



Greater Napanee

GREATER FOR MANY REASONS

**THE TOWN OF GREATER NAPANEE
ALTERNATIVE WORK ARRANGEMENTS
GUIDELINE**

**Adopted: March 8, 2022
Resolution #116/22**

The Town of Greater Napanee (Town) is an employer that puts its people first both its citizens, and its staff. As part of this commitment, we support a flexible work culture. As an employer, we believe in facilitating a flexible working environment that supports a sense of community and culture and can maintain if not enhance operational needs, collaboration, information sharing, innovation, and effective service delivery.

The Town recognizes that there may be instances when an employee requests an arrangement to work from home or when it would be more beneficial or flexible for an employee to work at an alternate location on a temporary basis, or in order to complete a particular task (e.g. special project, detailed project review) which requires an environment where there are less interruptions.

The Town also recognizes that alternate work arrangements may be required to address the lack of work/office space.

However, it is not possible to offer working at an alternate location to all employees as the requirements for most jobs will not be suitable for such arrangements. All arrangements are subject to the discretion of the Town. Flexible work arrangements are not a universal privilege and will be arranged or revoked on a case-by-case basis.

This guide provides leaders and employees with practical information, resources and documentation when considering and/or managing flexible work arrangements.

It is important for leaders and employees to fully consider the implications of flexible work arrangements before they are put in place and to have mechanisms to monitor and evaluate such arrangements.

Considerations must include:

- supporting employee work/life balance and individual productivity;
- unit operational requirements;
- health and safety;
- costs involved;
- impact on external and internal customers; and,
- impact on the work unit and co-workers.

Flexible work arrangements are not suitable for all positions and situations. While all employees have the right to request a flexible work arrangement, a leader's approval of these arrangements is based on operational requirements, customer service delivery expectations, the employee's specific role and responsibilities, and is therefore not guaranteed.

One condition of all Alternative work arrangements is that department customer services must be maintain or improved. If a decrease to department customer service is expected or realized adjustments including removal of alternative work arranges may occur.

The Town also recognizes that in extreme circumstances, including, but not limited to a pandemic, natural disaster, emergency or other unforeseen forces, remote work arrangements may be deemed necessary by the CAO or Department Directors to address health and safety concerns. In such cases, employees will be provided, as available and practical with appropriate equipment and resources to perform their duties from an alternate location. The duration of any emergency measures will be determined by the CAO in consultation with Senior Management. In such instances, the provisions and expectations in this policy shall apply.

Scope

This policy applies to full-time and part-time permanent non-union and contract non-union employees, interns, and students. It may also apply to union employees, subject to the terms and conditions in their respective collective agreements.

Where an employee is represented by a union and a general provision of this policy conflicts with a specific provision in that employee's collective agreement, the collective agreement provisions will prevail.

Types of Flexible Arrangements

This guide will cover two forms of alternative work arrangements Flextime and Remote work, the guide will also speak to the process of approving alternative work arrangements and when they are appropriate to implement.

Flex Time

Flextime arrangements provide the employee with the flexibility to adjust part of their daily or weekly hours of the week. The "Summer Hours Program" is a current example of a flex-time arrangement. Other options can be:

Daily Flex Time

Establishing core hours where the employee is to be available for work and providing them with the flexibility to schedule flex hours as needed. An example of this may be core hours of 10:00AM to 2:00PM (4 hours) daily with the expectation that the employee completes the additional 3 hours when it is most convenient for them for a total of 7 hours of work each day.

Season Flex time

Establishing a time period in the year when operationally employees can flex their work hours, either daily or weekly.

Remote Work

Remote work is performing any work from a location other than the traditional location, commonly work is performed from a home location

All Alternative Work arrangements can be established as a perpetual schedule or can be limited to specific times of the year where operational constraints allow for more or less flexibility. The Manager or department GM will have final say in approving or removing Alternative work arrangements.

Applicability

This Guideline applies to all staff within Greater Napanee, recognizing that not all roles may be fully, or in some part, conducive to alternative work arrangements (e.g., emergency services, in-person customer service etc..).

