



# COLLEGE OF THE NORTH ATLANTIC

## OPERATIONAL PROCEDURE

### TOPIC: FLEXIBLE WORK ARRANGEMENTS

<b>Procedure No.</b>	HR-411-PR	<b>Division</b>	Human Resources
<b>Supersedes</b>	n/a	<b>Board Policy Ref.</b>	n/a
<b>Related Policy</b>	HR-411	<b>Effective Date:</b>	November 4, 2016 (R2)

## PROCEDURES

The College may approve a flexible work arrangement between an employer and an employee where both parties agree to voluntarily alter the employment relationship on a conditional basis, subject to: operational requirements; and, provisions outlined in these procedures. The employer or employee may terminate any flexible work arrangement with an appropriate notice period.

For the purposes of these procedures, flexible work arrangements include flex-time and compressed work week.

### 1.0 Definitions

**Compressed Work Week** An arrangement whereby employees work longer hours in exchange for a reduction in the number of working days in their work cycle on a bi-weekly basis.

**Flex Time** An arrangement whereby employees' scheduled work hours are varied - usually altering the start and end times of their working day - but without modifying the length of the standard work day or work

week.

Flexible Work	Arrangements conditionally altered with employee-employer relationships designed to help employees balance work, personal and family responsibilities.
Supervisor	Immediate HL manager responsible for a specific work area.

## 2.0 Responsibilities

The College and its employees must ensure that operational needs are met and that productivity and costs are not negatively affected by the application of flexible work arrangements.

### 2.1 Supervisor

It is the responsibility of the Supervisor to:

- a) Manage hours of work to ensure the department runs in an efficient and effective manner;
- b) Advise employees of their start, rest and stop times;
- c) Consider requests for flexible work arrangements and approve or refuse requests based on the operational needs of the department and the feasibility of the employee's proposal;
- d) In consultation with an employee requesting a flexible work arrangement to:
  - i. Complete and sign the Flex Time Agreement defining the specific conditions of the employee's flexible work agreement.  
or
  - ii. Complete and sign the Request for Compressed Work Week Agreement defining the specific conditions of the employee's compressed work agreement.
- e) Monitor each approved flexible work arrangement for:

- i. The employee's compliance with the conditions of the written agreement;
  - ii. The effect of the flexible work arrangement on operations.
- f) Consider relevant Collective Agreement provisions;
  - g) If necessary, modify a flexible work arrangement in consultation with the employee or discontinue the arrangement; and
  - h) Determine any potential impacts on employee benefits.
  - i) Notify the employee of the status of the application; and
  - j) Provide the employee with a copy of the approved application.

## 2.2 Employee

It is the responsibility of the employee to:

- a) Ensure that work is completed in an efficient and effective manner;
- b) Fulfill agreements made with the Supervisor concerning work hours;
- c) Consult with the applicable human resource policies to determine any impact on employee benefits;
- d) Sign the applicable agreement; and
- e) Where applicable, submit Compressed Work Week Time Sheet to Supervisor on a bi-weekly basis.

## 2.3 Regional Human Resources Manager

It is the responsibility of the Regional Human Resources manager to:

- a) Review all applications for Flexible Work Arrangements for compliance with policy and procedures;
- b) Identify any conflicts the application has with ongoing Campus or College operations;
- c) Identify any conflicts the application has with existing agreements or other requests for flexible work arrangements;

- d) Provide final approval for the application;
- e) Forward copies of the completed application to the supervisor and Executive Director of Human Resources; and
- f) Place a copy of the agreement in the employee's personal file.

#### 2.4 Executive Director of Human Resources

It is the responsibility of the Executive Director of Human Resources to:

- a) Review and file copies of all applicable agreements.

### 3.0 **General Conditions**

- 3.1 Employees interested in flexible work arrangements must make application through their supervisor.
- 3.2 A supervisor has the discretion to consider and initiate flexible work arrangements that satisfy the definitions of the standard work day and the standard work week. A supervisor may vary the employees' hours of work and days off, subject to mutual agreement in writing.
- 3.3 Flexible work arrangements are not available during the period in which summer hours are being observed. Employees will be required to revert to standard work start and end times.
- 3.4 Flexible work arrangements will be reviewed by supervisors on a regular basis and will be approved for periods of less than one year.
- 3.5 A supervisor may consider requests for flexible work arrangements taking into account:
  - The business needs of the Campus or College;
  - Supervision of work;
  - Hours of operation;
  - Service level impacts on College clients;
  - The needs of the individual employee who made the request;
  - The effect on co-workers and their ability to do their work;
  - The requested duration of the flexible work arrangement; and
  - Any occupational health and safety issues which may be a factor in the health and safety of the employee, co-workers and clients.

- 3.4 Where flexible work arrangements are approved by the supervisor, the employee, supervisor and regional Human Resources Manager will be required to sign an agreement outlining their responsibilities and the terms and conditions of the flexible work arrangement.
- 3.5 Each flexible work arrangement approved by the supervisor will begin with up to a six month pilot period to assess the viability of the arrangement. Based on the results of the trial process, the supervisor may extend or modify the flexible work arrangement in consultation with the employee or discontinue the flexible work arrangement completely.
- 3.6 If it is apparent that the flexible work arrangement is negatively affecting employee productivity, costs or operational needs prior to the end of the pilot period, the supervisor may modify or discontinue the flexible work arrangement immediately.
- 3.7 All other requirements apply to employees unless modified by the flexible work arrangement approved by the supervisor.

#### **4.0 Authorities**

Human Resource Policy Manual – Flexible Work Arrangements  
Support Staff Collective Agreement

Approval History	
Approved by President	October 9, 2009
Revision 1	October 20, 2010
Revision 2	November 4, 2016