

Policy Name:	Flexible Work Arrangements
Originating/Responsible Department:	Human Resources
Approval Authority:	Senior Management Policy Committee (SMPC)
Date of Original Policy:	July 2022
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Contact:	Associate Vice-President (Human Resources)

Purpose

Flexible Work Arrangements can offer significant benefits for both our Employees and the University. Notably, Flexible Work Arrangements can support greater work-life balance, which can result in greater Employee satisfaction, reduced absenteeism, increased retention, enhanced individual performance, and higher productivity levels. Flexible Work Arrangements can also be a key factor in the attraction, retention, and motivation of high-performing and experienced Employees.

Successful workplace flexibility can and should meet the needs of both the organization and its Employees. For areas of the University that can meet departmental requirements while allowing some workplace flexibility, encouraging such flexibility not only helps Employees maintain work-life balance but also increases the University's ability to adapt to challenging circumstances.

Following an Employee request, the process for determining Flexible Work Arrangements will be informed by a careful review process that will be anchored in an assessment of the needs and operational requirements of the University, the department/unit, and will also consider the type of work being done by the position. The student experience, course delivery and research are fundamental to the University's mandate and must be the central consideration for all flexibility decisions. This policy and its supporting documents provide guidance for both Departmental Managers and Employees in the proper development of Flexible Work Arrangements.

Scope

1. This policy applies to all continuing and term administrative Employees, unless individual terms and conditions of employment (e.g., collective agreements, employment contracts) indicate otherwise. This includes all members of CUPE 2424 (administrative, technical, service and library workers), CUPE 910 & 3778 (facilities management), OPSEU (safety) and any non-unionized administrative staff. Requests for Flexible Work Arrangements will be considered on a case-by-case basis.
2. Some positions or work may not be appropriate for flexible arrangements including but not limited to positions that support on-Campus operational needs, facilities, or require the use of on-Campus tools or resources, which may not be suitable for Flexible Work Arrangements.

3. This policy does not apply to any human rights-based accommodation, medical accommodation or accommodation made as part of a return-to-work program.
4. The University may establish exceptions, introduce or extend deadlines, or amend this Policy as may be necessary or deemed prudent by the University, having regard to relevant factors, and the University's activities and operations.

Definitions

Campus: The Carleton University Campus is located at 1125 Colonel By Drive in Ottawa, Ontario. This is the primary work location for Employees to provide or perform services related to their employment with the University. Other locations owned and/or operated by Carleton University (e.g., Carleton Dominion-Chalmers Centre), are also considered Campus locations.

Departmental Manager: This can be the Employee's immediate (non-union) supervisor, academic chair, or an appropriate manager in the Employee's department.

Employee: Administrative (non-academic) staff member who performs administrative roles (i.e., not teaching related). This includes all members of CUPE 2424 (administrative, technical, and library workers), CUPE 910 and CUPE 3778 (facilities management), OPSEU (safety) and any non-unionized administrative staff.

Flexible Work Arrangement: An agreement that affords an Employee flexibility in their workday through Flexible Hours, Hybrid Remote, Full Remote, or a combination thereof. Flexible Work Arrangements are made at the request of the Employee to the Employee's Departmental Manager who will then seek approval from the appropriate Resource Planning Committee (RPC) Chair (with support from Human Resources).

Flexible Work Location: The location where an Employee undertakes work for the University not on Campus under an approved Flexible Work Arrangement, most often the Employee's primary residence.

Flexible Hours: This is an arrangement whereby Employees can vary the scheduling of their working hours within specified guidelines. It allows an Employee to request flexibility in work hours with their manager in determining the start and end times of their working day.

Hybrid Remote: This is an arrangement whereby an Employee fulfills their job responsibilities for part of the working week (up to three (3) days per week) at a Flexible Work Location. Employees may be required to share their on-Campus space, if required.

Full Remote: This is an arrangement whereby an Employee fulfills their job responsibilities at a Flexible Work Location. The employee does not retain an office or workspace on Campus. An appropriate workspace will be made available for the Employee while they are on Campus.

RPC Chair: Resource Planning Committee Chair (i.e., President, Vice-Presidents, Deans, University Librarian, and Chief Advancement Officer).

Roles and Responsibilities

Employee: Initiates the Flexible Work Arrangement request through their Departmental Manager.

Departmental Manager: Receives and evaluates Flexible Work Arrangement requests and seeks approval for the request from their RPC Chair. Consults with Human Resources to set clear expectations for the Employee.

Human Resources: Evaluates and provides guidance on all Flexible Work Arrangement requests. Tracks and monitors Flexible Work Arrangements across Campus.

