

**Draft Policy for Consultation**  
**Flexible Work Arrangements Policy**  
Feedback can be sent to [Policy@Mun.ca](mailto:Policy@Mun.ca)



Memorial University of Newfoundland

# Flexible Work Arrangements Policy

**Approval Date:**

**Effective Date:**

**Review Date:**

**Authority:**

The Vice President  
(Administration, Finance, and  
Advancement) through the  
Director of the Department of  
Human Resources

## Principle

Fostering a culture of care and well-being is a [strategic priority](#) at Memorial University. A key component within a culture of care and well-being is a healthy work environment where employees have the support they need to thrive and where the talents and ideas of employees can effectively propel us forward as we look to build upon our growth in both innovative and responsive ways.

Memorial recognizes the value of Flexible Work Arrangements for both Employees and the University. Improved Employee well-being, talent attraction and retention, space utilization, productivity, sustainability, accessibility, inclusion, and ability to manage commuting and parking pressures are key benefits that can be achieved through a flexible approach to work structure, scheduling, and location.

## Purpose

To establish parameters, provide guidance, and communicate considerations for implementing and managing Flexible Work Arrangements for Memorial University's Employees.

## Scope

All Memorial University Employees except Academic Staff Members (ASMs) whose terms and conditions of employment are defined in the MUNFA, LUMUN, and TAUMUN [collective agreements](#).

## Definitions

**Employee** — A person who is employed by the University on a full-time, part-time, permanent, contractual, sessional, or casual basis, including those hired under a University grant.

**Supervisor** —A person who is authorized or designated by Memorial University to direct or oversee the work of the Employee.

**Day** — A standard working day, which can be seven hours, eight hours, 12 hours, or as otherwise outlined in a letter of appointment, depending on the Employee's position and work area.

**Overtime** — Time worked beyond an Employee's normal hours if formally scheduled and approved by the appropriate Supervisor.

**Work Week** — Either 35 or 40 hours, depending on an Employee's position and the area in which they work. The Work Week is considered as starting at 00:01 on Monday to the following Sunday at 24:00. The scheduled Work Week may be varied by the University to allow for summer hours, to meet emergencies or during unusual situations.

**Flexible Work Arrangement (FWA)** – A work arrangement that allows an Employee to modify their work schedule, location, or structure to better balance their professional responsibilities with personal needs, enhance productivity, support career development, or address other similar considerations while ensuring the University's organizational and operational requirements are met. An FWA is a voluntary arrangement that may include remote work, reduced Work Week, job sharing, short-term lateral position exchange, revised daily work schedule, and compressed work schedule.

**Unit** — Academic or administrative unit as defined in the [University Calendar](#).

**Unit Head** — The term Unit Head refers to Deans, Heads of Departments, Schools and Divisions, Directors, Executive Directors, University Librarian, University Registrar, and other senior administrators at a comparable level; Associate Vice-Presidents, Vice-Provosts, Vice-Presidents, and the President as applicable. The signing authority for FWAs is the Unit Head unless delegated to another signing authority.

**University** – Memorial University of Newfoundland

## Policy

### 1. General

1.1 The University provides options to Employees who are interested in modifying their existing work arrangements to help address personal wellness or work-life balance needs, enhance productivity, for career development purposes, or for other similar reasons.

1.2 The University supports and encourages flexibility in Employee work arrangements wherever it is possible and practical to do so without compromising the efficiency and effectiveness of the workplace. While all Employees have the ability to request an FWA, approval is not guaranteed and is subject to organizational and operational requirements and the Employee's specific role and responsibilities, among other factors. FWAs may not suit all roles, times of year, or Units, and decisions should be based on a careful review of all considerations. Requests for FWAs are to be submitted in accordance with the Procedure for Flexible Work Arrangements. Each request will be evaluated on an individual basis, ensuring fairness, transparency, and consistency to promote the equitable application of this policy.

1.3 FWAs are structured agreements and are to be applied to an Employee's work structure, schedule, or location in a consistent manner. Each FWA will begin with a six-month trial period for viability assessment and will be subject to periodic review and evaluation on an annual basis and as required.

1.4 Unit Heads, Supervisors, and Employees shall review this policy and its related procedures and supporting documents prior to initiating an FWA. Consultation with the Department of Human Resources shall be carried out as needed.

## **2. Guiding Principles**

Guiding principles establish a framework for decision-making, serving as the foundation for the development and execution of FWAs.

### **2.1 Excellent Service**

The availability of any FWA will be subject to organizational and operational requirements, which will vary based on role and Unit. Each Unit plays a role in ensuring Memorial provides excellent service to students, faculty, staff, and the broader community. FWAs should not jeopardize the University's ability to excel in serving others.

### **2.2 Employee Experience**

Supporting and enabling Employees to effectively balance their professional and personal lives through the use of FWAs, can help foster overall well-being and can be a key contributor to the overall Employee experience.

