

TORONTO SENIORS HOUSING CORPORATION (TSHC) Flexible Work Arrangements Policy

Effective Date: 19 April 2022	
Approved By: Executive	Approval Date: 19 April 2022
Reference: Hours of Work Policy Child and Elder Care Policy Discretionary Leave Policy Voluntary Leave Policy Compassionate Care Policy TSHC Office Ergonomics Guidelines Flexible Work Arrangements Procedure	

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Scope

This policy applies to permanent employees in the management and exempt categories who have completed the probationary period, which is six months actually worked.

Purpose

To support a positive work environment for employees by providing them with greater flexibility to balance work and personal life, TSHC will develop, and encourage employees who are interested, to participate in alternative work arrangements. This policy is intended to complement existing policies which provide leaves of absence for employees to balance work and personal life including the following:

- Child and Elder Care Leave policy
- Discretionary Leave policy
- Voluntary Leave policy
- Compassionate Care Leave policy

Types of Flexible Work Arrangements

1. Flexible Hours or Flexible Work Weeks

Employees may arrange their daily start and end times or their weekly work schedules with their manager, provided they work the number of hours required under the Hours of Work Policy.

2. Compressed Work Week

Compressed work week arrangements enable employees to arrange an alternate work schedule over a longer timeframe. For example, an employee will work longer hours over 9 days and have one day off, provided they work the total hours required over the 10 day pay period. The Flexible Work Arrangements Procedure provides further details for introducing a compressed work week schedule including a

sample agreement.

A written agreement outlining the specific details of the arrangement is recommended. Suggested specifics should include:

- the daily work schedule;
- the duration of the agreement;
- the length of the trial period, if applicable;
- how sick days, designated holidays and vacation days will be handled if they fall on an extended work day or a scheduled day off;
- how scheduled days off will be accrued for future use, if applicable and how long these days can be held in reserve;
- the length of notice period required by either party to terminate the work agreement ;
- the option to extend the compressed work week.

3. Work From Home

Employees may request to work from home on a regular basis. For example, an employee requests to work from home two days a week to reduce the time and costs of long distance commuting.

To prepare employees for a work at home arrangement, managers should discuss good ergonomic practices with the employee and give them a copy of TSHC's Office Ergonomics Guidelines. Managers can contact Health and Safety for assistance in ensuring employees are aware of the requirements for establishing a safe work environment at home.

The Flexible Work Arrangements Procedure provides further details for introducing a Work At Home arrangement including a sample memo to document the agreed upon arrangement.

A written agreement is recommended but an email or memo can also be used. The formal agreement or memo should include the following details:

- the specific days that will be worked from home;
- the length of the trial period, if applicable;
- the duration of the arrangement;
- the equipment and support that TSHC will provide, such as a laptop computer with remote network connection;
- required compliance with TSHC Office Ergonomics Guidelines to ensure a safe work environment at home. A copy must be provided to the employee;
- procedure for reporting sick or other absences from work on a scheduled work-at-home day;
- the length of notice period required by either party to terminate the work agreement
- the option for extending the agreement.

Note: No written agreement is needed if a manager authorizes an employee to work from home on an occasional basis.

4. Part-time Arrangements

An employee may request to change their hours of work from full-time to part-time with the approval of the manager for a specified period of time, generally not more than one year. Part time arrangements may involve fewer days per week or shorter working days. For example, part time arrangements can be used to assist employees making the transition back to work from maternity/parental leave or for employees approaching retirement. Benefits and service are pro rated based on the adjusted regular hours of work.

A written agreement is required and should include the following:

- the total hours per week that will be worked;
- the hours per day and days per week that will be

- worked;
- the duration of the agreement;
- a specific timeframe for working part time and the timeframe for reviewing, renewing, or ending the arrangement;
- the length of notice period required by either party to terminate the work agreement
- how all benefits and credits will be applied, such as but not limited to, overtime or lieu time, health and dental, pension, vacation, statutory holidays, floating holidays, continuous service, etc.
- An email or memo can replace a formal agreement but should still contain the information listed above to ensure all parties to the agreement have a shared understanding of the terms and conditions of the arrangement. Managers are encouraged to consult with their Human Resources Consultant.

5. Job sharing

Job sharing occurs when two employees agree to share one full-time, position. Generally, job-sharing arrangements are split 50/50 between the two participating employees. This however may vary with the agreement of all parties provided the position is covered for the full 36¼ or 40 hours per week. The Flexible Work Arrangements Procedure provides further details for implementing a job sharing arrangement including a sample agreement.

At the end of the job sharing period, the employees return to their home position on a full-time basis.

In the event that one of the job-sharing participants wishes to terminate their agreement, managers are encouraged to consult their Human Resources Consultant about options for continuing or ending the arrangement.

A written agreement is required and should include:

- the hours per week to be worked;
- the tasks and responsibilities of each employee and shared responsibilities;
- how all benefits and credits will be applied, such as but not limited to, overtime or lieu time, health and dental, pension, vacation, statutory holidays, floating holidays, continuous service, etc.
- the length of notice period required by either party to terminate the agreement
- what will happen if one party wishes to terminate the agreement.

Benefits

6. Flex Time and Compressed Work Week

There is no impact on the employee's health and dental benefits, continuous service or accrual of credits.

7. Part Time and Job Sharing

All health and dental benefits, continuous service and accrual of credits will be pro-rated based on the actual number of hours worked.

Approval

All flexible work arrangements are subject to the manager's approval.

Employees' Responsibilities

- Submitting a written request and/or discussing their request with their manager
- Working with the manager to develop the terms of the work agreement
- Ensuring performance outcomes and capabilities are met as outlined in their Performance Management Plan
- Reporting all absences

- Following the recommended guidelines in the TSHC Office Ergonomic Guidelines while working from home. Accountable and responsible to ensure that a "work at home checklist" is filled out accurately and submitted to manager, and that deficiencies that have been identified as requiring action have been rectified prior to signing a work from home agreement (and when requested by manager thereafter).

Managers' Responsibilities

- Reviewing requests for flexible work arrangements and approving, where operationally feasible.
- Drafting the terms of the work agreement, in conjunction with the employee.
- Providing all employees with a copy of the TSHC Office Ergonomic Guidelines and responding to any questions/issues that may arise.
- Ensure that a completed "Work at Home Checklist" has been provided by the employee, ensure that the form is reviewed and assessed to determine if there are deficiencies that require action, ensure that you as the manager have a comfortable level of assurance that the form is accurate and the work conditions suitable, and that deficiencies requiring action have been addressed, prior to signing a work from home agreement.
- To have the employee provide a completed and accurate "Work at Home Checklist" at an agreed to schedule (i.e. every three months), but at least annually, and to document this.