

Title	Flexible Work Arrangements		
Classification	Administrative	Oversight Responsibility	Office of Vice-President Finance and Operations
Category	Human Resources & Employment	Responsible Office	Human Resources
Approval	Executive Committee	Effective Date	2023-Jun-01
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This policy is applied in a manner consistent with applicable statutory and legal obligations, including university collective agreements and terms of employment.

The most up-to-date versions of the university's policies are posted on the policy and procedure website. If you've printed this policy, check the website to ensure you have the current version.

NOTE: The first appearance of terms in **bold** in this document (except titles) are defined terms – refer to the Definitions section.

1.0 POLICY STATEMENT

- 1.1 Royal Roads University (RRU, Royal Roads or University) is committed to fostering employee well-being, inclusion, collaboration and engagement. We believe this supports a culture that enables employees to thrive while continuing to provide exceptional teaching, research and service that supports and advances the vision, values, goals, and commitments of the University.
- 1.2 The University may approve a **flexible work arrangement (FWA)** between the University and an employee where both parties agree to voluntarily alter employee-employer relationships on a conditional basis, subject to operational requirements, principles and provisions outlined in this Policy.
- 1.3 The University or the employee may terminate any FWA with an appropriate notice period.

2.0 SCOPE & COMPLIANCE

- 2.1 This Policy extends to all University employees.
- 2.2 This Policy is not intended to interfere with the longstanding practice of Faculty who have worked both on and off campus. Faculty may continue to manage their work arrangements based on collegial discussions with their Deans. Faculty do not need a formal **Flexible Work Arrangement Agreement (FWAA)** to continue these customary work practices.
- 2.3 This Policy may not apply when employees are asked to temporarily work offsite as dictated by circumstance, e.g., pandemics, facility, or other short-term operational needs.
- 2.4 Based on the nature of the work being performed and the work environment where the work takes place, an FWA may not be suitable for all employees/roles across the University. Flexibility in the workplace may look different in the following roles (for example, flexible work hours compared to flexible location work arrangements).
 - a) Roles that support university infrastructure and the physical health and safety of the university community must be provided on campus.
 - b) Roles that support the student experience on-campus and require onsite presence.
- 2.5 This Policy is not intended to be used in place of sick leave or any other leave of absence, nor intended to replace childcare or dependent care.

- 2.6 The University may establish exceptions or amend this Policy as necessary or deemed prudent by the University, regarding relevant factors and the University's activities and operations.
- 2.7 This policy does not apply to workplace accommodations under the BC Human Rights Code, BC Workers' Compensation Act, or any other applicable law or regulation. Requests for Human Rights-based accommodations concerning work arrangements should be submitted to the appropriate RRU Human Resources Consultant.

3.0 GUIDING PRINCIPLES:

Any decision regarding Flexible Work arrangements will take into consideration the following principles:

- 3.1 Achieving the University's vision, goals, working culture, and commitments is a priority and must be addressed in flexible work decision-making, work design, and scheduling.
- 3.2 Flexibility options must adhere to the principles of academic and operational governance and put the priorities of teaching, research and service at the heart of decision-making.
- 3.3 Flexibility must consider the employee's safety, health, and well-being, both physical and emotional, and meets University's regulatory obligations.
- 3.4 Flexibility is an option for all employees, with consideration for case-by-case decisions based on individual reviews, the function and responsibilities of the employee's role, unit processes, operational outcomes, and legal considerations.
- 3.5 Planning and decision-making must be transparent and occur with an open mind and attitude that supports and encourages flexibility.
- 3.6 Promotion of equity, diversity and inclusion of faculty and staff are factored into flexible work practices.
- 3.7 The impact on stakeholders is understood. Any FWA arrangement must sustain community, service levels, quality of work, productivity and timeliness without hardship on collaborating units, colleagues, students, and the university community.
- 3.8 All stakeholders acknowledge and commit to fostering the University's desired culture by contributing to a vibrant community experience through in-person connections with colleagues and students online and on campus.
- 3.9 Flexibility should sustain academic and operational functions by optimizing use of various spaces and technologies on campus – whether for privacy or collaboration.

