrangement	Employee
7.	People Leader reviews employee's request for a Flexible Work Arrangement in Workday taking into consideration the Flexible Work Arrangement Policy, People Leader Toolkit, relevant Collective Agreements (as applicable), pre-submitted checklist, etc.	People Leader
8.	If the Flexible Work Arrangement is approved, the People Leader and employee enters a digital signature to confirm acknowledgement of the policy and formal approval of the Flexible Work Arrangement agreement.	People Leader and Employee
9.	Prior to start date of the Flexible Work Arrangement the People Leader and employee meet to confirm expectations (e.g. Performance, Communication, Scheduling, etc.), confirm equipment, software, home and on-site space requirements, and discuss any additional considerations.  Note: Please click the following link to view the Flexible Work Arrangements Space Standards - Interim Guideline	People Leader and Employee
10.	Twenty (20) days prior to the end date of the Flexible Work Arrangement, the People Leader and employee must meet to review the Flexible Work Arrangement and determine if adjustments are required (e.g. Number of days working from home).	People Leader and Employee
11.	Following the discussion on the Flexible Work Arrangement, the People Leader will end the original arrangement in Workday. The employee will then submit a new request form in Workday and repeat the submission process as part of a renewal of the arrangement.	People Leader

## RELATED MATERIALS

### **Internally Available Program Information (Accessible to Algonquin College Employees):**

[Flexible Work Arrangement Policy Website](#)

[Flexible Work Arrangement People Leader Guide](#)

[Flexible Work Arrangement Integrated Checklist](#)

[Flexible Work Arrangement Integrated Checklist – Submission Site](#)

[Flexible Work Arrangements Space Standards - Interim Guideline](#)

[Flexible Work Arrangement ITS Standards](#)

[Academic Collective Agreement](#)

[Support Full-time and Part-time Collective Agreements](#)

[Administrative Terms and Conditions of Employment](#)

### **Externally Available Program Information:**

[Flexible Work Arrangement for Candidates \(External website for Candidates\)](#)

[Out of Country Coverage](#)

## RELATED POLICIES

[HR12 Conflict of Interest](#)

[HR15 Return to Work Modified Workload/Workplace Accommodation](#)

[HR18 Employee Code of Conduct](#)

[HR22 Respectful Workplace](#)

[HR23 Sick Leaves \(Short-Term Disability\)](#)

[HS01 Occupational Health and Safety](#)

[HS03 Workplace Violence Prevention](#)

[HS05 Accident Reporting and Investigation](#)

[IT01 Information Security](#)

[IT06 Deployment of Computing Devices](#)