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Alternative Work Arrangement Program Guide

Alternative Work Arrangements Program Guide

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v. 1	June 5, 2020	Framework – First Draft
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Purpose of this Program:

Catholic Social Services and Catholic Charities (the Agency) has implemented a set of comprehensive Alternate Work Arrangement (AWA) procedures that enables the flexibility of work location for non-residential Catholic Social Services employees by dividing their work hours between the office and home.

The Agency will ensure its operational needs are met to provide care to the people we serve, while also focusing on the well-being, quality of life, and work-life balance of our employees. Flexible work practices allow employees flexibility in their work day, where they work and/ or the ability to meet responsibilities outside of work. These practices can be categorized into 2 dimensions:

1. Flexibility in work location – this dimension offers flexibility in the location of where work is conducted.
2. Flexibility in work scheduling – this dimension provides greater flexibility in employees' work days.

An AWA may be situational and temporary if deemed so by Senior Management. Due to the Agency's complex work environment, AWA's will not be approved for every employee. The Service Vice President or the appropriate C-Team member (CEO, CAO, CFO, and CSO) will determine with Directors and Managers, on a case-by-case basis, if an Alternate Work Arrangement is appropriate, effective, and adds value. They will also determine the conditions of the AWA based on these procedures.

An AWA is not an employee benefit or entitlement and does not alter the terms and conditions of employment with the Agency. An AWA can be terminated or changed at any time at the discretion of the Agency and such termination will not constitute a change to a fundamental term or condition of employment and will not constitute a constructive dismissal of the affected employee.

Guiding Philosophy

Across the globe, the COVID-19 pandemic thrust the world of work into a sudden involuntary experiment. That experiment involved the extraordinarily rapid shifting of millions, if not billions, of office-based employees into working remotely from home at an unprecedented scale. Catholic Social Services was one such organization to make that shift. Moreover, we embraced the viewpoint that, for the duration of the pandemic, if work could be done effectively from home, one was to be encouraged to do so.

As we straddle the current chasm between yesterday's typical norms of working fully from the office and tomorrow's uncertainty with respect to where the evolution of remote working might eventually lead, we will remain open, but with boundaries. CSS is a human services organization and we acknowledge the importance and irreplaceability of in-person social interactions that occur in the workplace. Long-term, it is envisioned that CSS will remain an in-person-first work environment, with remote work exceptions made where sensible.

When working in an office environment the face-to-face engagement, serendipitous encounters, natural human interaction, and stabilizing effects of being together in a group setting are all vital to the kind of organizational culture, team bonding, and healthy sense of work-life balance that the Agency aims to create. A long-term commitment to primary reliance on virtual encounters is an inadequate substitute for in-person interactions. The deep quality of in-person dynamics is difficult to replicate virtually. It must also be noted that tilting more heavily toward remote work as a long-term arrangement would not only change where we work, but how we work. The 'genetic material' of the Agency itself would need to change: how we onboard people, how we mentor, enculturate, supervise, communicate, meet, celebrate, mitigate isolation and loneliness, process actions and decisions, and more. The DNA of an organization is extremely challenging to change.

The benefits of working together in-person notwithstanding, there cannot be an agency-wide blanket prohibition of remote work, which can have its own advantages. While we default to in-person first, as a client-centric human services organization, we also commit to finding the best office/remote configuration that most beneficially serves clients – of course, this will differ from program to program. Individual circumstances and considerations need to be accounted for in pursuit of the right balance in optimizing individual, team, and overall Agency effectiveness. This balance will be variable across the Agency, as there is not only diversity amongst our services, but also within them. As a result, we developed this Alternative Work Arrangement (AWA) Program Guide to assist.

In the end, and in the long-term, we are sure to land upon a hybrid model. Under this scenario, the vast majority of office-based staff will work primarily from the office. Much like an image in the distance comes into greater focus the closer you get to it, the long-term vision for the future of remote work at CSS will also be one that comes into much greater focus as we journey further down this experimental road together. It will take time and there will be inevitable changes and iterations. There will need to be an

atmosphere of patience and ongoing reflection regarding the new hybrid model’s ability to aid us in the carrying out of our mission in the continued spirit of excellence for which we are known.