Processes

All alternative work arrangements will start off with an employee-initiated request to have a discussion between the employee and their immediate manager. The manager may require the details of the request in writing prior to the initiation discussion (Appendix C - Alternative Work Arrangement Form is available as needed). It is the managers responsibility to evaluate the benefits of the request, the feasibility and impact of the request on the department, co-workers, external and internal customer

service standards/expectations, and the ability to support the employee's request.

Approvals

Should the manager determine, they can approve the request they will first meet with the GM to discuss the request, review the impacts (real or potential), and how they plan to manage the impacts and the request going forward.

With the GM approval, the manager will then inform the employee of the approval and provide a written copy of the details of the plan, its effective date, and any modifications or conditions associated with the alternative work arrangement plan.

The employee will review any associated conditions, and modifications and choose to accept the revised plan or forgo their request and maintain current practices.

Alternative work arrangements do not normally need to put in writing and filed in the employee's file. However, if an arrangement includes multiple restrictions and conditions, it may be best to document the arrangement.

Disputes

Should the employee disagree with a manager's modifications or decision-related to their request they should first attempt to resolve the disagreement with the manager and find an acceptable arrangement for all parties. If an acceptable arrangement cannot be achieved the employee may choose to escalate the matter to their GM, or to the Director of HR. Escalation should only occur if the employee believes their request is being denied unfairly, and a written account of their concerns is to be submitted with their escalation.

Fundamental Requirements of Alternative Work Arrangements

In order to ensure that The Town of Napanee receives the services and support to maintain all municipal services the following foundational requirements of alternative work arrangements are to be adhered to.

1. The duties, tasks, and overall functions of the work, including the environment in which the employee is required to perform the work, must be suitable for the proposed type of work arrangement. Human Resources (HR) will work with managers in assessing whether a position is suitable for alternative work arrangements. This includes, but is not limited to, the following:
 - a. The individual's duties must be ones that can be performed at the proposed time(s), location, and independently where the duties require independence.
 - b. The proposal must address privacy and confidentiality of information required by the employee in the course of their duties. If other individuals will be occupying or within earshot of a remote workspace how will the confidentiality of information be maintained both written and oral.
 - c. The individual must be able to maintain productivity and continue to meet performance standards and expectations.
 - d. The arrangement must be suitable in view of departmental practices.
 - e. The arrangement must not negatively affect operational productivity and efficiency.
 - f. The arrangement, in and of itself, must not result in a change to the workload of the employee or their colleagues.
 - g. The arrangement must maintain any workplace accommodations in place for the employee.

- h. Alternative work arrangements, in and of themselves, shall not trigger overtime.
 - i. The arrangements must not contradict any Collective Agreement provisions, or employment policies, including policies pertaining to specific employee groups.
- 2. The work style of the employee (e.g., level of independence) must be compatible with the alternative work.
- 3. The proposed arrangement must be reasonable and include elements that will promote success. For example, if the proposed arrangement is to work from home, the employee must have suitable and ergonomically appropriate office space in their home or other space under their control in which they will perform the remote work.
- 4. The normal hours of work and income must remain consistent such that it does not impact the employee's standard pay, pension and benefit plans provided by the Town.
- 5. The manager and employee will assess the arrangement on an ongoing basis, communicate about the work and the alternative arrangement, and be willing to adjust the arrangement as necessary, recognizing that both departmental and individual needs may change over time.
- 6. All employees with alternative work arrangements must be able to meet appropriate technology requirements to successfully complete their duties. Examples include but are not limited to reliable and capable internet, strong enough cell reception, ergonomically correct workstation, and associated equipment.

This list is not intended to be a complete list of fundamental requirements, Managers and Departments may have additional foundational requirements to meet the operational needs to support Alternative Work Arrangements.

Appendix A: Impact of Alternative Work Arrangements on General Terms and Conditions of Employment

If an alternative work Arrangement is approved, the alternative work Arrangement constitutes a temporary arrangement that does not change the employee's basic terms and conditions of employment with the Town under the applicable Collective Agreement, employment contract, policies, and laws. Unless specified in the alternative work Arrangement, the Arrangement does not impact the employee's employment status, compensation, benefits (including pension) and perquisites, or job duties.

