



COLLEGE OF THE NORTH ATLANTIC

OPERATIONAL PROCEDURE

TOPIC: FLEXIBLE WORK ARRANGEMENTS – FLEX, COMPRESSED AND TELEWORK

Procedure No.	HR-411-PR-1	Division	Human Resources
Supersedes	n/a	Board Policy Ref.	n/a
Related Policy	HR-411	Effective Date:	September 21, 2021 (R3)

PROCEDURES

College of the North Atlantic (CNA) may approve a flexible work arrangement between an employer and an employee where both parties agree to voluntarily alter the employment relationship as it relates to working arrangements on a conditional basis, subject to operational requirements and provisions outlined in this procedure. The employer or employee may terminate any flexible work arrangement as outlined within the procedure and/or agreement.

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

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 employee-employer work arrangements designed to help employees balance work, personal and

	family responsibilities.
Headquarters	The regular place of employment, where an employee is normally stationed, or is required to use as a base of operations on a permanent basis.
Home	An employee's primary residence and telework location.
Standard Work Day	Normally either seven hours, seven and one half hours, eight hours, or as defined by the employer.
Standard Work Week	Normally either 35 hours, 37.5 hours, 40 hours, or as defined by the employer.
Supervisor	Immediate HL manager responsible for a specific work area.
Trial Period	A period of time to determine the feasibility of a flexible work arrangement.
Telework	An arrangement whereby employees fulfill their regularly scheduled job responsibilities from their home instead of their assigned headquarters.

2.0 Responsibilities

CNA 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 Employees

It is the responsibility of the employee to:

- a) Review applicable human resource policies to determine any impact on employee benefits;
- b) Complete and sign the agreement for the relevant flexible work arrangement and submit to the supervisor;
- c) Ensure that work is completed in an efficient and effective manner;

- d) Fulfill agreements made with the supervisor concerning work hours and locations;
- e) Submit a compressed work week time sheet to the supervisor on a bi-weekly basis, where applicable; and
- f) Participate in annual reviews of the telework arrangement, where applicable.

2.2 Supervisors

It is the responsibility of the supervisor to:

- a) Manage hours of work in an efficient, effective and equitable manner;
- b) Advise employees of their start, rest and stop times;
- c) Consider requests for flexible work arrangements as outlined in 3.0;
- d) Consider relevant collective agreement provisions in consultation with Employee Relations;
- e) Determine any potential impacts on employee benefits;
- f) Review and sign, as appropriate, employee requests for flex time and compressed work week arrangements and forward to the Manager of Compensation and Benefits for final approval;
- g) Review and sign, as appropriate, employee requests for telework arrangements and forward to the relevant Executive Member for review;
- h) Notify the employee of the ongoing status of any request for a flexible work arrangement;
- i) Provide the employee with a copy of any approved flexible work agreement;
- j) Monitor each approved flexible work arrangement for:
 - i. employee compliance with the conditions of the written agreement; and
 - ii. the effect of the flexible work arrangement on operations.

- k) Modify a flexible work arrangement in consultation with the employee or discontinue the arrangement, as necessary;
- l) Notify the employee if and when the flexible work arrangement is being discontinued; and
- m) Coordinate the annual review of a telework arrangement with the employee, where applicable.

2.3 Manager of Compensation and Benefits

It is the responsibility of the Manager of Compensation and Benefits or designate to:

- a) Review requests for compressed work week or flex time arrangements for compliance with policies and procedures;
- b) Identify any conflicts the request has with ongoing campus or college operations;
- c) Identify any conflicts the request has with existing agreements or other requests for flexible work arrangements;
- d) Approve or decline the request for the compressed work week or flex time arrangement;
- e) Forward a copy of the approved or declined compressed work week or flex time agreement to the employee's supervisor; and
- f) Place a copy of the approved or declined compressed work week or flex time agreement in the employee's personal file.

2.4 Executive Member

It is the responsibility of the Executive Member to:

- a) Review requests for telework arrangements for compliance with policies and procedures;
- b) Identify any conflicts the request has with ongoing campus or college operations;
- c) Identify any conflicts the request has with existing arrangements or other requests for flexible work arrangements; and

- d) Sign and forward a copy of the request to the Associate Vice-President of Human Resources for review and final approval.

2.5 Associate Vice-President of Human Resources

It is the responsibility of the Associate Vice-President of Human Resources to:

- a) Review telework arrangement requests for compliance with policy and procedures;
- b) Identify any conflicts the telework arrangement request has with ongoing campus or college operations;
- c) Identify any conflicts the telework arrangement request has with existing agreements or other flexible work arrangement requests;
- d) Approve or decline the telework arrangement request;
- e) Forward a copy of the approved or declined telework agreement to the employee's supervisor; and
- f) Place a copy of the approved or declined telework agreement in the employee's personal file.

3.0 **General Conditions**

- 3.1 Employees interested in flexible work arrangements must complete and sign the relevant agreement and submit it to their supervisors for review.
- 3.2 Compressed work week and flex time arrangements are not available during the period in which summer hours are being observed. Employees will be required to revert to standard work schedules.
- 3.3 Flexible work arrangements will be reviewed by supervisors on an annual basis.
- 3.4 Requests for flexible work arrangements will be considered by taking into account:
 - Business needs of the Campus, Department or CNA;
 - Supervision of work;

- Hours of operation;
 - Service level impacts on college clients;
 - Needs of the individual employee who made the request;
 - Effect on co-workers and their ability to do their work in an equitable manner;
 - Ability of the employee to perform the work in an efficient, effective and fully engaged manner;
 - Appropriate telework work location and setup;
 - Requested duration of the flexible work arrangement;
 - Cost and feasibility of any technological requirements; and
 - Any occupational health and safety issues which may be a factor in the health and safety of the employee, co-workers and clients, including those scenarios where employees work alone.
- 3.5 Flexible work agreements will outline relevant responsibilities and terms and conditions of the respective flexible work arrangement.
- 3.6 Compressed work week and telework arrangements will begin with up to a six month trial period to assess the viability of the flexible 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. Flex time arrangements will not be subject to a trial period.
- 3.7 Normally, flexible work arrangements can be terminated by either party with a notice period of four weeks. However, if the flexible work arrangement negatively affects employee productivity, costs or operational needs, the supervisor, in consultation with the respective Executive Member and the Associate Vice-President of Human Resources, may modify or discontinue the flexible work arrangement immediately.
- 3.8 All other terms and conditions of employment apply to employees unless modified by the approved flexible work agreement.

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
Revision 3	September 21, 2021