Key Terms:

Alternative Work Arrangement Program- an Alternative Work Arrangement Program is a collection of procedures that are to be considered when assessing an employees application for an alternative work arrangement.

Alternative Work Arrangement (AWA) – an Alternative Work Arrangement is an example of a flexible work practice and includes both an employee’s alternative work schedule and their specific alternative work location. This arrangement can vary in duration and schedule and permits an employee flexibility with where they conduct their work.

Primary Work Location – the Primary Work Location is the location where more than 50% of the employee’s work is performed. If an employee works more than 50% of their time in an alternative work location that is their primary location; if an employee works more than 50% of their time in an Agency location that is their primary location.

Secondary Work Location – the Secondary Work Location is a work location that is an alternative to an employee’s primary work location. An employee would be conducting less than 50% of their work at the secondary work location.

Remote Location/Remote Workspace – A Remote Location or Remote Workspace is a work location other than an Agency workspace. An example of a Remote Location or Remote Workspace could include the employee’s home.

Arrangement Types:

The duration and scheduling of work that an employee can conduct remotely can vary and is agreed upon between and employee and the Agency. Each alternative work schedule varies depending on the needs of the program area and the employee. Alternative work schedules are hybrid in nature as there will be times when an employee can complete their tasks from a remote location and other times that they are required to be at an Agency location. How this is arranged will be that the discretion of the Vice President or appropriate C-Team member with the employee.

An Alternative Work Arrangement requires a formal agreement, is pre-arranged* and is documented between the employee and the Agency. Approvals are defined later in the document.

AWA Type	Description
Alternate Work Arrangement (AWA)	<p>Eligible employees may have the option of working from a remote location during the work week.</p> <p>The arrangement is reviewed annually by the Service Vice President or the appropriate C-Team member. Nothing precludes these agreements from being reviewed with greater frequency if needed.</p>
Situational Alternate Work Arrangement (SAWA)	<p>There are several scenarios where eligible employees may temporarily be approved to work from home under a SAWA including:</p> <ul style="list-style-type: none"> • Large scale emergencies as identified by Senior Management. • During pandemics as directed by Senior Management and Health Authorities. • To accommodate emerging and temporary personal situations. <p>The duration of the situational arrangement will be noted in the Alternative Working Arrangement Agreement and approved by the respective Vice President or the appropriate C-Team member.</p> <p>Any changes to an employee’s work schedule, as a one-off circumstance or any other form, must be discussed and approved by their supervisor.</p>
*Ad Hoc Alternative Work Requests	<p>There may be circumstances where an employee seeks an ad-hoc circumstance to work remotely in response to a personal need. Ad-hoc circumstances are not pre-arranged and employees seeking this circumstance are not entered into a formal Alternative Work</p>

Arrangement. Such circumstances will be addressed on a case by case basis through consultation between the employee and their supervisor.

Eligibility, Application and Approval Processes:

The feasibility of an AWA needs to be examined in every case, as both advantages and disadvantages must be carefully considered. AWA's do not make business or personal sense for every role and/or employee and therefore must go through the approval process. Management in the respective Service area has the sole right to determine if a work from home AWA is operationally feasible on a case-by-case basis.

Participation in an AWA must be agreed upon by the Vice President or appropriate C-Team member, the employee, and must align with the operational needs of the Agency. Managers must consult with Human Resources to determine if an employee is eligible to participate in an AWA. If an employee is eligible, the Manager is able to then move forward with the AWA process for Vice President approval.

Employee AWA Eligibility

- Must be a full time or part time employee with guaranteed hours of work
- Employee is able to meet regular performance expectations and other expectations specific to the alternative work arrangement.
- Nature of the employee's role ensures the expectations of the position can be achieved at the alternative work location.
- Technology/ equipment needed is functional and available to be used remotely and the employee has both a secure and reliable internet connection.
- Remote location meets health, safety and wellness requirements to perform the job duties safely.
- The employee is current in their compliance with all Agency policies, procedures and mandatory training.
- The final eligibility will be determined by the Vice President of the Service or appropriate C-Team member.
- If an employee transfers to a new position, the arrangement is automatically terminated and a new Alternative Working Arrangement Agreement, if appropriate, must be agreed to by the new manager/supervisor and the employee with Service Vice President approval.