If the employee's hours of work are impacted (increased or decreased) by the alternative work arrangement, this will be set out in a documented alternative work arrangement. It is expected that all employees, including those with alternative work arrangements, actively work during hours identified by the manager (and specified in the alternative work Arrangement).

Performance of job duties during working hours

Full Attention

Just as the employee is required to do while working on Town premises, the employee in an alternative work arrangement is expected to provide their full time and attention to Town business and to perform work duties in the normal course during agreed upon working hours.

Distractions

Employees working remotely must arrange hours of work with the approval of their manager such that caregiving obligations (if any) do not interfere with the performance of job duties.

Accommodations

Should childcare, eldercare, care for sick relatives, or other personal obligations arise while working remotely, employees should follow the normal process they would follow if such obligations arose while the employee was working on Town premises (request an accommodation or seek an appropriate leave). If an employee requires accommodations to meet caregiver needs, they should request an accommodation that will be considered separate and distinct to this process.

Secondary Employment

Alternative work arrangements are not to be provided to provided flexibility to an individual for the purposes of engaging in secondary employment. The Town expects staff to ensure Town business is the primary focus of attention, flexible arrangements can be provided to enhance work-life balance and should not be used as a means to increase available working hours. Employees must disclose any real or potential conflict of interest to their Manager immediately.

Requesting Vacation, Overtime, Personal Days etc.

The normal departmental processes apply for seeking approval for overtime, and requesting or reporting, as applicable, vacation, personal days, or other absences. Managers who are uncertain whether a request is compatible with the alternative work arrangement can contact the HR Office for clarification. For clarity, alternative work arrangements, in and of themselves, shall not trigger overtime.

Suitable Workspace

Employees working remotely are responsible for providing a suitable alternative workspace (e.g.,

considering safety, ergonomics, privacy, and confidentiality - See Appendix 8: Remote Workspace Safety Checklist. Typically, this will be within their residence (where they are the owner/occupant). The Town is not requiring any staff to work remotely and will therefore not be liable for any accidents or loss to third-party residents or visitors to the home office.

Customers

While working remotely staff are not to have customers or colleagues meet at a remote home office. All meetings are to be virtual, or held in Town buildings when in-person.

Equipment and Supplies

For purposes of this Guideline, the term "Equipment" includes but is not limited to any information technology, hardware, software, and viable internet connectivity. A stable and reliable network connection with sufficient bandwidth through home ISP is an important part of ensuring a sufficient workspace. The Town will not typically subsidize the cost of the employee's alternative workspace, such as desk, chair, additional monitors, computers, and docking stations or internet service at home. Specific requirements in terms of equipment (e.g., viable connectivity via internet, VPN, devices), will be set out in the alternative work Arrangement. If the Town is providing any equipment or supplies, this will also be specified in the alternative work Arrangement. Such equipment or supplies are to be used solely for the purposes of the employee's duties for the Town. They remain the property of the Town, and are subject to the employee being required to maintain them and return them at the end of the alternative work Arrangement or earlier if requested by the Town (as described below under "Return of Town Property").

Town equipment and supplies must be used only for Town Business only, Employees should be aware that all town computer equipment can be tracked and usage reviewed. Misuse of town equipment can result in discipline including termination.

Communications

The employee must be reachable by telephone, text or instant messaging, email, or another agreed-upon method of contact during the agreed-upon hours of work to the extent that they would be available if working in Town offices.

Reporting Obligations

The employee will be advised if required to report to their manager (and maintain contact with co-workers) in a different way or with a different level of frequency while working off-site than when working onsite.

The employee is responsible for notifying their manager as soon as possible in the event of equipment or connectivity malfunction. In such cases, it is expected that every reasonable effort be made by the employee to minimize work disruption.

Employees are also reminded that all usual reporting obligations exist during times they are working off-site, including the obligation to report to the supervisor in accordance with normal departmental practices in the event the employee is sick or otherwise unable to work during scheduled working hours (including, for example, attending a medical appointment or other personal obligations).

Attending Work Onsite in the Town of Greater Napanee

Employees working off-site may be required to attend work at the Town for meetings, conferences, or other types of events as determined by their manager. This may include, but is not limited to, professional development, team-building exercises or necessary workforce planning. Employees

working off-site will not be reimbursed for parking, mileage, or travel between their home and the Town including on days when they are expected to be working remotely and the employee is required to attend a work activity in person. Employees should be available to come into the office as needed.

