SFU

FRAMEWORK FOR SFU'S HYBRID WORK PROGRAM

This framework and associated forms and leader toolkit are designed to support a principle-based approach to faculty/service unit decision making regarding hybrid work arrangements at SFU. Adjustments to the framework may be made from time to time to ensure alignment with overall university strategy.

WHAT IS HYBRID WORK?

Employees participating in the Hybrid Work Program spend some of their time working physically on campus and some of their time working remotely from an alternate work location. On-campus work can refer to another physical location other than SFU's 3 main campuses where an employee is needed to represent or perform work duties on behalf of the university. The amount of time spent working on campus is determined by the Work Persona assigned to a position which is based on an assessment of role responsibilities, departmental operating needs and the desired team culture. Personas and hybrid work arrangements can vary in terms of the days and frequency of on-campus presence and may be structured or flexible. The right balance may differ across departments and roles.

Participation in the Hybrid Work Program is <u>voluntary</u>. The Program also does not contemplate work outside of British Columbia. If fully remote work is required as a term or condition of employment due to the physical location of an employee, nature of work or space constraints, you must connect with your HR Strategic Business Partner.

WORK PERSONAS

Persona 1 100% on campus 5 days per week	**Persona 2** 60-80% on campus 3-4 days per week	**Persona 3** 50% on campus 5 days bi-weekly	**Persona 4*** Less than 50% on campus 0-2 days per week
• 100% in-person interaction with clients, students, colleagues. • Daily in-person connection and collaboration is needed for team/individual performance. • Tools/equipment only available on campus. • On-campus visibility required.	• Primarily in-person interaction with clients, students and/or colleagues. • Regular in-person connection and collaboration is needed for team/individual performance. • May be able to perform some tasks remotely. • Work is related to supporting activities that are mostly on campus.	• Individual contributor and/or work that can easily be done remotely. • Team can collaborate remotely. • Work requiring in-person interaction with clients, students and/or colleagues can be seamlessly scheduled around on-campus days.	• **By exception only** – requires business case approval by VP and HR. • May be temporary in nature. • Difficult to fill roles, challenging recruitments, industry shifts.

*By exception only and requires business case approval from the Vice-President of the faculty or department.

GUIDING PRINCIPLES FOR HYBRID WORK ARRANGEMENTS

Hybrid Work Arrangements will:

SUPPORT SFU'S VISION, VALUES AND COMMITMENTS AND ENABLE OPERATIONAL EXCELLENCE

- Align with SFU Strategic Priorities including Equity, Diversity, Inclusion; Reconciliation; Student Experience.
- Align with the University's priority for in-person learning and consider the student experience and student success in decision making.
- Utilize a student/customer-centered approach, including examining role requirements and components of work which are essential to be conducted on-campus.
- Ensure service standards and operational requirements are met or exceeded.
- Incorporate principles of equity and fairness rather than equality.

SUPPORT LEADERS AND TEAMS

- Rely on trust, open dialogue and flexibility to create arrangements that embrace inclusivity.
- Require shared accountability by employees and leaders on work expectations, agreement on work output, standards and communication.
- Need shared commitment for maintaining safe and healthy work environments.

SUPPORT WORKPLACE CULTURE

- Encourage a vibrant on-campus community experience and support in-person connections with colleagues.
- Support the University's ability to attract, engage and retain diverse talent.

SUPPORT EMPLOYMENT OBLIGATIONS

- Support the safety, health and well-being, both physical and emotional, of employees.
- Be mutually agreed upon by the employee and their respective manager, not to be interpreted as a right of employment nor as a term or condition of employment.

Leaders should rely upon the above Guiding Principles when determining potential for hybrid work in their unit and are encouraged to use leader tools, including implementation considerations and guidance for leading in a hybrid work environment.

Both leaders and employees are expected to review and understand the following:

REQUIREMENTS AND LIMITATIONS

- Working remotely is not a right of employment nor a term or condition of employment. Suitability for hybrid work arrangements will not be one size fits all and will vary by position and department depending on a variety of considerations.
- Hybrid work arrangements are not guaranteed or required. They can be ended by either the manager or employee at any time with 30 days' prior written notice and are position/department specific.
- Decision making regarding hybrid work arrangements for a faculty/service unit lies with the Dean or unit head, and faculty/unit approval processes may be in place. Front-line supervisors may be relied upon for recommendations regarding suitability of specific positions for hybrid arrangements.
- Employee participation is voluntary and requires the mutual agreement of the employee and the manager.

