



PREFACE

- 3.1 Flexible work options include flexible hours, remote work and compressed work week.

APPLICATION

- 3.2 This policy applies to all NPF employees unless specified otherwise in their collective agreement. The compressed work week option may only be applied by full-time regular employees.

APPROVAL AUTHORITY

- 3.3 Chief Executive Officer (CEO) or delegate

OPI

Chief Human Resources Officer (CHRO)

ENQUIRIES

- 3.4 All enquiries on the interpretation and application of this policy are to be directed to the HRM or RMHR and when required, forwarded to the OPI.

DEFINITIONS

- 3.5 The following vocabulary is used throughout this policy:
- Compressed Work Week (*Semaine de travail comprimée*). A compressed work week occurs when an employee regularly completes their scheduled hours of work in a shorter period of time than would normally be scheduled during a two-week work cycle (i.e. an employee works 75 hours over nine (9) days rather than the usual ten (10) days).
 - Flexible Hours of Work (*Horaire de travail variable*). A flexible hours arrangement occurs when an employee amends their work schedule within limits approved by the delegated manager.
 - Remote Work (*Télétravail*). A work arrangement whereby employees have a signed remote work agreement to carry out some or all of their job duties from a location other than a CFMWS workspace. A combination of remote work and office work is a hybrid option.
 - Employer imposed remote work (*Télétravail impose par l'employeur*) is when the Employer for business reasons determine that a position or job will be conducted partially or fully remotely or approved under the Employment Accommodation policy.

- e. Employee requested remote work (*Télétravail demandé par l'employé*) is when an employee make a request to work remote for personal preferences and not for accommodation reasons under the Employment Accommodation policy.
- f. Employment accommodation (*Mesures d'adaptation au travail*) means both the reasonable removal of employment related barriers that have or may have an adverse effect on current and prospective employees protected by the *Canadian Human Rights Act* and the reasonable adjustments made in the workplace that respond to the employment-related needs of these individuals.

GUIDELINES

- 3.6 Flexible work options are generally introduced in a work environment by an employee who determines that they would like to have a flexible work option.
- 3.7 Upon receiving a request from an employee, managers with delegated HR authority, in consultation with the HRM, should consider:
 - a. the nature, type and details of the request for flexible work options; and
 - b. the effect of the request on the work unit (i.e. service to clients, productivity, communication within and outside of the work unit, oversight of work, and impact on teamwork and team cohesiveness).
- 3.8 This policy must be applied in conjunction with the Flexible Work Options Guidance.
- 3.9 Consideration for all flexible work options, either for but not limited to, business needs, in cases of emergency/unforeseen events, or as a result of an employee request, will be done in a transparent and fair manner through dialogue.

POLICY

- 3.10 Flexible work options may be used where appropriate, and as a means to ensure enhanced productivity and an engaged and inclusive workplace.
- 3.11 Flexible work options should result in similar and/or enhanced employee performance.
- 3.12 These options support employees to reduce stress, achieve work–life integration and meet performance expectations.
- 3.13 Flexible work options have also been shown to be important to employee engagement and retention.
- 3.14 Flexible work options may be identified as a temporary or indeterminate solution for requests under the Employment Accommodation policy.
- 3.15 All employees who work flexible work options on a regular and recurrent basis must have an approved agreement in place to outline processes and procedures.
- 3.16 Prior to staffing, management may identify a specific job for remote work to maintain and/or enhance productivity and service delivery to meet Employer objectives.
- 3.17 All flexible work agreements (flexible hours, compressed work week or remote work) must be reviewed annually, and may be terminated by either party at any time, with reasonable notice (normally within fifteen (15) to thirty (30) calendar days).

AUTHORITIES / RESPONSIBILITIES

- 3.18 The levels of authorities are as follows:
 - a. Employees are responsible for:

- i. Discussing potential flexible work options with their manager as soon as possible; and
 - ii. following the directives listed in the Flexible Work Guidance and in their Flexible Hours, Compressed Work Week or Remote Work Agreement.
- b. Managers are responsible for:
- i. Determining the positions/jobs that may be suitable for flexible work options;
 - ii. Applying organizational processes, procedures and considerations when making a decision to enter into an agreement with an employee;
 - iii. Ensuring that requests for flexible work options are approved or denied on a case-by-case basis and that the decision and reasons are communicated in writing to the employee;
 - iv. Ensuring that the employee is informed of applicable policies, procedures and guidelines related to flexible hours, compressed work week or remote work;
 - v. Ensuring that an agreement is completed, approved and signed by delegated authority and provided to the employee prior to the start of the selected flexible work option;
 - vi. Completing, in conjunction with local HR offices, any documentation that might be required by CRA;
 - vii. Ensuring that a signed copy of the appropriate agreement is sent to local human resources offices for employee's file retention;
 - viii. Ensuring that agreements are reviewed with employees at least annually;
 - ix. Verifying with the employee that the remote work location is a appropriate working environment that meets the health and safety requirements of the Employer;
 - x. Ensuring that employees who remote work are included in townhalls, team and work meetings and other work events where practical; and
 - xi. Maintaining regular contact with employee(s) who remote work to discuss but not limited to work: objectives, priorities, deliverables and performance and well being.
- c. HRMs and RMHRs are responsible for:
- i. providing guidance to managers on flexible work options;
 - ii. monitoring the application of this policy; and
 - iii. conducting compliance reviews to ensure proper application of the policy

REFERENCES

3.19 The following legislation is relevant to the content of this policy:

- *Access to Information Act*
- *Canada Labour Code, Part II*
- Canada Occupational Health and Safety Regulations
- *Canadian Human Rights Act*
- *Government Employees Compensation Act*
- *Privacy Act*
- *Income Tax Act*

- Canada Revenue Agency

ANNEXES

3.20 The attachments listed below are part of the present policy:

- Flexible Work Guidance
- Remote Work Agreement
- Flexible Hours Agreement
- Compressed Work Week Agreement