### **2.3 Shared Responsibility**

Memorial University, Unit Heads, Supervisors, and Employees each play a role in ensuring the success of FWAs. The University is responsible for ensuring FWAs align with key priorities such as inclusion, accessibility, sustainability, and its community needs. Unit Heads and Supervisors must ensure these arrangements support a productive and healthy work environment. Employees are expected to maintain their performance and effectively manage their responsibilities within the FWA. The success of these arrangements requires mutual accountability and commitment to successful outcomes.

## 2.4 Equity, Diversity, and Inclusion

FWAs should promote a work environment that supports equity, diversity, and inclusion. Arrangements must be made with consideration for the unique needs and circumstances of all Employees, ensuring that FWAs are accessible and fair.

## 2.5 Voluntary Participation and Transparent Decision-Making

FWAs are an Employee privilege and not a guarantee. Participation in FWAs is voluntary and subject to the Unit Head and the Supervisor's approval, which shall not be unreasonably withheld. Transparent and objective decision-making will guide the evaluation of FWA requests.

## 2.6 Preserving Campus Community

Memorial is proud to have a strong community, enabled through a collaborative, interconnected multi-campus network of students, staff and faculty. Maintaining this community through in-person connections remains an important priority of the University. FWAs must be implemented with this in mind and should not interfere with on-campus operations.

## **3. Types of Flexible Work Arrangements Available**

**3.1 Remote work** - A work arrangement that allows employees to perform their usual job duties at an approved alternative location. For most Employees, this means they work from home in a designated space. Remote work does not include work that is required to be completed remotely (e.g. field research) by virtue of the nature of the work. This can take the form of either hybrid remote work, where Employees split their time between working in the office and remotely, or complete remote work, where Employees work remotely all the time. Ad hoc remote work is an informal arrangement that may be available to employees; for more information, please consult the Procedure for Flexible Work Arrangements.

**3.2 Reduced Work Week**- a shorter workday or a shorter Work Week. salary and benefits are prorated based on the number of hours worked. If working less than 20 hours per week, the Employee is not included in the University's pension or benefits plans.

**3.3 Job Sharing** - sharing of a position with another Employee; wages and benefits are prorated according to the hours worked. The Department of Human Resources can assist in finding a job-sharing partner and develop a job-sharing agreement.

**3.4 Short-Term Lateral Position Exchange** - The transfer of Employees to lateral positions (those of the same or comparable classification) with the consent of both Employees and the respective Unit Heads. The Department of Human Resources can be contacted for assistance in finding a position exchange partner.

**3.5 Revised Daily Work Schedule** - The revision of an Employee's daily work schedule to reflect a starting time and/or ending time that is different from an Employee's standard hours of work.

**3.6 Compressed Work Schedule** - An arrangement whereby Employees work longer hours, including the option of working a reduced lunch break, for the purpose of facilitating periods of time off with pay at other times, subject to the following conditions:

- Employees may accrue a total of 14.0 hours each Fall (September-December) and Winter (January-April) semesters. The 14.0 hours are to be utilized in the semester they are earned and cannot be carried forward.
- Compressed Work arrangements will cease in the summer months.
- The extra time worked must not exceed an average of a half hour per day. Compressed work hours may be achieved by starting earlier in the day, reducing a one-hour lunch period to a half hour and/or ending later in the day. Compensatory time off may be taken at times that are mutually agreed upon between the Employee and their immediate Supervisor, subject to the operating requirements of the Employee's Unit.
- The Employee will not be entitled to Overtime compensation for the extra daily or weekly hours worked under this arrangement.
- Compensatory time off is to be taken at straight times.
- Employees are not permitted to accumulate or "bank" coffee break time for the purpose of Compressed Work hours.
- Management and Professional, Senior Administrative Management, and Leadership Group Employees are not eligible to participate in this FWA.

#### **4. Terms and Conditions**

4.1 FWAs do not change an Employee's basic terms and conditions of employment with the University. All relevant collective agreements, employment contracts, legislations, and University policies and procedures will continue to apply.

4.2 FWAs do not replace or override the University's formal accommodation processes. If an FWA request is based on a protected ground under the [\*Newfoundland and Labrador Human Rights Act\*](#), it will be evaluated in accordance with the [Workplace Accommodation Policy and procedures](#).

4.3 FWAs are not substitutes for job-protected leaves as outlined under the [\*Newfoundland and Labrador Labour Standards Act\*](#), University policies, and applicable collective agreements. All leave requests shall be made in accordance with the [Leave Administration Policy and procedures](#).

4.4 The University retains the right to terminate any FWA immediately due to organizational and operational needs.

4.5 FWAs shall not impose additional financial burdens on the University. Any costs associated with implementing or maintaining an FWA shall be the responsibility of the employee or their unit and approved in accordance with relevant University policies and procedures as required.

4.6 To effectively work remotely employees require access to appropriate technology to complete their work. This typically includes:

- A Memorial-managed laptop (or desktop computer, where appropriate).
- A VPN connection to the Memorial network for accessing specific Memorial

systems (such as shared drives). [Read more about VPN access.](#)

- A webcam and microphone appropriate for video conferencing (including those built into most laptops).
- A Memorial Webex account and/or Microsoft Teams.