Insurance Coverage

Employees are advised that working from home with any regularity may affect the provisions of any home contents insurance and are advised to inform their insurance provider(s) prior to commencing working from home.

The Town will not be held liable for any damages to an Employee's alternate work location or any injuries to family members, visitors, or others in the alternate work location.

It is the Employee's responsibility to consult with an insurance agent for any coverage implications due to telecommuting.

Equipment provided by the Town will be insured through Town policies as long as it is used on suitable secured premises and not left unattended in a vehicle.

Return of Town Property

When the alternative work arrangement ends for any reason, or earlier if at any time the manager or division determines, in its sole discretion, that it is no longer required by the employee, the employee will return any Town property that was provided to them for purposes of working off-site. This includes all Town-owned equipment and supplies, as well as documents, material, files, etc.

Injury or Accident

The employee working off-site must report any injuries or accidents that occur in the course of their employment to their manager as soon as reasonably possible, but no later than 24 hours after such injury/accident. The employee working off-site agrees to facilitate any Town investigation into the report, including a virtual or in-person visit to the employee's alternative workspace, at the employer's discretion. Such a visit will be facilitated as soon as reasonably possible after the injury or accident.

Privacy and Confidentiality

At the Town, information that is not public must be treated as confidential. The Town is subject to various requirements regarding privacy and confidentiality that arise out of legislation and policy. All such requirements must be met by the telecommuting employee in respect of any electronic or hard-copy information or records outside secure Town environments including those that they access electronically from off-site.

An employee working off-site must take all reasonable steps to secure and maintain the confidentiality of all Town information and documents while they are being transported to and from their off-site workspace, and while in the off-site workspace. Such steps will include protecting such information and documents from being damaged, destroyed, stolen, copied or otherwise accessed by unauthorized individuals. Town documents that are to be disposed of or destroyed in the course of the employee's work are to be disposed of or destroyed on-site at the Town.

There may be some documents that the employee will not be permitted to take out of the departmental office and/or access remotely due to privacy/confidentiality concerns.

If a breach of privacy/confidentiality occurs, the employee must inform their manager as soon as reasonably possible.

Breaches of privacy/confidentiality arising during the course of off-site work will be assessed on their individual facts. The employee working off-site must report any data security breaches to their manager and IT department as soon as reasonably possible

Appendix B:

Remote Workspace Safety Checklist

To prevent the development of unsafe or unhealthy working conditions, employees are advised to consider the list below with respect to their remote workspace.

The remote workspace should, to the extent possible, provide the same level of health, safety and security that an employee would receive at a regular, on-site workspace. Employees working in a remote workspace are responsible for assessing that worksite for existing or potential problems and for taking corrective steps, consultation with Town Health and Safety/HR is available upon request.

Emergency Procedures

- Emergency contact numbers are posted near the phone.
- Emergency evacuation route for my off-site workspace.
- Emergency contact information provided to Supervisor.
- First aid kit is fully stocked and inspected periodically.
- Smoke detector located in off-site workspace area that is fully functioning, test and change batteries every six months.
- Fully functioning carbon monoxide detector, test this device and change the batteries every six months.
- There is a fire extinguisher that is easily accessible, fully charged, the seal is unbroken, properclass, visually inspected monthly, professionally inspected annually.