- Once Human Resources has been consulted regarding AWA eligibility, an Alternative Work Arrangement Agreement must be completed, mutually agreed to, and signed off by the employee, Program Manager, Director and Service Vice President or appropriate C-Team member.
- Once approved, a signed copy must be provided to the HR Service Partner and the AWA will be considered an active work arrangement. The Alternative Working Arrangement Agreement must be in place before the AWA starts.
- The Alternative Working Arrangement Agreement will set out the terms and conditions of the AWA in conjunction with the employee's job description to ensure maintained performance.

Hours of Work and Availability:

- The hours of work from home must meet the same expectations as if the employee were working from their Agency work location.
- The employee's work schedule must meet Agency needs, core business hours and be relevant to Service requirements.
- Keeping in mind our guiding philosophy is an office first environment, the employee must be available to come into the office a minimum of two days a week during work hours, and at any point if the need arises or if requested by their supervisor.
- The employee must have the ability to communicate and is expected to be responsive during work hours while working from home to ensure consistency in performance (defined and regular times for check in's between the supervisor and employee are recommended). Supervisors will provide standards on response times required and methods of communication.

- It is the responsibility of the supervisor to manage performance and track measurable outcomes.
- While working from home, the employee must be readily available to commute to a CSS work location during work hours based on business needs.

Workspaces:

- Employees must have a defined and dedicated workspace at their remote location. Any requested remote location is subject to a mandatory initial and ongoing hazard assessment.
- Employees must have a workplace that will meet any confidentiality and privacy standards required and has reliable and secure internet connection.
- It is the supervisor and employee’s responsibility to ensure that efforts are made to keep employees working from home connected to the team and workplace.
- Agency Workspaces - Employees who choose to enter into an AWA may see their allocation and assignment of their workspace at the Agency adjusted to reflect the frequency and nature of their use. The adjustment may result in the reduction of space or to the use of a “hotel” or “touch down” space at the Agency.

Employee Entitlements:

- Participating in an AWA does not alter or impact any employee entitlements.
- The provisions of all relevant workplace policies and guidelines, legislation, Terms and Conditions of Employment will remain in place and continue to apply.

Family Responsibility:

Employees working from home through an AWA must ensure that dependent care arrangements (including, but not limited to childcare or elder care) are in place and that personal responsibilities do not interfere with job responsibilities. Alternative Work Arrangements are not a substitute for dependent care.

Policies:

The provisions of all relevant workplace policies, including the Work from Home Policy, apply to the employee and the employee agrees that they have been provided with and reviewed the relevant workplace policies and is bound by such policies.

Health, Safety and Wellness:

Working together to ensure you are safe and healthy at work and at your remote location is fundamental to our culture and who we are. It is important to ensure that all remote work locations and arrangements are aligned with the need for health, safety and wellness in the workplace.

- An alternative work arrangement will document and outline the specific location of the remote work location.
- The employee agrees to maintain a designated workspace that is free from hazards or safety concerns.
- A hazard assessment is required and is submitted with the employee’s remote work program application. Employees must review all elements of the hazard assessment, indicating that they have implemented the mandatory safety measures and any further actions required to make their remote location safe for work. Employees and supervisors, together, will review, document and implement all controls identified in the hazard assessment.

