
	Title:	Hybrid Work Agreement Policy		
	Number:	HR-020		
	Revision Date:	N/A	Approved by:	Council
	Revision Number:	N/A	Area:	Corporate
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1.0 Purpose

- 1.1. In keeping with the modernization of the workplace and in an effort to foster a productive and flexible work environment CUPE and non-union employees will be encouraged to establish a Hybrid Work Agreement in accordance with this policy wherever it is operationally feasible to do so.
- 1.2. A hybrid work model will increase the City of Welland's ability to attract and retain the best employees.
- 1.3. This policy outlines the eligibility requirements and steps required to engage in a Hybrid Work Agreement in a way that allows for employees to meet the requirements of their job responsibilities in serving the citizens and internal customers of the city.
- 1.4. A Hybrid Work Agreement must not have a negative impact on an employee's performance and therefore the ability of the city or a department to meet its goals and objectives.

2.0 Scope

- 2.1. This procedure applies to all full-time, permanent CUPE and non-union employees.
- 2.2. If established, a Hybrid Work Agreement will not be permanent and will not entitle an employee to ongoing or future arrangements. Eligibility will be reassessed from time to time. If an employee changes jobs within the City, there are performance concerns, or the arrangement is not operationally feasible, an existing agreement may be re-evaluated, modified, or rescinded at the discretion of management.
- 2.3. This policy does not alter or replace the terms of an existing employment contract, collective agreement, policies, procedures, practices, or legislation, including but not limited to the Employment Standards Act, Ontario Human Rights Code or the Accessibility for Ontarians with Disabilities Act, that will apply as if the employee were working at a municipal work site.
- 2.4. If there is inclement weather so severe that the CAO declares that certain city facilities should be closed, the Inclement Weather Procedure will be implemented, and the city may request or require that employees work from home.


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3.0 Definitions

- 3.1. **Anchor Day:** predetermined day(s) in which the employee attends their municipal work site. Anchor days will be outlined in the employee’s Hybrid Work Agreement but can be changed with the approval of the employee’s manager or changed by the employee’s manager as operationally required. There is a minimum of three (3) anchor days required in each agreement.
- 3.2. **Designated Work Location:** the location within the employee’s home in which the employee will establish a suitable, safe, dedicated workstation.
- 3.3. **Hybrid Work Agreement:** an agreement between the City and the employee that outlines the hybrid work schedule and the expectations and conditions for the hybrid work arrangement. Must be approved by the employee’s supervisor and Director and submitted to HR.
- 3.4. **Hybrid Work:** a workplace model that supports a blend of in-office and remote workers. Employees spend some of their work hours at their municipal worksite and others working from home.
- 3.5. **Municipal Worksite:** the municipal facility at which the employee works.
- 3.6. **Operational Feasibility:** a measure of how well a proposed system solves problems, takes advantage of opportunities, and performs the necessary tasks of the city. To be operationally feasible, the hybrid work arrangement must fulfill the needs of internal and external customers without sacrificing quality, efficiency, and productivity.
- 3.7. **Standard Business Hours:** the regular hours for the employee’s work location, not including regular breaks and lunch (ex. 8:30 am to 4:30 pm Monday through Friday).
- 3.8. **Work at Home Health and Safety Form:** a form that is to be completed by the employee in consultation with their supervisor and submitted to HR. Includes a home office safety checklist to assess any possible risks and hazards associated with the employee’s designated work location.

4.0 Roles and Responsibilities

- 4.1. **The Chief Administrative Officer (CAO) will:**
 - Support the use of this procedure corporate-wide by promoting compliance and consistency.
 - Provide guidance, direction, and final authority when issues arise, and the Corporate Leadership Team and Human Resources are unable to come to a resolution.

