



UNIVERSITY OF
CALGARY

Human Resources

Hybrid Work Program Guidelines

February 2023

ucalgary.ca/hr



Table of Contents

INTRODUCTION	3
OVERVIEW	3
<i>Applicability</i>	3
<i>Eligibility</i>	3
PRINCIPLES	4
PARTICIPATION IN THE PROGRAM	5
<i>On-Campus Presence</i>	5
<i>Enrolment</i>	5
<i>Review</i>	5

CONTACT

The most up-to-date version of this document can be found on the Human Resources (HR) website [Hybrid Work Program](#). If you have questions, contact UService at hr@ucalgary.ca.



INTRODUCTION

The University of Calgary is a predominantly in-person learning and research institution. Thus, the majority of activities are expected to take place in person. We are a vibrant campus because of the people who work and learn here. Being in person enables the university to create a sense of belonging, enhance team dynamics and foster a positive organizational culture.

The university also recognizes the pandemic has changed individual perspectives and preferences with regards to where work can occur. Furthermore, our faculty and staff have demonstrated that hybrid working can be done very effectively and has its own benefits.

The Hybrid Work Program (the “Program”) establishes the university’s commitment to a balance of these perspectives.

Participation in the Program must ensure the university’s mission and goals while maintaining productivity, cost effectiveness, and service to internal and external clients. The Program shall not:

- Interfere with normal university hours.
- Incur overtime costs, unless it is in accordance with applicable collective agreements or other employment contracts.
- Reduce the faculty or unit’s effectiveness in carrying out its functions.
- Create safety, security, or supervision issues.

Overall, it is important to note that the Program shall not normally result in an additional expense to the university.

OVERVIEW

Applicability

The Program applies to Management and Professional Staff (“MaPS”), and Support Staff represented by the Alberta Union of Provincial Employees (“AUPE”). The Program parameters established in this document may change from time to time in accordance with the university’s operational needs. Throughout 2023, program evaluation will be a high priority to inform evolution of the program.

Eligibility

Hybrid work arrangements may not be appropriate for certain faculties or units, particular jobs and/or for certain employees. To determine employee eligibility for the Program, considerations shall include, but not be limited to, the following factors:

- 1) Hybrid work is suitable for the faculty/unit.
- 2) An employee’s job function is suitable for hybrid work.
- 3) An employee is personally suitable for hybrid work.



PRINCIPLES

General	Technical	Individual
All university policies, procedures, terms and conditions of employment, provisions of the applicable collective agreement(s), regulatory and statutory obligations still apply, regardless of work setting.	All employees will receive only one (1) set of work-issued devices to perform university business *. Faculties/units are responsible for tracking university equipment and employees must have permission from their leader to take equipment home.	Participating employees are responsible for additional costs incurred as a result of or to enable hybrid working, including but not limited to, parking, utilities, insurance, travel, internet, software, and equipment.
The details of the Program must be discussed and agreed upon (in writing) between the employee and their leader. <ul style="list-style-type: none"> • Hybrid Work Statement of Understanding. 	Off campus work locations must have the appropriate communication access, that includes, but is not limited to: <ul style="list-style-type: none"> • Access to a stable and consistent internet source. • A reliable communication method (e.g., telephone services etc). 	Employees, and their leader (if applicable), must complete the following: <ul style="list-style-type: none"> • Hybrid Work Hazard and Control Register.
Employees and their leaders must ensure that adequate safeguards are in place to protect the privacy, security, availability and integrity of the university’s information in accordance with applicable legislation and the university’s policies/procedures.	Employees must have tools appropriate to job function (e.g. laptops, cellular telephones etc.). Employees are strongly encouraged to use university managed devices for work related business.	The employee must keep their off-campus location (including street address and contact information) up to date at all times.
Any employment decision must uphold the university’s principles of equity, diversity, inclusion and accessibility.	Employees shall remain eligible for Workers’ Compensation Board coverage and for employer insurance coverage during normal work hours.	Employees must arrange for dependent care during work hours and manage personal obligations apart from agreed work hours.

* The exception to this requirement is for individuals who may use their personal cell phone for university business.



PARTICIPATION IN THE PROGRAM

On-Campus Presence

The University of Calgary is a vibrant campus due to the people who work and learn here. Having our teams together in-person at times is important to strengthen our work culture, team dynamics and individual working relationships.

The Senior Leadership Team (“SLT”) member for each faculty or unit will define specific expectations and guiding principles related to hybrid work for their areas. In general, employees who are eligible and approved to participate in the Hybrid Work Program should expect to work on campus regularly a **minimum of three (3) days per week**. For certain positions, work groups or for non-peak periods, the SLT member for a faculty or unit in consultation with their HR Partner may provide an exception to this standard based on the specific circumstances within their area. *Exceptions are only required in circumstances where an employee will be on campus **regularly** less than three (3) days per week.*

Enrolment in the Program is intended for employees that would normally be present at the University of Calgary campus locations. In exceptional circumstances the SLT member for the faculty or unit may approve an employee to work outside of Alberta but within Canada. The SLT member should discuss the circumstances with their HR Partner prior to approving such a request, as there may be taxation or worker’s compensation implications for the individual or the university.

Enrolment

To ensure all parties understand the expectations of Program participation, employees and leaders should meet to discuss their intentions. The following enrolment process can help to guide the discussion.

THE ENROLMENT PROCESS		
Step One: Assessment	Step Two: Agreement	Step Three: Approval
<p>To ensure all parties understand the expectations of a hybrid work arrangement assessing suitability is encouraged.</p> <p>The Leader Assessment is designed to help determine individual suitability for managing employees working hybrid.</p> <p>The Employee Discussion Considerations are designed to help determine an individual employee’s suitability for working hybrid.</p>	<p>Employees and leaders should meet to discuss enrolment in the Program, and whether it is suitable for operational requirements.</p> <p>Approval of an employee’s participation in the Program is at the discretion of the employee’s reports-to-leader. Leaders should consider each request on a case-by-case basis.</p>	<p>If an employee’s leader approves enrolment in the Program, the employee is required to complete the following:</p> <p>The Hybrid Work Statement of Understanding along with the requisite Environment, Health and Safety (EHS) form.</p> <p><i>All forms associated with the Program are to be maintained in accordance with the university’s record retention schedule and housed within the applicable faculty or unit.</i></p>

Review

Leaders should review their employee’s suitability for enrolment on a regular basis. Leaders have the discretion to revert to entirely on-campus work schedules, or adjust hybrid arrangements, by providing a minimum of fourteen (14) days’ notice to the employee.