Examples of remote work hazards and controls include:

Examples of Remote Work Hazards	Example of Remote Work Controls
Working alone or employee missing from work	<ul style="list-style-type: none"> • Schedule regular check ins between employee and direct supervisor • Determine what needs to be done in case of emergency • Supervisor and employee create a specific emergency wellness check procedure with up to date emergency contacts • Follow applicable policies and procedures with respect to working alone
Awkward body position due to workstation arrangement	<ul style="list-style-type: none"> • Complete an ergonomic assessment and obtain ergonomic equipment and accessories
Remote location emergencies	<ul style="list-style-type: none"> • Ensure employee’s emergency contacts are up to date • First aid kit at remote location

Social isolation	<ul style="list-style-type: none"> • Regularly engage and check in with team members • Plan to regularly attend work at an Agency worksite to stay connected with peers
Burnout or stress due to unclear work expectations or home/work boundaries	<ul style="list-style-type: none"> • Ensure clear performance expectations are understood and clearly agreed upon entry into an Alternative Work Arrangement • Perform regular 1:1 meetings between supervisor and the employee

- The Employee agrees to follow safe work practices and report any safety incidents or accidents immediately to their supervisor. It is an expectation that the employee discuss any safety and/or health concerns or if there are any problems to the current controls with their supervisor.
- The Employee agrees that with 24 hours' notice, the Director of Health and Safety, or a designate of the Agency, can inspect the home-based workspace for safety reasons, incident investigations, equipment audits, or other necessary business-related matters.
- A first aid kit is required on site at an employee's remote work location. This is the employee's responsibility.
- The Agency will not be responsible for any non-work related injuries that may occur at home.

In an Alternative Work Arrangement, employees have an even greater personal responsibility for their health, safety and wellbeing. In particular:

- Being aware of the hazards and any potential dangers and the required controls to perform the employee's work safety at the remote location before the employee begins work.
- Know and follow the emergency response plan established for the employee's remote location.
- The employee should engage their supervisor or the Director of Safety for assistance if the employee has any concerns or questions.

Financial Considerations:

T2200S – COVID work from home expenses

Specific to the COVID pandemic work from home expenses only, Canada Revenue has introduced a T2200S form. Visit the following website to determine eligibility. <http://bit.ly/CSSTAX2020> If you determine you require a T2200S, you can make the request to your supervisor who will coordinate with your Director and the Finance department to complete.

T2200 – Declaration of Conditions of Employment

The Alternative Work Arrangements Program does not meet the criteria of the Canada Revenue Agency for the completion of the T2200 – Declaration of Conditions of Employment. As such, a T2200 will not be provided. A T2200 can only be issued in specific circumstances where an employment contract indicates that, as a condition of employment, the employee was required to pay their own expenses while carry out their duties of employment. The Agency, as an employer, will not fulfill any employee request to complete tax form T2200. This means that the employee will be unable to claim any home and/or equipment expenses related to their Alternative Work Arrangement at the Agency on their tax return.

Other Expenses:

- The employee is responsible for any expenses above what the Agency is providing for technology/ equipment as defined in the Technology/Equipment section of this guide and pre-approved office-related expenses.
- The Employee agrees that all office-related expenses which will be submitted to the Agency for reimbursement will be pre-authorized by the employee's Manager. Expenses deemed necessary and appropriate for the employee to conduct business from a home office may be expensed, with prior approval.
- The Employee agrees that they are responsible for maintaining this designated workspace and is responsible for the costs associated with any renovations or updates required.
- Employees that travel between their primary work location and secondary work location are not entitled to travel expenses.

Technology, Equipment and Supplies:

- For the employee's primary location the Agency will provide the following (if required): a laptop, docking station, monitor(s), keyboard, and mouse. If the primary location is an Agency location, a desktop computer may be provided instead of a laptop and docking station.

- The Employee is aware of and agrees to abide by all Agency policies regarding the use of Agency provided equipment and software.
- The Employee agrees that all the equipment provided by the Agency shall remain the property of the Agency and shall be returned to the Agency should employment or this AWA terminate.
- Employees are responsible to provide a secure and reliable internet connection at their remote location.
- Printing and stationary needs can be met at the employee’s Agency location and their alternative work schedule should include time at the Agency location to manage these needs.
- Agency desks and chairs stay at Agency locations.
- Use of personal computers are at the discretion of the employee. Agency applications cannot be installed on personal devices and security protocols and policies must be adhered to.
- If the employee intends to use their personal phone to carry out or address Agency transactions in the course of their Alternative Work Arrangement, the employee and their supervisor should proactively address any associated security risks and IT should be consulted as required.
- Ad Hoc Alternative Work requests do not qualify for the provision of any additional equipment.
- Technical support – an employee can contact the IT Helpdesk for technology-related issues with the understanding that the employee’s personally owned computer, software or internet services is the responsibility of the employee to maintain. Employees having hardware issues with Agency-owned equipment can visit the IT area at Irwin Center for servicing and support.