4.0 GENERAL POLICY TERMS

- 4.1 This Policy supersedes any policies, guides, or agreements issued by any unit regarding flexible work arrangements or alternate forms of scheduling, such as earned time for employees. The **Flexible Work Planning Guide** supports this Policy and should be used for FWA decision-making and understanding.
- 4.2 The range of flexible work options is determined by legal, operational, and role requirements. Refer to Appendix 1— Overview of flexible work options.
- a) **Flexible Time Off;**
 - b) **Ad-hoc Flex;**
 - c) **Flexible Time;**
 - d) **Flexible Location;**
- 4.3 All Flexible Time and Flexible Location options require a Flexible Work Arrangement Agreement (FWAA) signed by the employee and their manager and approved by their **senior leader**.

- 4.4 Employees interested in an FWA are required to discuss options and the feasibility of different options with their manager before applying for a Flexible Work Arrangement Agreement.
- 4.5 The relevant employment agreement governs all FWAs, collective agreements, University policies and procedures, and all applicable legislation and regulatory requirements. Employees will abide by all terms and conditions of their employment while working under an approved FWAA.
- 4.6 Each FWAA approved by the senior leader may 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 senior leader may extend or modify the FWAA in consultation with the employee or discontinue the flexible work arrangement altogether.
- 4.7 An FWA does not alter the assigned workload, and employees are accountable for fulfilling their assigned and contracted responsibilities.
- 4.8 Mileage, accommodation, parking, or transit fees will not be reimbursed when an employee with an FWAA is required to attend work physically at the university.
- 4.9 Employees will be assigned a laptop with **unified communications** capability to facilitate FWA. Employees should not expect to be provided with other resources to support FWA. For example, the University will not provide cellular phones, internet connections, office furniture, printers, additional monitors, or other additional hardware to support an FWA.
- 4.10 Unless otherwise agreed in writing as an exceptional circumstance, all employees will be provided a work location at one of the University's campuses (Colwood or Langford) and are not entitled to request a T2200 from the University for operating an office location away from campus.
- 4.11 Workers' Compensation Insurance: Employees are covered for injuries arising out of and in the course of employment. If an employee suffers an injury while in their **approved off-campus workspace**, they should immediately seek assistance, report the incident to their manager as soon as possible, and document the incident on the RRU report form, including any workers' compensation claim forms, if applicable.

5.0 AUTHORITIES, ROLES & RESPONSIBILITIES

5.1 Senior Leaders (Associate Vice-Presidents, Deans, Directors, and Vice-Provost)

It is the responsibility of the Senior Leader to:

- a. Review and approve or deny an FWAA.
- b. Make reasonable efforts to approve an FWAA by this Policy and in consideration of the manager's recommendation and the Flexible Work Planning Guide.
- c. Provide a rationale for denying an FWA to the employee and the manager and help support understanding and consideration of any decisions made.

5.2 Academic and administrative managers

It is the responsibility of academic and administrative managers to:

- a. Model the use of FWAs, and encourage employees to ask about and discuss FWA options;
- b. Use supportive leadership skills — communication, feedback, mentoring, transparency, trust, respect and consistency to support FWAs.
- c. Manage hours of work and staff assignments to ensure the unit runs efficiently and effectively;
- d. Balance flexible work arrangements across their unit to ensure that certain off-campus days or scheduling not favoured over others.

- e. Consider requests for FWAs based on an assessment of the operational needs of the unit and the feasibility of the employee's proposal;
- f. Consult with other units within the University and with external partners, as required, to assess the potential impacts of various FWAs on their services/operations;
- g. Consult with Human Resources when considering or entering into any FWA to work with employees when selecting the most appropriate flexible work options.
- h. In consultation with an employee, complete the FWAA Template defining the specific conditions of the employee's FWA and acquire senior leader approval before implementation.
- i. Implement, manage, monitor and if necessary, modify approved FWAs in their unit based on this Policy and in consideration of the Flexible Work Planning Guide.
- j. Consider relevant legislative provisions, including the Employment Standards Act, 2000 and the Occupational Health and Safety Act.
- k. Consider relevant Collective Agreement provisions.
- l. Identify areas where employees may need further training to support working under an FWA, ex. Cyber security, data security, health and safety protection, harassment avoidance, EDI, and communication skills.
- m. Foster effective communication of Flexible Work Arrangements within the team to ensure all employees are clear on the current work model and its implications; and
- n. Model transparency and connectedness through regular updates concerning operational changes, life balance/well-being resources and other employee supports.