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4.2. The Corporate Leadership Team (CLT) will:

- Support the use of this policy in their respective areas by promoting compliance and consistency.
- Review and approve Hybrid Work Agreements submitted by employees in their area to ensure consistency and fairness.
- Provide direction to managers and supervisors on approving Hybrid Work Agreements when required.
- When purchasing any new technological equipment, considering options that will allow for more employees to engage in hybrid work in the future (i.e., consider purchasing laptops instead of desktops).
- When considering approving Hybrid Work Agreements for their direct reports, ensure there are enough onsite managers and supervisors for their area. Suggest alterations to the proposed hybrid work schedule when necessary.

4.3. The Manager of Human Resources will:


- Work with CLT to determine future viability and review this policy within the first twelve months, or more frequently if required.
- Communicate this policy and the related procedure, protocols, and guidelines to employees.
- Work with departments to resolve any work-from-home issues, as requested, especially concerning health and safety, sick leave, and performance concerns.

4.4. The Manager of Information Services will:

- Establish the rules for safe and secure network connectivity to the corporate network from home.
- Provide the necessary technological equipment where available and appropriate.
- Be responsible for recording all technological equipment and corporate network access that has been provided by IS to employees working from home and securing the return of such equipment and removal of corporate network access upon the termination of a Hybrid Work Agreement, or as requested.

4.5. The Employee's Manager will:


- Review and adhere to the Hybrid Work Policy and corresponding procedure.
- Assess the ability of each employee under their supervision who submits a Hybrid Work Agreement to work-from-home.
- Make any necessary arrangements with IS for technological equipment that may be required.

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- Ensure employees entering an agreement complete and sign a Hybrid Work Agreement and a Work at Home Health and Safety Form.
- Make sure employees are properly trained to work-from-home including, but not limited to, the use of technology, health and safety, records compliance, and protecting confidential information.
- Track the hours of the employee using the established departmental practice.
- Determine a method of communication in consultation with the employee and maintain regular communication.
- Monitor the work performance of the employee and take appropriate steps if performance issues arise.
- Ensure that the employee's duties are completed without compromising the quality of service.
- Follow the established protocols if the employee reports a workplace accident including completing an Accident/Incident Report.
- Provide reasonable notice if a change is required to the employee's Hybrid Work Agreement unless it is due to an urgent situation or the employee's permission is suspended or revoked for performance reasons
- Terminate the hybrid work arrangement if circumstances arise that justify the termination, as agreed by Director, or at their discretion.

4.6. Employees will:

- Review and adhere to the Hybrid Work Agreement policy and corresponding procedure.
- Self-assess whether a hybrid work arrangement is an avenue they wish to pursue given their personal circumstances and work requirements.
- Spend their work hours as outlined in their Hybrid Work Agreement dedicated to completing their job duties for the city, and not to work for another employer or provide dependent care during that time.
- Participate in online and other forms of hybrid work collaboration with colleagues to maintain engagement and communication.
- Take all reasonable precautions to ensure the security of confidential information including personal information and private conversations.
- Immediately report any potential breach of privacy to their manager, where there may be unauthorized access, disclosure, loss or theft of personal/sensitive information or a city device.
- Complete, sign, and forward the Hybrid Work Agreement and the Work at Home Health and Safety Form and comply with any conditions.
- Promptly return any equipment belonging to the city after the Hybrid Work Agreement has been terminated or upon request.

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- Be responsible for at home or personal internet service if their duties require online internet services or access to the city computer network.
- Ensure they can attend the municipal worksite when requested by their manager, even on days they were scheduled to work from home (ex. in emergencies/co-worker's absence), including having the ability to commute to the worksite within a reasonable time.

5.0 Procedure

- 5.1. The employee's designated work location must be in Ontario and within 200km of the City of Welland city limits.
- 5.2. To establish a hybrid work arrangement, employees should first submit a proposed Hybrid Work Agreement to their manager for approval. An approved Hybrid Work Agreement and Work at Home Health and Safety Form is then forward to Human Resources.
- 5.3. When considering approving a Hybrid Work Agreement, managers should consider whether it is operationally feasible. Providing exceptional customer service to residents needs to remain the paramount concern.
- 5.4. In some cases, employees will not be eligible to participate in hybrid work because of staffing levels, the necessity to conduct work on-site at city facilities or out in the community, the nature of their work, scheduling issues, the availability of technological resources, or operational demands.
- 5.5. The home/work environment, work habits, skills, and abilities of the employee may also impact the decision to approve or deny a Hybrid Work Agreement.