Electrical Safety

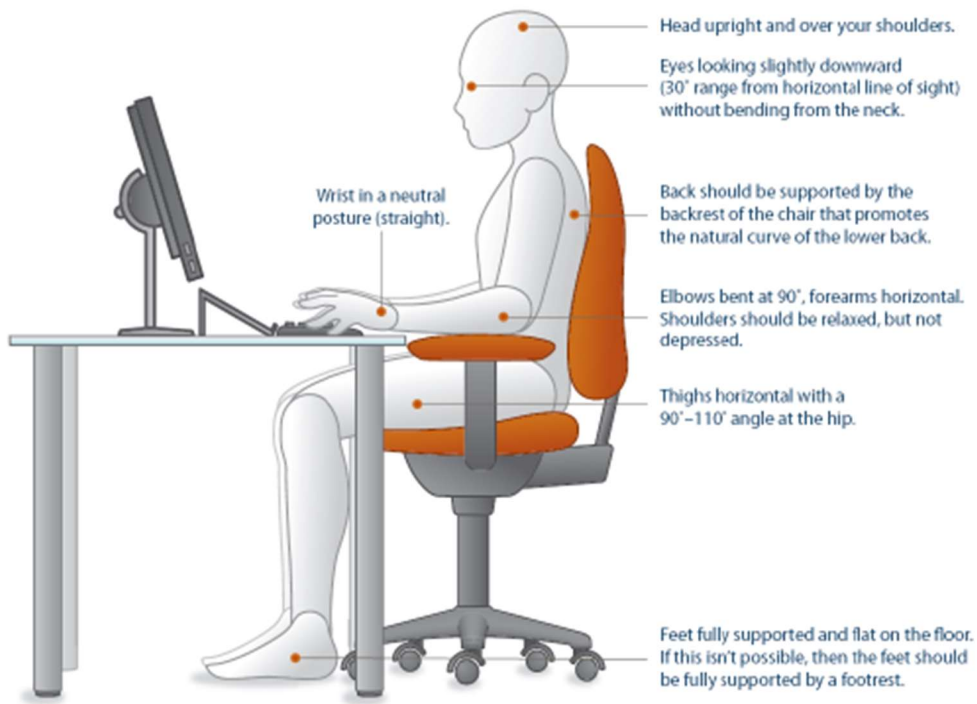
- Outlets are not overloaded.
- Power bars are used in place of extension cords where possible. If extension cords are used, they are CSA-approved and grounded by three prongs.
- Electrical cords in good condition and working properly.
- Electrical cords neatly secured, out of the way, and anchored when possible.
- Minimal clutter around all electrical equipment (for ventilation purposes).
- Electrical panels are properly covered and easily accessible.
- Lighting is working properly, and appropriate bulb wattage is used.

Office Ergonomics

- Work station set up is appropriate to the individual and or adjustable are required.
- Tips on setting up an ergonomic workstation: see diagram below and [Link to video](#)

Work Environment

- All furniture is free of sharp edges and materials are safely stored.
- Doors and drawers are kept closed when not in use.
- Neatly organized and free of tripping hazards.



Appendix C:

Alternative Work Agreement

This document is intended to provide a written account of the arrangement between the employee and the Manager to facilitate Alternative Work Arrangement(s). This document in no way alters the terms and conditions of employment and is entered into at the request of and to the benefit of the employee.

- Remote Work Arrangement** **Flexible Hours Arrangement**

Details of Remote Work Arrangement

Location of Remote work [Click or tap here to enter text.](#)

Expected days of the week that will be worked remotely:

- Monday Tuesday Wednesday Thursday Friday
Saturday Sunday No set schedule

Remote Equipment to be supplied by the Employee:

- Ergonomically correct workstation including desk, chair, keyboard, monitor
High speed internet connection appropriate for the needs of the role
Confidential and secure work environment

Comments and additional details or expectations of the Remote Arrangement

Details of Flexible Hours Arrangement

All flextime arrangements require the employee to maintain regular weekly hours of work and use allotted vacation time within the year.

- Employee may flex their time as needed
- Season Flex Time – (e.g. summer hours)
Time that will be taken off [Click or tap here to enter text.](#)
Additional hours will be worked will be [Click or tap here to enter text.](#)
- Daily Flex Time
Core Hours [Click or tap here to enter text.](#)
Days of the week are approved for Flex Time [Click or tap here to enter text.](#)

Comments and additional details or expectations of the Flex Time Arrangement

This agreement is being made at the employee’s request and with the approval of the Manager listed below and in no way alters the terms and conditions of employment. By signing this agreement both parties are agreeing to attempt a remote work arrangement and/or a flex-time arrangement, with the understanding that operational and customer service levels must be maintained and Alternative Work Arrangement Guidelines followed unless documented differently in this agreement.

The Manager and the Town have the ability to end the arrangement at any time and require the employee to report to work as they would have prior to engaging in this agreement.

Manager Signature

Employee Signature

Manager Name

Employee Name

Date

Date