Appropriate technology may also include:

- A headset.
- A phone, whether mobile or landline.
- Any other technology or software necessary for the specific duties of the position.

Equipment or technology required for an employees' secondary workspace will be a financial cost to the unit and may be deemed cost-prohibitive if working under a hybrid arrangement.

4.7 Employees participating in remote work arrangements are not required to use personal devices such as cell phones when working remotely, except for use of the two-step VPN verification process required for Memorial VPN access.

4.8 The use of personal devices is not recommended for university work but there may be rare situations where it is beneficial for an employee to work remotely using a personal device with specified approval from their supervisor. In this scenario, employees will be unable to access systems where access is restricted to the Memorial network. When using a personal device, users should never store or access confidential or sensitive work-related information. Email and Microsoft Teams are available outside the Memorial network and can be accessed from a personal device.

4.9 Employees with a FWA are expected to be in Newfoundland and Labrador and available to come on campus if required and pre-arranged by their supervisor; any exceptions to allow working outside the province must be approved by the Department of Human Resources.

# Procedure for Availing of Flexible Work Arrangements

1. Effective planning and coordination are required when implementing Flexible Work Arrangements (FWAs), carefully balancing both a culture of service and a culture of care and well-being in the workplace and considering, among others,

- the Unit's strategic priorities;
- operational needs and requirements;
- position suitability;
- Employee performance, well-being, and satisfaction;
- logistical factors such as workspace and parking availability and technological requirements;
- health and safety issues;
- privacy considerations;
- accessibility needs and commitments to equity, diversity, and inclusion.

2. Units are responsible for assessing and determining which types of FWAs will be available to Employees within the Unit.

3. Unit Heads and Supervisors are accountable for approving, managing, and overseeing FWAs in alignment with this policy, procedures, and relevant University policies.

4. Each FWA will begin with a six-month trial period for viability assessment. Supervisors must assess the suitability of FWAs for each Employee and consult with the applicable Unit Head to determine if the arrangement is feasible and ensure ongoing monitoring, evaluation on an annual basis, and adjustments as necessary.

5. Clear communication between Unit Heads, Supervisors, and Employees is critical when initiating, modifying, or terminating FWAs. Either party may modify or terminate an FWA with at least one month's written notice, though shorter notice or immediate termination may be warranted in exceptional cases, such as health or safety concerns, significant operational impacts, or performance issues.

6. Employees must complete the required documentation, engage in discussion with their Supervisors about the success of the arrangement, and participate in regular reviews of their FWAs.

7. All FWAs must be formalized in writing and approved by the Employee's direct Supervisor, who is required to receive approval from their Unit Head for all FWAs. For academic Units, the Unit Head level approval must be at the Dean level or higher or by an individual designated by the Dean. The signing authority for an application form is the Unit Head unless they choose to identify another designated signing authority.

8. Employees are expected to declare their interest in an FWA as soon as applicable, respecting that Units must balance a number of requests and ensure informed operational decision-making.

9. Prior to participating in or approving an FWA, Supervisors, Unit Heads, and Employees must review the Flexible Work Arrangements Policy, associated procedures, and relevant supporting documents and the resources available at [my.mun.ca](http://my.mun.ca). Consultation with the Department of Human Resources is available if necessary.

10. The following standard provisions apply to all FWAs:

- FWAs are not guaranteed, and not all jobs may be suitable for each flexible option outlined in the policy;
- The skills and abilities of Employees may impact the decision to approve;
- Organizational and operational requirements will supersede any and all requests;
- No requests are approved if there are additional costs, i.e., Overtime;
- In no circumstances may an Employee's daily hours of work be modified to start earlier or end later by more than one hour;
- Unit goals and objectives must not be compromised due to FWAs;
- Any approved FWA may be suspended during peak service times, during summer hours, or may be canceled for any other reason with prior consultation between the Unit and/or the Employee;
- Unit Heads are not obliged to replace reduced hours with other Employees on a part-time basis or otherwise and shall ensure in any event that no additional salary costs are incurred as a result of the proposed arrangement.

11. Requests for Flexible Work Arrangements are to be submitted using the [Flexible Work Arrangement Application Form](#) as applicable.

For remote work applications, Employees must complete the following required forms and share them with the Supervisor (and signing authority where applicable):

- Flexible Work Arrangement Application Form for Remote Work;
- Occupational Health and Safety Checklist;
- Ergonomics Self-Assessment;
- Confidentiality Form.

For further information on remote work at Memorial, including guidance on monitoring, modifying, and concluding these arrangements, please consult the [Remote Work Guidelines](#).

12. Ad Hoc Remote Work is an informal arrangement that employees may avail of with no application form required.

Ad Hoc Remote Work is when an employee works remotely on a rare and occasional basis for a specific incidental reason. The request and approval are documented by writing in an email between the supervisor and employee for each occasion. Where possible, a minimum of 24 hours' notice should be provided to one's supervisor to allow for consideration of ad hoc remote work.



Not intended to be a substitute for a formal remote work arrangement and if recurring or frequent (e.g. occurring 1-3 times monthly) would indicate a formal remote work arrangement may be explored.