The following chart shows who is responsible to provide equipment in each scenario:

Equipment	Alternative/ Remote Workspace = Primary Location		Agency Workspace = Primary Location	
	Primary Work Location = Remote	Secondary Work Location = Agency	Primary Work Location = Agency	Secondary Work Location = Remote
Laptop * May be a desktop computer in Agency Locations	Agency	Agency	Agency	Agency
Technology Accessories (Monitor, Keyboard, Mouse, etc)	Agency	Agency	Agency	Agency
Printer	Employee	Agency	Agency	Employee
Internet	Employee	Agency	Agency	Employee
Desk/ Chair	Employee	Agency (may be a hoteling space)	Agency (assigned space)	Employee
First Aid Kit	Employee	On Site at Agency Locations	On Site at Agency Locations	Employee
Stationary/ Supplies	Employee	Agency	Agency	Employee

Security, Privacy and Confidentiality:

The Employee agrees to follow all security and confidentiality guidelines and standards. The personal information Protection Act (PIPA) and the Personal Information Protection and Electronic Documents Act (PIPEDA) establish legal requirements with respect to access to information and the protection of privacy. The obligation to comply with these Acts is a shared responsibility of all Agency employees. Every employee has a duty to respect the privacy of our clients and fellow employees, to secure personal information, and support access to information. This responsibility applies to all Agency employees, including employees on an Alternative Work Arrangement. Working remotely, employees must continue to safeguard personal information. Additionally the employee must:

- Secure and protect Agency information in electronic and physical format according to the current confidentiality, information management and IT security policies.
- Store physical documents or files in an appropriate location not accessible to others (e.g family members, other residents, visitors, etc) in the remote workspace and separate from personal documents. All physical copies of Agency information must be stored in secured and locked cabinets.
- Store electronic information in secure locations:
 - If using an Agency device, all electronic information is saved to the Agency network drives accessed by VPN.
 - If not using an Agency device then files should be stored on Agency provisioned Teams or Sharepoint locations and not on removable media.
 - Do not use unencrypted USB memory sticks. Employees may use an encrypted USB memory stick provided by IT until OneDrive and Sharepoint are fully deployed.

- If it is necessary to store electronic information on a laptop, the employee should use the encrypted X drive on the laptop. Call the Helpdesk if you need help setting this up.
- Have a secure internet connection.
- Ensure the remote workspace allows for confidential discussions when necessary.

Evaluation and Discontinuation of an Alternative Work Arrangement:

- The termination of the AWA may be initiated by either party with a minimum of seven (7) days written notice, unless unforeseen circumstances prevent the provision of such notice. Every effort will be made to provide notice of such change to an AWA, however, there may be instances when no notice is possible.
- All active AWAs will be reviewed annually as outlined by the Work from Home Agreement. Nothing precludes the Agency from reviewing the AWA with greater frequency if desired.
- The employee understands the Agency can terminate an AWA at any time for any reason it deems fit.