5.3 Human Resources

It is the responsibility of Human Resources to:

- a. Support managers to review and assess FWA requests, e.g., provide advice, resources, documentation, training, and other supports to ensure a practical FWA approach.
- b. Develop and maintain suitable and effective tools and resources for assessing and managing the FWA program.
- c. Maintain records of approved FWAA in the employee file.

5.4 Employee

It is the responsibility of the employee to:

- a. Read and understand the FWA policy and abide by the terms of the FWAA and Flexible Work Planning Guide.
- b. Take responsibility for positive outcomes and ensure that work is completed efficiently and effectively;
- c. Ensure that cyber security and data security remain top of mind and a consistent focus in daily work activities, and always consult their manager with any questions or concerns related to cyber and data security;
- d. Ensure that any approved off-campus workspace is a safe work environment and that employees regularly discharge their responsibilities under the Occupational Health & Safety Act;
- e. Communicate effectively with their manager and coworkers to keep all informed of their work schedule and locations to ensure effective collaboration and service.

6.0 DEFINITIONS

For this policy:

Anchor Days are an optional element that may be added to an approved FWAA. An anchor day is a designated day(s) where all unit employees, or identified specific employees, are required to be on campus.

Blended work refers to a flexible work arrangement allowing an employee to complete assigned work both on campus and at an approved off-campus workspace with an approved FWAA.

Core work hours are an optional element that may be added to an approved FWAA. Core hours refer to a period during which the employee must be “at work”. It’s about being live and available for collaboration and face-to-face time during certain periods so that we can make contact for the purposes of brainstorming, decision-making, information dissemination, and making the most of creativity.

Approved offsite workspace is the location within the employee’s residence or other location, as approved by the University, where the employee will establish a suitable, dedicated workstation. The employee is responsible for ensuring that the workspace is safe and can maintain the privacy and security of the employee’s and the University’s confidential information.

Extraordinary circumstances refer to a state that causes the University to consider a Flexible Location arrangement that would only sometimes be approved. In all cases, these decisions are solely made by vice presidents in consultation with legal counsel.

Flexible time refers to an FWA whereby employees’ scheduled work hours are varied – usually altering their working day’s start and end times.

Flexible location refers to an FWA allowing work to be carried out at an approved off-campus workspace.

Flexible work arrangements (FWA) describe various voluntary work options that provide flexibility around the time or location where the employee completes work.

Flexible work arrangement agreement (FWAA) is a formal document that defines the terms of the flexible work arrangement between an employee and their manager with final approval by the senior leader.

The **regular worked time** is normally 37.5 hours/week, or as defined by the University within an employment agreement or collective agreement.

The **regular workday** is normally 7.5 hours, or as defined by the University within an employment agreement or collective agreement.

Unified communications provide and combine multiple enterprise communications channels, such as voice, video, personal and team messaging, voicemail, and content sharing.

University business hours refers to the designated time frame during which administrative and operational activities are conducted at the University. These hours typically span from 8:30 a.m. to 4:30 p.m. and serve as the standard schedule for essential university functions.

Unit refers to Institute, Department, Centre, Office, or School.

6.0 INTERPRETATION

Questions of interpretation or application of this policy or its procedures will be referred to the Vice-President, Finance and Operations whose decision is final.

7.0 RELATED DOCUMENTS

Royal Roads University Documents and Information

- [Flexible Work Arrangements Agreement Template](#)
- [Flexible Work Planning Guide](#)

Legislation and Information

- [Royal Roads University Act](#)

- [BC Employment Standards Act](#)
- [Occupational Health and Safety Regulations](#)

Review, Revision and Approval History

<u>Date</u>	<u>Activity</u>
2007-Jan-01	Approved by Executive
2021-Oct-21	Transfer to new template; no content change
2023-May-02	Major revision; approved by Executive
2023-Jun-01	Effective date
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2026-Jun-01	Next Review

Appendix 1 – Overview of flexible work options

Important: The availability of various flexible work options (Flexible Time Off, Ad-hoc Flex, Flexible Time and Flexible Location) will depend on the employee's role and responsibilities and the unit's circumstances.

