

 The Corporation of the Town of Oakville PROCEDURE Compressed Work Week	Procedure Number HR-MNG-001-011	Page: 1 to 4
	Parent Policy No.: HR-MNG-001 Author: Human Resources Department Authority: CAO	
Section: Human Resources Sub-Section: Manage	Effective Date: 2012 Apr 16 Review by Date: 2022	Replaces: <i>Formerly HR-MNG-010-001</i> Last Modified: 2012 Dec 17 2017 Dec 18

Purpose Statement

To establish guidelines and provisions for Compressed Work Week arrangements.

Scope

This procedure applies to full-time permanent non-union and contract non-union employees. It may also apply to union employees, subject to the terms and conditions in their respective collective agreements.

Procedure

Under a compressed work week arrangement, employees work a longer work day in exchange for a reduction in the number of working days in a week, pay period or other alternative agreed-to schedule. The Corporation offers, but is not limited to, compressed work week schedules such as:

- working five (5) days in four (4), taking one (1) day off each week; or,
- working ten (10) days in nine (9), taking one (1) day off each pay period; or,
- working twenty (20) days in nineteen (19), taking one (1) day off each month; or,
- any other arrangement deemed suitable by management.

Not all jobs or departments are suitable for a compressed work week arrangement due to the nature of the work performed and operational requirements. Characteristics of jobs that may be eligible for a compressed work week may include:

1. work to be completed does not have expected turn-around times or completion deadlines that require the employee's attendance 5 days a week
2. a portion of work to be completed can be completed outside "normal" office hours
3. there is enough variety in the work to be completed so that the employee will stay productive during the extended hours
4. results are measurable
5. the job is project-based.

Employee characteristics suited to a compressed work week arrangement:

1. demonstrated ability to meet the demands/stresses of working longer work days on a sustained basis
2. demonstrated ability to be punctual and maintain regular attendance
3. demonstrated ability to rearrange personal commitments/appointments around their compressed work week schedule (i.e. medical appointments scheduled on their day off rather than during their work hours)
4. demonstrated ability to work independently and without constant supervision
5. are proven job performers who meet performance expectations and timelines (those who don't meet performance expectations are not likely to be successful)
6. demonstrated ability to be self-motivated, well-organized, and disciplined in their approach to work
7. share mutual trust with managers and supervisors
8. have a good understanding of their own job requirements.

Organizational/Operational Considerations:

A compressed work week arrangement may be successful if:

1. services provided (both internal and external) will not be compromised, or may be enhanced
2. the work unit will be able to retain the right mix of people in the office five days a week to meet all job requirements and hours of operation
3. the employee will be able to be flexible in adjusting their day off and is able to attend last-minute meetings, training sessions, etc. if required by the particular job
4. the employee is able to temporarily suspend this work arrangement during their department's busy/peak periods where employees may be required to work extra/different hours
5. the work unit is able to accept and absorb change
6. health and safety requirements can be met
7. technological requirements can be met.

Corporate Requirements:

1. employees who would like to be considered for a compressed work week arrangement must first submit a request in writing to their director after consultation with their manager/supervisor. The decision to allow an employee to work a compressed work week will be made by the director in consultation with the employee's supervisor.
2. director approval is required
3. job descriptions or job classifications must not be altered – the nature and function of all affected positions must remain intact
4. there can be no increased labour costs and no significantly increased operational costs as a result of the arrangement.
5. employees are not permitted to have more than one flexible work arrangement at the same time. Consideration may be given for exceptional circumstances on a time-limited basis with Commissioner approval.

Documentation Requirements:

1. the duration of the agreement
2. the specific days and hours of work – a fixed schedule of days and hours to be worked must be established. For example, a compressed schedule of four (4) days of work and one (1) day off each week requires that the employee work 8.75 hours each day; a compressed work week of nine (9) work days and one (1) day off each pay period requires that the employee work 7.78 hours each day (both based on a 35 hour work week)
3. the effect of the arrangement on paid days off (i.e. bereavement leave, attendance at conferences, etc.) is recorded as a seven (7) hour day. Therefore, employees are required to work additional hours to make up the work week.
4. the effect of the arrangement on floater days is recorded as a seven (7) hour day. Therefore, employees are required to work additional hours to make up the work week.
5. the effect of the arrangement on statutory holidays is recorded as a seven (7) hour day. Therefore, employees are required to work additional hours to make up the work week.
6. the effect of the arrangement on short term disability benefits (sick leave) is recorded as a seven (7) hour day. Therefore, employees are required to work additional hours to make up the work week.
7. the effect of the arrangement on vacation is recorded as a seven (7) hour day. Therefore, employees are required to work additional hours to make up the work week. Vacation credits continue to accrue on a monthly basis.
8. the effects of the arrangement on overtime is recognized after the employee has worked any hours in excess of the scheduled work day (e.g. 7.78 or 8.75 hours)
9. there is no change to the employee's entitlement to insured benefits (dental, medical, life insurance) or OMERS pension entitlement
10. compressed Work Week days cannot be banked or accumulated
11. the employee's office or work space may be utilized by other staff during absences, at the discretion of the supervisor/manager

12. the employee agrees to be flexible and adjust their work hours and day off accordingly to meet business emergencies, demands and requirements
13. if the employee is required to work on a scheduled day off to meet business emergencies, demands and requirements, the day off will be rescheduled and must be used within 30 days. There is no banking of days off and no overtime earned
14. in the event of the transfer of the employee to a new position or new department, the flexible work arrangement will be cancelled. If the employee wishes to continue the arrangement in the new position or new department, he or she must discuss options with the new supervisor/manager
15. the arrangement may be terminated by the employee or the town with reasonable written notice.
16. The arrangement must be expressly renewed with the approval of the manager/supervisor and director, otherwise it will expire as per the documented end date and the employee will resume their prior work schedule.

Responsibilities

Employee

1. maintains communication with supervisor, colleagues and clients to the town's corporate standards
2. is self-motivated, well-organized and self-disciplined in their approach to work
3. ensures service delivery is seamless to all other parties (internal and external)
4. ensures adequate coverage during absences (i.e. coordinates back-up)
5. is willing and able to be flexible and adjust work hours and days off accordingly to meet business emergencies, demands and requirements
6. is willing to temporarily suspend this work arrangement during their department's busy/peak periods where employees may be required to work extra hours
7. failure to abide by the Compressed Work Week procedure, or associated work rules determined by the supervisor, may result in discipline up to and including dismissal.

Supervisor/Manager

1. monitors productivity and maintains communication with the employee regardless of the work hours of the employee
2. ensures the approved schedule is not impacting the job duties, team workload and service levels of the department
3. ensures other employees are aware of the arrangement
4. ensures service delivery/service provided is seamless to all other parties (internal and external).

Director

1. approves or denies the Compressed Work Week agreement and schedule submitted by the employee.