Alternative Work Arrangement Agreement

This document provides the expectations and accountabilities for both parties in the Alternate Work Agreement of: _____

Alternate Work Arrangement Terms:

Alternate Work Arrangement	
Employee Information	Employee ID: Service Area: Program:
Primary Location <small>(Spends more than 50% of their time conducting their work)</small>	
Secondary Location <small>(Spends less than 50% of their time conducting their work)</small>	
Arrangement Type	Alternate Work Arrangement (AWA) Situational Work Arrangement (SWA)
Employee Status and Work Hours	Full Time Contract Part Time Hours per week:
Duration of Agreement <small>(Must receive a yearly review, at minimum)</small>	Start Date: End Date: Agreement Review Date:
Required days working in the office	Monday Tuesday Wednesday Thursday Friday
Tasks that are unable to be completed remotely and must be completed at the office or designated work location	

Eligibility Checklist

Eligibility Criteria	Supervisor	
	Yes	No
Nature of the Occupation		
The employee is a non-residential employee that works fulltime or part time with guaranteed hours of work		
The tasks that the employee completes in their job role can be completed in part or in whole at a remote location		
Technology/ Equipment	Yes	No
The employee has appropriate technology and equipment available to them at their proposed remote location to effectively meet job expectations		
The employee understands that they are responsible for funding any equipment that they feel beyond what the Agency is providing them as outlined in the Alternative Work Arrangements Program Guide		
The employee has access to secure and reliable high speed Internet at their proposed remote location		
The Employee agrees that all the equipment provided by the Agency shall remain the property of the Agency and shall be returned to the Agency should employment or this AWA terminate		
Workspace	Yes	No

The employee has completed a hazard assessment of their proposed remote location. Together, with their supervisor, all controls for their remote location identified in the hazard assessment will be implemented before or, at the latest, at the beginning of their Alternative Work Arrangement. The employee's hazard assessment will be reviewed on a regular basis with their supervisor		
The employee's proposed workspace provides the privacy required as per Agency policies and procedures		
The employee understands that if they work more than 50% at an approved remote location, then their approved remote location will be deemed to be their primary work location and that the allocation and assignment of the employee's workspace at the Agency location would be adjusted to reflect the nature and the frequency of use. Further, the employee understands that their participation in an Alternative Work Arrangement may result in the re-assignment or reallocation of use of their current designated Agency workspace. For an example: an employee that works primarily from a remote location may be required to use a bookable shared space such as hoteling or touch down stations		
The employee understands that they need supervisor approval to change their approved remote location, which also includes ad-hoc requests for short-term location agreements		
Expectations	Yes	No
The employee has read through and understands the Alternative Work Arrangements Program Guide		
The employee understands that, upon completion of this approval form, they must have a conversation with their supervisor about what is expected of them while working remotely		
The employee understands that they are responsible for working the total required hours regardless of their work location and understands that they may be required to work at other times to meet Agency needs		
The employee is clear on their expected hours of work per day/shift which includes core business hours and the clear required time frame that the employee is expected to be available.		
The employee must be available to perform certain duties as required (such as meetings and/or training, etc. as scheduled) and must be available to return to an Agency workspace when required to do so. The employee understands that they can be directed to report to an assigned worksite when required		
The employee acknowledges that their contact information and emergency notification contacts are up to date with Human Resources		
The employee understands that if they have an unexpected absence, they must report this to their supervisor before the start of their work day or as early as possible		
The employee understands that if they are feeling unwell and are unable to meet their work expectations that they need to report this to their supervisor		
The employee understands that they must report any injuries incurred while working remotely		
The employee understands that the proposed Alternative Work Arrangement can be concluded as set out in the Alternative Work Arrangements Guide		
The employee understands and acknowledged that the Alternative Work Arrangement is voluntary, is made available by the Agency to eligible employees as a matter of workplace policy, can be rescinded at the sole discretion of the Agency at any time, and does not in any way change, vary or modify the terms of conditions of the employee's ongoing employment relationship with the Agency		

Please provide the name and signature of approving managers (two levels above staff member applying for the AWA) The foregoing Alternative Work Arrangement Agreement is approved:

	Name	Signature	Date
Level 1 approval			
Level 2 approval			

* A signed copy must be provided to the HR Service Partner for official records

Employee Acknowledgement

I, _____, hereby accept and acknowledge the foregoing Alternative Work Arrangement Agreement and understand the conditions of the working arrangement and performance expected. I further acknowledge that participation in the Alternate Work Arrangement is a privilege, not a right and that this Alternate Work Arrangement can be terminated at any time, for any reason, by the Agency.

Employee Signature: _____ Date: _____