Option: Flexible Time Off

Provides for paid or unpaid time off offered by Royal Roads University.

- Refer to [Types of Leave Policy](#) or collective agreements, as applicable.
- **Does not require an FWAA** Discuss with your manager and submit the applicable [leave request form](#).

Option: Ad-hoc Flex

Provides for one-time only and/or short-term FWAs (5 or fewer workdays) in response to unique situations.

- **Does not require an FWAA.** However, the details of the arrangement must be documented in writing, which may include an email between the employee and the manager where both parties agree to the arrangement.

Option: Flexible Time

General:

- Managers and unit teams must coordinate work schedules to ensure teaching, research and service coverage.
- Provides an option for roles that require regular on-campus presence, in-person interactions or access to physical material or spaces on campus to complete the functions or tasks.
- May be appropriate in combination with a Flexible Location option.
- May include specific **anchor days** and/or **core work hours**.
- **Compensation/benefits:** No change
- **Technology:** Employee is assigned (or provided access to) a computer and a telephone, relative to job requirements.
- **On-campus workspace:** Employee provided a workspace on campus (e.g., office, cubicle, shared workspaces)
- **Requires an FWAA**

FT1. Compressed work week

The employee's **regular workday** can be increased to allow for time off on a regularly scheduled basis.

- Modified days are taken as scheduled, not saved up for extended periods of absence.

FT2. Variable hours
<p>An employee works a regular workday, but their start and end times are altered.</p> <ul style="list-style-type: none"> • Compensation/benefits: No change
FT3. Job Sharing
<p>Two employees split a full-time job, each with responsibility for the success of the total job.</p> <ul style="list-style-type: none"> • Compensation/benefits: Salary, benefits, and other employment terms may change depending on the reduction in hours.
FT4. Reduced work week
<p>An employee works fewer hours than the traditional regular workday or regular worked time.</p> <ul style="list-style-type: none"> • Compensation/benefits: Salary, benefits, and other employment terms may change depending on the reduction in hours.

Option: Flexible Location

General:

- Managers and unit teams must coordinate work schedules to ensure teaching, research and service coverage.
- Employees will typically be expected to work 60 per cent of their regular worked time on-campus.
- Flexible location arrangements must be balanced across the work unit to ensure that certain off-campus days or scheduling is not favoured over others.
- Suitable for a role with varying requirements for on-campus presence, in-person interactions or access to physical material or spaces on campus to complete the functions or tasks.
- The **approved offsite workspace** must meet all WorkSafe and other occupational health and safety requirements. Requires:
 - Flexible Work Location Safety Training
 - Occupational Health and Safety Checklist
- The employee may be expected to be on-campus for coverage, training, meetings and/or other work tasks that require in-person presence at the manager’s discretion. Whenever possible, appropriate notice for on-campus presence will be provided.
- May include specific **anchor days** and/or **core work hours**.
- **Technology:** assigned mobile technology (laptop) with **unified communications** capability
- **Requires an FWAA**

FL1: Blended work
<p>The employee typically works on campus 60 per cent of their regular worked time, and works from an approved off-campus workspace for the balance of the hours.</p> <ul style="list-style-type: none"> • Employee must live in British Columbia • Employees are responsible for all expenses related to travelling to the University for on-campus work requirements.

- **On-campus workspace:**

- Employees who work **on campus** at least 60 per cent of their regular worked time will be provided with a workspace on campus (e.g., office, cubicle, shared workspaces)
- Employees who work **off campus** more than 40 per cent of their regular worked time typically are not provided with a fixed/assigned workspace on campus and will have access to a shared or hoteling workspace on campus.

- **Compensation/benefits:** No change

FL2: Fully remote work

The employee works at an approved off-campus workspace for 95% to 100% of their regular work time.

- Are the **exception** and will be granted **only under extraordinary circumstances** upon the approval of the relevant Vice-President or President.
- Employee must reside in Canada and preferably within British Columbia. No fully remote work arrangement will be considered for working from outside Canada.
- **On-campus workspace:** The employee will have access to the appropriate workspace when working on campus.
- **Compensation/benefits:** Salary, benefits, workers' compensation, and other employment terms may change depending on location (out of B.C.)