5.6. Basic Eligibility Requirements:

- The employee must be in good standing
- The employee must not have a recent history of unsatisfactory job performance
- The employee has a history of abiding by all city policies and procedures and all lawful instructions and requirements of the city
- There are no increased labour costs
- The employee must be willing and flexible to adjust their schedule at the direction of management based on operational requirements, staffing levels, nature of work, etc. This can be on short notice depending on changing needs
- The employee will follow all existing policies, procedures, and practices, and abide by the terms and conditions of this policy and corresponding procedure

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5.7. Job characteristics the support hybrid work:

- Work can be sent to and from the employee’s designated work location with ease, speed, and confidentiality
- The job involves a high percentage of work that can be performed from home
- There is a low requirement for in-person face-to-face contact with management, direct reports, members of the public, other employees, etc.
- The needs of internal and external customers can be satisfied without adverse impact to the city

5.8. Schedule Considerations:

- The proposed schedule compliments the hybrid work schedules and regular work schedules of the other employees in the department
- All employees in the area with a Hybrid Work Agreement will not be working from home on all the same days
- All other employees can complete their duties while this employee is working from home
- Coverage can be assured for any breaks or absences
- There will be enough supervisory staff on-site each day to manage the area
- The proposed schedule is not intended to be a replacement for child or dependent care.


5.9. Managers will determine whether an employee who submits a proposed Hybrid Work Agreement requires any technological equipment. If the technological resources are available, they will make any necessary arrangements with the Manager of Information Services.

5.10. Employees who have not been issued a laptop from the city will be responsible for utilizing their personal laptop or computer while working from home. The city will not be held accountable and is not liable for any technical problems that may occur while using a personal laptop or computer.

5.11. If the necessary technological equipment is not available, the Hybrid Work Agreement cannot be approved.

5.12. Once approved by the manager, the Hybrid Work Agreement is to be sent to the employee’s Director for approval before being sent to Human Resources.

5.13. Managers should review Work at Home Health and Safety Forms for completion and ensure that any health and safety concerns are discussed and addressed with the employee. In consultation with the Health and Safety Advisor, confirm that the employee

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demonstrates that their designated work location meets the health, safety, and wellness standards of the city.

- 5.14.** Employees must submit a new Hybrid Work Agreement at least every 12 months, or sooner depending on operational demands, to be reviewed by the manager and the employee to determine if it is operationally feasible to continue with the arrangement and what changes may be required.
- 5.15.** All employees must follow, to the best of their ability, the requirements of the Occupational Health and Safety Act, the Canada Labour Code Part II, the Canada Occupational Health and Safety Regulations, the Occupational Health and Safety Act, the Workplace Safety and Insurance Act, and guidelines produced by associated health and safety partners, as applicable.
- 5.16.** If an employee is injured while working from home, they must inform their manager soon as possible. The manager will complete an Internal Accident/Incident Report as soon as possible as per normal protocols.
- 5.17.** Employees are not eligible to claim any expenses from the city incurred from working from home.

6.0 Compliance

- 6.1.** The city retains the right to monitor, audit, or investigate any activity occurring on city-issued devices or across city transmissions or data storage, in accordance with the Electronic Monitoring Policy. Where it becomes apparent that potential abuse of the Hybrid Work Agreement may have occurred, employees will be notified of such concern by their manager and the normal protocols regarding a workplace investigation will occur. Where abuse of the arrangement has occurred, the city is within its right to cancel the arrangement.

Revision History

Date	Description of Change	Initials