

Carleton University Flexible Arrangements Working Group

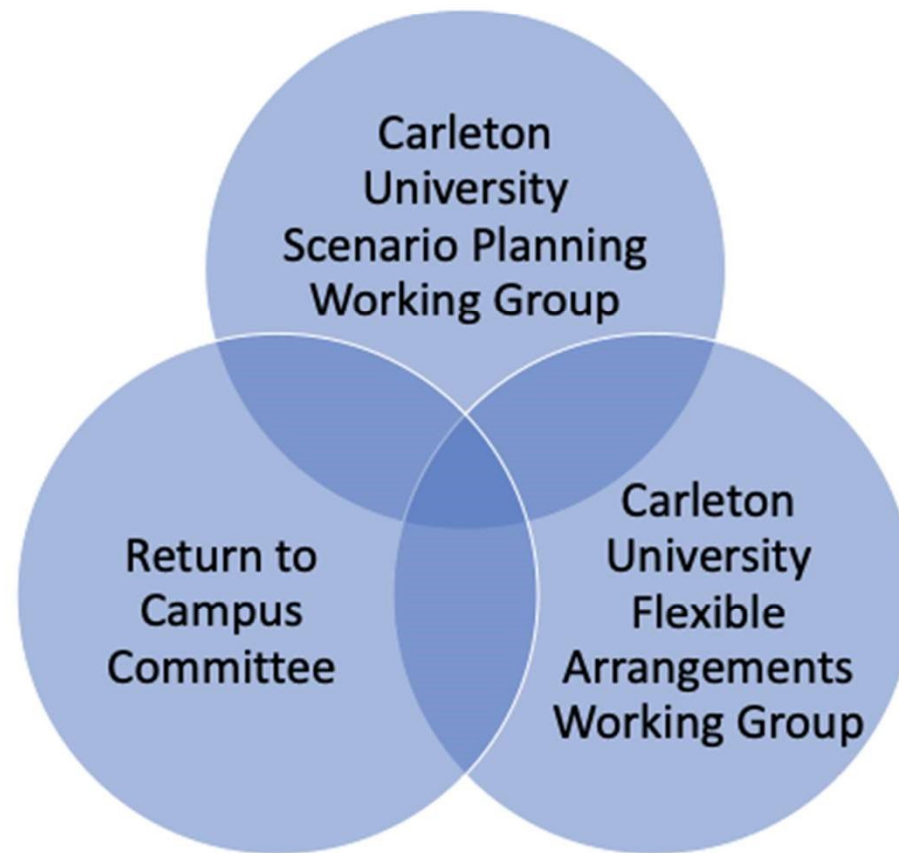
June 2021



Carleton
UNIVERSITY



The planning ecosystem



CUFA Mandate



- All recommendations will be guided by community health and safety, legislation and collective agreements in mind
- To address the necessary flexibility required by the gradual return to campus following the pandemic and ongoing flexibility in our post-pandemic future
- To build a flexible work framework that meets the operational needs of the organization while providing administrative staff members options that improve work/life balance

Phased Approach to Flexibility

Phase 1

- Gradual return starting in August and through the Fall
- Necessary flexibility
- Driven by safety, operational needs, and service to students

Phase 2

- End of fall & into winter
- Will include some hybrid teams as RTC increases
- Learn from working in hybrid ways - e.g. work best performed virtually vs. on campus
- Clarity on how students seek and use service, post-pandemic

Phase 3

- Build back stronger!
- Collate learning
- Identify elements of flexibility that can serve us in post pandemic future
- Develop Flexible Arrangements Policies/options

Consultations

22 consultations completed, with over 450 attendees:

- Professional Services Union Execs
- Managers – cross-functional
- Staff - cross-functional
- all 6 faculties – FASS, FED, FGPA, FPA, FS, Spratt
- Several intact teams – including TLS
- Academic Departmental Administrators
- Several Management Teams - FMP, ITS, Students and Enrolment, Advancement, President's Reports, Research and International

Online feedback option for people who couldn't attend:

- 74 responses collected

Fall 2021 = Phase 1:



Gradual return over next few months



Based on operational needs

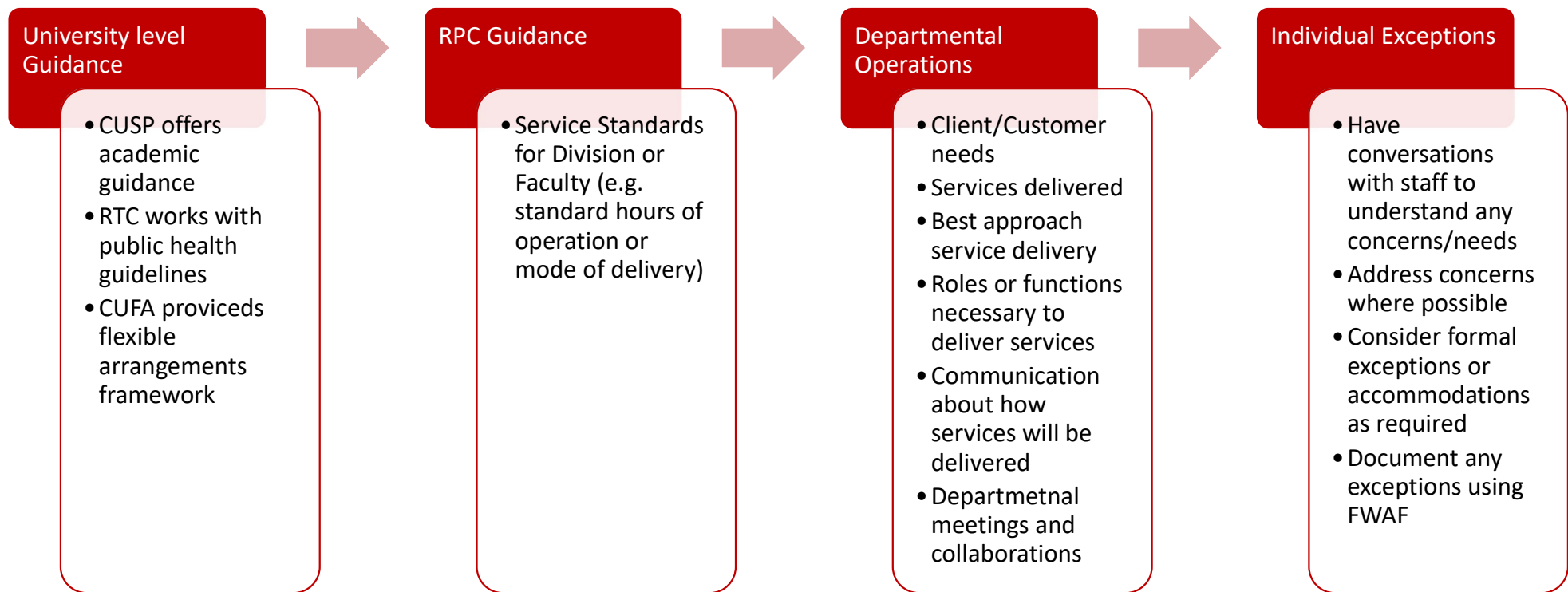


Guided by public health

Phase 1 Recommendations: Fall 2021

1. Set & communicate service levels and expectations
 - Consider how best to serve while staying safe
 - Be clear about how people can find out when/where to access service
2. Clear communication about return to campus
 - Aligned communications
 - Multipronged approach
 - Staff info-map
3. Procure equipment to support hybrid workplace
 - Purchase through eShop, with approval from your RPC Chair if you require additional funds
4. Develop manager guidelines and resources to support transition
 - Manager tool kit
 - Include documentation, videos, workshops, social learning
5. Create opportunities to learn from Phase 1 experience
 - Pulse surveys, consultations, etc

Situating Departmental Planning



us – we – me

Prescribed vs Requested Flexibility

Prescribed by Dep't Plan

- Part of Departmental Plan
- Manager asks staff to work remotely some or all of the time to meet public health requirements
- **No need to document**
- Assumed to last ONLY during RTC

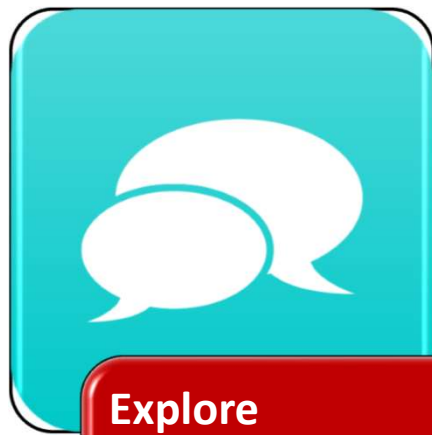


Requested by Staff as Excep.

- Exception to Departmental Plan
- Manager asks staff to return to campus, but they say they are unable to or are looking for flexibility
- **Anything outside using annual or special leave must be documented** through Flexible Working Arrangement Form (FWAF) and sent to HR
- HR will follow up with manager

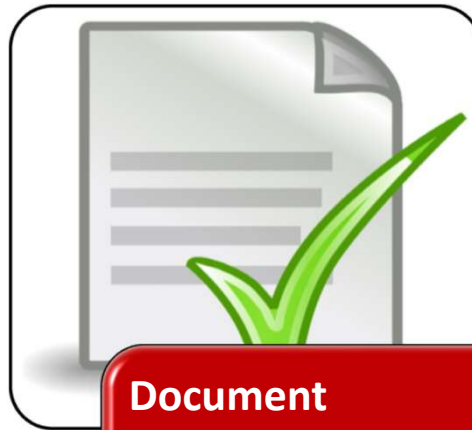


Process



Explore

- Have a conversation with manager
- Clarify your needs
- Manager considers within operational needs
- Develop plan with manager



Document

- Manager initiates Flexible Working Arrangement Form (FWAF)
- Submits response to HR
- HR will respond to manager with next steps



Review

- Implement plan
- Monitor if it's working
- Review as needed
- Ends at end of Fall 2021

What you need to provide for FWAF

- Type of flexibility requested
 - Flex time (exact request)
 - Remote work (including location)
- Aspects of role that allow for request
- Potential challenges in working in this way with:
 - Clients, stakeholders, students
 - Your team, colleagues, or faculty
 - Your manager
 - Direct reports
- How you and manager will measure effectiveness
- Methods and frequency of communication with team and manager

Considerations around Developing and Discussing Expectations

- Success with flexible work arrangements requires clarity around expectations for all parties
- Developing and discussing your deliverables is an important part of the process
- Understanding what information will be used to assess your work is an important element for you as an employee
- Stay open to feedback and seek it out when you are unclear
- Use the resources:
 - <https://carleton.ca/healthy-workplace/>
 - <https://carleton.ca/learninganddevelopment/>

Things to Consider

- Can use leave to meet needs
 - Annual and special, use monthly leave reports
 - Unpaid leave, speak to manager (needs to approve)
- Impact of request on departmental operations
- No agreements beyond the end of Fall Semester 2021
- **Remote work outside Ottawa/Gatineau, and especially outside of Ontario** needs to be considered on case-by-case basis with involvement from HR

Questions?

Website: <https://carleton.ca/cufa/>