RPC Chair: Approves all Employee Flexible Working Arrangement requests for their area(s). Subject to prior written approval, an RPC chair may delegate their authority to approve Flexible Working Arrangement requests to an appropriate senior management level manager (e.g., Associate Vice-President, Associate Dean, etc.). Any delegation must be approved in writing by the applicable Vice-President or President that the RPC chair reports to and be filed with Human Resources. Delegations can be revoked at any time.

Policy

Carleton University values collaboration, teamwork, and timely client response. Accordingly, the on-Campus presence of administrative Employees between the hours of 8:30 AM to 4:30 PM, Monday to Friday is normally required; however, the University also recognizes that flexible work arrangements can have a positive effect on Employees' health and well-being while still meeting its operational needs. While flexibility is encouraged, the Campus will remain an important part of our Employees' work life.

The three forms of Flexible Work Arrangements currently available at Carleton University are Flexible Hours, Hybrid Remote and Full Remote. Given the variety of work done at Carleton, not every position will fit neatly into or be appropriate for a Flexible Work Arrangement. Therefore, each request for a Flexible Work Arrangement will be evaluated using the criteria listed below (Approval of Flexible Work Arrangements) but on a case-by-case basis. Employees do not have a right or entitlement to a Flexible Work Arrangement and approval of a Flexible Work Arrangement is at the University's discretion.

Approval of Flexible Work Arrangements

Departmental Managers are responsible for assessing, modifying, or discontinuing Flexible Work Arrangements for positions that report to them in accordance with the Policy and for seeking the required approval from the appropriate RPC chair (or approved designate) and

Human Resources before implementing a Flexible Work Arrangement. The decision to approve, deny, terminate, or otherwise modify a Flexible Work Arrangement is at the discretion of the University.

In making the determination to seek approval of a Flexible Work Arrangement for a certain position, Departmental Managers should consider:

- i. the nature of the duties, tasks, and overall functions of the work undertaken by the position;
- ii. the environment and location at in which the Employee is required to perform the work;
- iii. the privacy and confidentiality of information required by an Employee in the position in the course of their duties;
- iv. applicable unit or departmental practices;
- v. the operational needs, efficiency, and productivity of the unit of which that position is a part; and
- vi. the effect of the proposed Flexible Work Arrangement on individual or team productivity or operations, or the productivity or operations of the University as a whole.

Flexible Work Arrangements can be made for a maximum of twelve (12) months at which point a new Flexible Work Arrangement request will need to be submitted for review should the Employee and the Departmental Manager wish to maintain the agreement. Flexible Work Arrangements cannot be automatically renewed at the end of their term and having a prior agreement is not justification for any future agreements.

Access or permission for Flexible Work Arrangements will only be considered if the Employee is fully compliant with all other workplace policies, collective agreements, employment obligations, and applicable legal and regulatory requirements. Additionally, any Flexible Work Arrangement requires the Employee's full participation in and compliance with all aspects of the Flexible Work Arrangements policy and procedures, including the signing of a formal workplace agreement.

Impact of Flexible Work Arrangements on Conditions of Employment

Approved Flexible Work Arrangements do not change or otherwise amend an Employee's terms and conditions of employment with the University, including but not limited to compensation, benefits, employment status, work responsibilities, and required training. A Flexible Work Arrangement is not a right of employment, and the University retains its contractual rights, including the right to assign work, to reorganize the workplace and the work pursuant to the applicable collective agreement, employment contract, policies, and laws.

A Flexible Work Arrangement must be consistent with the provisions of any applicable collective agreement or employment policies. Individuals participating in a Flexible Work Arrangement are subject to University policies and procedures, and applicable legislation and regulatory requirements regardless of their Flexible Work Location.

Changes to Flexible Work Arrangements

The University reserves the right to terminate any Flexible Work Arrangement at its sole discretion at any time. The University will normally provide the Employee with a minimum of one month's written notice of the termination of a Flexible Work Arrangement and reserves the right to provide shorter notice if necessary, including but not limited to health and safety concerns, changes to operational needs, emergencies, performance issues or other exceptional circumstances in its sole discretion.

Even with an approved Flexible Work Arrangement, an Employee can be required by their Manager to physically come to work on Campus on days they might normally be working remotely for any work-related purpose, such as for meetings, training, projects, and/or as otherwise required. Managers will provide sufficient prior notice of such a requirement where possible; however, such prior notification is not a prerequisite of attendance. Additionally, an Employee will not be automatically entitled to a substitute remote day because they were requested to come to work on campus.

