

# LEADER GUIDE TO ALTERNATIVE WORK ARRANGEMENTS

A few tools you need to manage the process

JULY, 2021

## Your resource for our new way to work

As we move forward, leaders need to help guide and provide clarity to teams in regard to Alternative Work Arrangements. The documents within this guide are meant to provide a perspective on things to consider as well as the forms required to support Alternative Work Arrangements.

As a university, the *default approach* for each of our campuses is that staff will work on site. Alternative Work Arrangements will be permitted in specific instances, provided that they benefit the university and are approved by the relevant Senior Vice President.

## Where to go with questions

Guidance for your Division comes from local senior management.

For any questions, please reach out to your divisional point of contact:

**Office of the Provost** – Anthony Rini

**Office of the Chancellor** – Amy Molway

**Finance & Administration** – Erica Machut (Finance & Admin.) / Chris Bracket (Facilities, Campus Planning, and Real Estate)

**External Affairs** – Sonya Cottam

**Advancement** – Caitlin Hahn

**Office of General Counsel** – Regi Minichello

For any questions regarding space and office requirements, please contact Jeannine Powers in Campus Planning. For cleaning and testing protocols visit the [Faculty and Staff FAQs page](#) on the university COVID-19 website.

## THINGS TO CONSIDER

As you consider how Alternative Work Arrangements may further enable your work and the achievement of your organizational objectives, it's important to understand the impact and ensure you plan accordingly. Below are some suggestions on what to consider as you evaluate options:

### How to assess if a *position* is viable for an Alternative Work Arrangement:

- How are the alternative arrangements of this position beneficial to the university and our stakeholders?
- Who are the position's key stakeholders?
- Are they students? Visitors? Staff?
- What is the volume of the interactions?
- How much direction does the position require from the leader?
- How much autonomy / decision making ability does the position have?
- Is the position a direct manager/supervisor of a team or position that is primarily on campus?
- Would alternative hours better support the needs of the community?

### How to assess impact on the department:

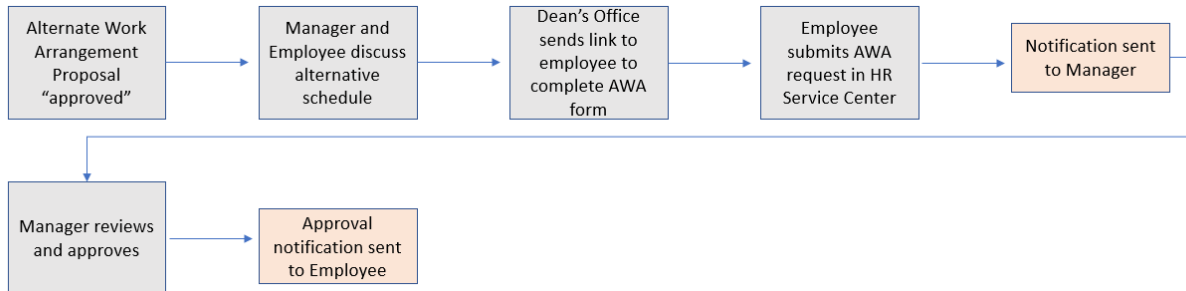
- Will an alternative arrangement support departmental business objectives?
- Will an alternative arrangement affect the work outcomes of the team/department?
- Will the arrangements unduly burden those that remain on-site?
- Will the arrangements require the department to hire additional full-time, part-time, temp, or student support?

### What will this require of your managers:

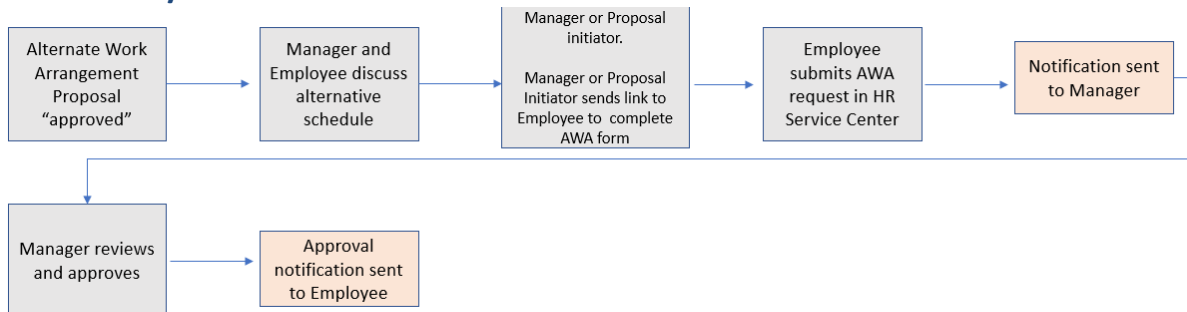
- Developing robust onboarding and training procedures
- Setting team norms
- Creating alternative platforms for engagement and communication
- Managing and assessing performance remotely
- Providing clarity on how office space will change (hoteling, location, availability, etc.)
- Mechanism for communicating team office hours and location(s) to stakeholders

## APPROVAL PROCESS FLOW FOR ALTERNATIVE WORK ARRANGEMENTS

### For Colleges



### For Provost/Chancellor's Office and Administrative Units



1. If the manager believes that an Alternative Work Arrangement is beneficial to the organization, the manager completes the [Alternate Work Arrangement Proposal Form](#) for their unit
2. The Alternate Work Arrangement Proposal Form is submitted to your divisional point of contact for approval
3. Once approved, the Office of the Dean or the employee's manager *provides the employee a [link to the Employee Acknowledgment Form](#)*
4. The employee completes and submits the online Alternative Work Arrangement Employee Acknowledgment Form
5. A notification will be sent to the employee's manager alerting them of the form submission
6. The manager reviews and approves this form
7. Approval notification is sent to the employee