- The employee's primary work location is on university campus, not the alternate work location. The primary work location will be furnished and equipped by the university.
- This framework does not alter or replace the existing terms and conditions of employment, and does not subvert or alter the terms of any collective agreement, AD 9 policies, AD 10 policies or APSA Basic Agreement between APSA and the University. Employees must still comply with all rules, policies, practices, and instructions of the university and applicable law that would apply if the employee were working fully on campus.
- Regular and consistent daily and weekly working hours of the position (including normal breaks), and any process for recording work hours, shall remain unchanged as a result of the hybrid work arrangement unless otherwise specified or varied in writing. The employee will continue to perform all the duties of their position and meet the requirements of their position and performance standards while working from the alternate workplace.
- Remote work is not a substitute for appropriate dependent care. Personal responsibilities must be managed in a way which still allows employees to successfully meet their job responsibilities.
- The hybrid work program framework does not contemplate employees working outside of British Columbia.
- Hybrid work arrangements, as contemplated in this framework, are not a requirement of employment nor are they a term or condition of employment. The employer will only complete a T2200 tax form for employees who are required to work remotely as a written condition of their employment contract, per CRA regulations.
- As part of observing the university's regular IT policies, procedures, guidelines, and best practices, employees must (without limitation): install and activate software updates, anti-virus software and scanning, and password protection; lock computers when not in use; and engage in secure file sharing and downloads.
- Employees must observe the university's regular practices in regards to security and confidentiality, including but not limited to: ensuring university documents and work-related materials are kept safe and secure at the alternate workplace (and specifically kept within the work area of the alternate workplace) and in transit between the remote work location and campus; prohibiting third party access of university documents and work-related materials, unless approved by the university; storing work-related materials on university systems; and conducting activities in accordance with the Privacy Guidelines for Working Remotely.

PROCESS OF ESTABLISHING HYBRID WORK ARRANGEMENTS

Leaders will use a principle-based approach to assessing viability of their hybrid work arrangements and assigning Work Personas. They are encouraged to review the Leader tools on the Hybrid Work Program website which outlines specific considerations and resources, recognizing that each unit has unique operating needs that need to be met.

Employees who would like to participate in the Hybrid Work Program will meet with their managers to discuss the Persona assigned to their position and their hybrid work schedule. Following the discussion, the employee must submit (1) the Hybrid Work Agreement Form and (2) Alternate Work Environment Checklist to their manager. Note that the Alternate Work Environment Checklist must be completed for each alternate workplace location and approved by the manager to ensure the workspace is suitable and meets ergonomic and safety standards. eSignature of the employee and supervisor is required prior to proceeding with hybrid work arrangements.

Ad hoc temporary remote work arrangements may be approved for unique situations or circumstances such as inclement weather, special projects or other reasons. These arrangements are approved on an as-needed basis only, with no expectation of ongoing continuance beyond such time as those unique situations or circumstances exist.

Overall decision-making regarding hybrid work arrangements for a faculty/service unit lies with the Dean or unit head and additional faculty/unit approval processes may be in place.

DENYING SUBMISSIONS

Submissions for hybrid work arrangements should not be unreasonably denied. If declined, a clear reason for denial will be provided to the employee.

If a submission is denied due to the operational feasibility of the proposed hybrid work schedule, the manager should work collaboratively with their employee to find an alternative schedule that meets the needs of their operations, service standards and/or team.

If the submission is denied due to performance concerns, this should be made clear to the employee and provides an opportunity to discuss and document expected output and behaviours that need to be consistently displayed before hybrid work arrangements will be considered. The supervisor should work with the employee to put a performance improvement plan in place.

DURATION OF HYBRID WORK ARRANGEMENTS

Hybrid work arrangements may start at any time of the year and should be revisited bi-annually, at minimum, to ensure continued viability of hybrid work, work schedule and the assigned Persona. It is recommended that review of hybrid work arrangements form part of performance development plan discussions.

ADJUSTING OR ENDING HYBRID WORK ARRANGEMENTS

In consultation with the Dean/unit head, a supervisor may determine that the assigned Work Persona is no longer appropriate for reasons such as operational feasibility, changes to the role and/or team, or other reasons.

Employees may also determine that a hybrid work arrangement is not working for them.

Prior to ending a hybrid work arrangement, a supervisor and employee will first discuss reasons/challenges and explore whether adjustments can be made (e.g., assigning a different Persona to the role, communication adjustments, shifting of tasks, priorities or schedules).

If the arrangement is to end, hybrid work arrangements can be terminated by either the supervisor or employee by providing 30 days' prior notice in writing. The arrangement may end more promptly in emergency circumstances. At the end of a hybrid work arrangement, employees must return applicable SFU property and supplies in a timely manner and may receive notices from SFU in this regard.

If an employee moves into a different position at SFU, the hybrid work arrangement will end. The departing employee may wish to explore a hybrid work arrangement with their supervisor in the new position if the assigned Work Persona allows. The new employee may also request hybrid work arrangements.

For certainty, there is no unconditional commitment made on the part of SFU to maintain hybrid work arrangements generally or indefinitely. SFU will monitor the effectiveness and sufficiency of hybrid work arrangements and reserves the right to amend, suspend, or discontinue the availability of hybrid work arrangements, including the amendment, suspension, or discontinuance of any existing hybrid work arrangements in place, at any time.