The University also reserves the right to temporarily change the schedule or location of work to meet operational requirements. Reasons for this include, but are not limited to, providing backup for on-Campus staff (for planned and unplanned absences). To prevent the need for temporary changes, Employees are encouraged to plan their schedules to have minimal impact on operational requirements where possible (such as scheduling appointments on remote workdays).

It may also be necessary for agreements to be suspended at key times during the year to accommodate periods where Employees are required on Campus during regular working hours (e.g., at the beginning of the school year for student services offices). This will be outlined as part of the Flexible Work Arrangement and will be determined on a case-by-case basis considering the service expectations of the department or unit and the operational requirements of the University.

The Employee may request to terminate the Flexible Work Arrangement earlier than the agreed upon date. To do this, the Employee will provide the Departmental Manager with a minimum one month's written notice of a request to end the Flexible Work Arrangement, which will be subject to management approval.

Considerations for Flexible Hours Requests

A normal workday is eight hours with a one-hour lunch break and corresponds to the University service hours of 8:30 AM to 4:30 PM, Monday to Friday. Around these core service hours, flextime hours have been established as:

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| • Flextime | 7:30 a.m. – 9:30 a.m. |
| • Morning Core Hours | 9:30 a.m. – 12:00 p.m. |
| • Flexible Lunch Time | 12:00 p.m. – 2:00 p.m. |
| • Afternoon Core Hours | 2:00 p.m. – 3:30 p.m. |
| • Flextime | 3:30 p.m. – 6:00 p.m. |

If an Employee requests to schedule their work outside the established flextime hours, the Departmental Manager must consult with Human Resources. Note that the number of hours the Employee is expected to work per day cannot change because of the Flexible Work Arrangement. Overtime is not permitted without proper approval from the Departmental Manager.

Considerations for Hybrid Remote and Full Remote

Although Employees may be afforded the opportunity to perform their duties or carry out their work at alternate physical locations for specific periods of time, the Campus remains the primary work location. Employees may be expected to perform their duties on Campus at the request of the employer as required, in accordance with their normally scheduled hours of work.

Costs for off-Campus workspace utilities (including, but not limited to internet service, heating, and electricity) and appropriate home or tenant's insurance are the sole responsibility of the Employee. Carleton University will supply necessary equipment (e.g., computer, printer) used for the purpose of carrying out work on behalf of the University but will not provide office furniture. Employees will be expected to have internet service at their own expense of a sufficient quality, including the speed and bandwidth necessary to complete their work and to participate fully in online team activities (meetings, group chats etc.). Employees are responsible for ensuring that their home or tenant's insurance permits work from their Flexible Work Location.

Any Hybrid Remote and Full Remote arrangement is subject to all applicable legal requirements including Workplace Safety and Insurance Board (WSIB) guidelines and health and safety requirements, which means that the off-Campus workspace is subject to the same safety requirements as Campus workspaces. The University retains the right to audit the Employee's space to ensure that it is WSIB compliant and that the University's resources are properly secured.

Hours of work need to be established and strictly adhered to in order to ensure that, a) the Employee is available when required; and b) any injuries sustained at home outside of work hours would not be covered by WSIB. Employees must adhere to all applicable security procedures to ensure confidentiality, privacy, and security of data.

Medical and Non-Medical Accommodations are separate from flexible work arrangements and follow their own assessment process. Flexible work arrangement requests are not to be used for these accommodations.

Work Outside of Ontario / Commuting Distance from Campus

As an Ontario based employer, Remote Work outside of the province carries significant risk and liabilities including jurisdiction requirements that the Employee, the unit, department, or University may not be able to comply with. Remote work locations beyond a reasonable commuting distance from Campus pose similar operational challenges.

Unless otherwise agreed to by the University as set out in this Policy, Employees must reside in and perform their work in Ontario, within a location that allows them to attend the University premises when needed at the University's discretion. Employees must reside close enough to commute to campus.

Time-limited approvals for an Employee to work outside Ontario may only be granted in rare and extenuating circumstances and require special approval from the Employee's RPC Chair, be documented and reviewed with Human Resources, and have a plan to ensure ongoing compliance with all applicable laws and regulations and any associated costs thereof.

Contact

Associate Vice-President (Human Resources)

Links to Related Policies, Procedures, Documents

- [Acceptable Use Policy for Information Technology](#)
- [Access to Information and Privacy](#)
- [Accessibility for Persons with Disabilities](#)
- [Flexible Arrangement Form](#)
- [Human Rights Policies and Procedures](#)