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| Policy No. HR3 |
| Approving Jurisdiction: President |
| Administrative Responsibility: Vice President Human Resources |
| Effective Date: September 14, 2023 |

Flexible Work Policy

A. CONTEXT AND PURPOSE

1. To provide a flexible model of work at KPU which allows eligible employees the opportunity to participate in a flexible work arrangement.
2. This Policy details flexible work parameters and requirements, including eligibility and responsibilities of both employees and people managers. The Policy and Procedure have been developed to assist with establishing and monitoring flexible work arrangements to ensure that they are equitable, clearly understood, and are to the mutual benefit of the University and employee.

B. SCOPE AND LIMITS

1. All employees who work remotely or have a flexible work arrangement are subject to the Flexible Work Policy, Procedures, and Guidelines. This includes employees with arrangements which are ad hoc, formally approved, and those who work flexibly due to the nature of their position.
2. It is recognized that not all positions will be conducive to flexible work arrangements in full or part. Flexible work arrangements require consideration, review, and approval in accordance with this Policy and the corresponding Procedure. The decision to approve, deny, discontinue, or otherwise modify a flexible work arrangement is at the discretion of the University. Approval will be subject to the suitability of the role and operational requirements.
3. The scope of the Flexible Work Policy extends to remote work, compressed work weeks, and flex-time. The Policy is not intended to be used in place of sick leave, or other types of leave, nor is it intended to be a replacement for childcare or dependent care. Employees requesting accommodations with respect to their work arrangements are to follow the University's accommodations process.
4. The Collective Agreements and the Terms and Conditions for Administrative Employees, as well as KPU's rules, regulations, and policies continue to apply to employees with flexible work arrangements, in addition to applicable legislation (ex. Freedom of Information and Protection of Privacy Act). For BCGEU employees, the Collective Agreement language and guidelines around modified and flexible work schedules apply.

C. STATEMENT OF POLICY PRINCIPLES

1. Guiding Principles

- a. **Service Excellence:** The availability of flexible work arrangements will be subject to specific operational requirements which may vary based on role and/or department/area. When considering the ability and frequency that a position may work a flexible schedule, the interests of students and internal and external customers will be prioritized. Allowing flexible work arrangements must not negatively impact the service level provided or the team dynamic.
- b. **Area Focused:** Departments and Faculties are best suited to identify how work is structured to deliver the best results and are accountable for their decisions. Flexible work arrangements will be monitored by people managers to ensure effectiveness and must be responsive to the changing needs of the University. Departments and Faculties are empowered to drive their own flexibility strategy which aligns with this Policy, Procedure, Guidelines, and Collective Agreements.
- c. **Productivity and Effectiveness:** In general, a position or workload will be considered suitable for flexible work if the position or some components of it can be performed without disruption to service levels, the flow of work, productivity, and communication. Flexible work arrangements should have either a net-positive or net-neutral impact on work results and the team effectiveness.
- d. **Inclusivity:** Flexible work arrangements can help reduce barriers to employment and increase participation of diverse groups within the workplace. These types of arrangements help to reduce constraints and obstacles that employees may experience while working. Flexible work can help employees organize their work to fit with other parts of their lives.
- e. **Equity:** All employees should have access to the same opportunities for flexible work arrangements without discrimination or bias against equity-denied groups.
- f. **Adaptable:** Flexible work arrangements are to be responsive to the changing needs of the University and should be reviewed and updated as needs change. Approved flexible work arrangements are not to be considered permanent and must be evaluated and reviewed by people managers on an ongoing basis, and at least annually, to ensure that the agreement continues to be effective.
- g. **Integration with Practices:** The employee's compensation, working conditions, employment status and work responsibilities will not change due to participation in a flexible arrangement. The amount of time the employee is expected to work per pay period will not change. Flexible work arrangements are not a substitute for an accommodation request.
- h. **BC-Based:** KPU is a taxpayer funded, public institution that employs and hires those who intend to live in BC for the duration of their KPU employment. For those with approved flexible work arrangements, the expectation is that remote work occurs within BC, aside from pre-approved business travel. Exceptions to this may be considered in exceptional circumstances on a temporary basis and must be pre-approved by the Vice President, Human Resources or designate.

- i. **Connection:** When establishing and approving flexible work arrangements, consideration will be given to ensure employees have regular opportunities to connect with each other and the KPU community. This includes connecting with peers/colleagues, students, and external partners, as well as participating in KPU events such as convocation and KPU Day. As such, fully remote work arrangements will be rare. They should only be offered and granted at the University's request and must be pre-approved by the Vice President, Human Resources or designate.

- j. **Space Optimization:** Many departments are replacing traditional work station ownership with a variety of shared spaces that meet the needs of a flexible workforce. Shared workspaces can help optimize space utilization and create an adaptable workplace. Employees entering into a flexible work arrangement may be required to forfeit the use of a private office or workstation, or participate in a shared space arrangement to make optimum use of permanent office space. Employees will be provided with space to work on campus which is adequate given their flexible nature. Accommodations related to work spaces must go through the University's accommodations process.

2. Employee and People Manager Responsibilities

- a. Both employees and people managers share responsibility to ensure the success of flexible work arrangements. The effectiveness of these arrangements requires mutual accountability and reasonableness. Please refer to the Flexible Work Guidelines which detail employee and people manager responsibilities in support of this Policy. Employees and People Managers are responsible for maintaining currency with these documents.

D. DEFINITIONS

Refer to Section A in *HR3 Flexible Work Procedure* for a list of definitions in support of this Policy.

E. RELATED POLICIES AND LEGISLATION

Employee Code of Conduct

BP5 Use of University Property Policy

FM5 Business and Travel Expense Policy

HR18 Job Accommodations for Employees

HR21 Respectful Workplace Policy

IM2 Freedom of Information Policy

IM3 Information and Educational Technology Usage Policy

IM4 Confidentiality Policy

IM8 Privacy Policy

SR7 Safety and Health Policy

KPU-BCGEU Collective Agreement

KPU-KFA Collective Agreement

Terms and Conditions of Employment for Administrative Employees

Flexible Hours Support Staff Guidelines

Modified Hours Work Schedule Guidelines

Freedom of Information and Protection of Privacy Act, R.S.B.C. 1996, Chapter 165

Freedom of Information and Protection of Privacy Regulation, B.C. Reg. 155/2012

F. RELATED PROCEDURES

Refer to HR3 *Flexible Work Procedure*