

# GUIDE ON HYBRID WORK ARRANGEMENTS

Workplace Relations  
February 2023

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## 1. Effective Date

This guide takes effect on **February 7, 2023**.

## 2. Preamble

Parks Canada supports an engaged, enabled, empowered and accountable workforce by creating a workplace of choice that offers flexible work arrangements, including telework.

The goal of Parks Canada is to achieve a hybrid model. Parks Canada is committed to hybrid work and believes that for some employees, a mix of working in the office and telework is the best model to deliver our mandate, thrive as an organization, and provide employees and managers with flexibility. This approach will help Parks Canada retain the best aspects of telework and regain the important elements of working in the office.

As Parks Canada continues to move forward with this work model, it recognizes that any changes will require adjustments and welcomes collective efforts during this transition period. The objective of this guide is to provide information in this regard; staff are encouraged to connect with their supervisor/manager for additional support, in addition to [Employee and Family Assistance Program](#) as needed

## 3. Objective

This guide aims to inform Parks Canada managers and employees about hybrid work arrangements, and to help optimize telework and on-site work in order to foster a diverse, inclusive, productive and flexible workplace. This guide should be considered alongside the Parks Canada [Directive on Telework](#) and the [TBS Guidance on optimizing a hybrid workforce](#).

## 4. Application and Authority

This guide applies to all Parks Canada employees, including indeterminate, term, terms less than three months, casual workers and student employees.

Authority for the management decisions required by this Guide are specified in the [Instrument of Delegation of Human Resources Authorities](#).

## 5. Definitions

### **Ad Hoc Telework**

A work arrangement that allows an employee to telework for a very short, exceptional period of time where they would ordinarily have been scheduled to be on-site. Ad hoc telework requires manager's approval and may be possible without a formal hybrid work agreement.

### **Delegated Manager**

The [Instrument of Delegation of Human Resources Authorities](#) establishes the delegated manager for decisions related to hybrid work arrangements.

### **Designated Workplace**

The employee's designated workplace or business address where the employee would work if there was no telework or remote work situation. It is not a virtual or residential address. Parks Canada determines the location of the designated workplace associated with each position.

### Hybrid Work Agreement

Official form to be completed by the delegated manager and employee to formalize the hybrid work arrangement. This form shall not be completed for remote work.

### Long-Distance Telework

“Long-distance” telework refers to situations where management allows an employee to telework full-time so far away from the designated workplace, but still in Canada, that it would not be reasonable or feasible for the employee to come to work if required on short notice.

### Remote Work

A temporary flexible work arrangement whereby employees carry out some or all of their work duties from a location different from the employee’s designated workplace on a full-time basis, a part-time basis or an ad-hoc basis. Remote work is normally performed from the employee’s principal residence, however, with authorization from the delegated manager, it may be conducted from other locations temporarily. It is a management-based mechanism that may be used in unforeseen circumstances such as pandemic, states of emergency, inclement weather, etc.

### Telework

Where an employee works from an alternate location (usually their home) other than the designated workplace, based on a voluntary request from an employee, subject to operational requirements and management approval.

### Telework Location

A suitable worksite or worksites the employee chooses (with their manager’s consent) to perform the work required by their position (usually a private residence; not a public space such as a coffee shop or public library). This worksite(s) must meet the health and safety requirements of the Canada Labour Code, Part II, and its Regulations.

## 6. Guiding Principles

Hybrid work arrangements should be based on operational requirements, according to the guiding principles of fairness, equity and transparency, and the principles of sound human, financial and physical resource management.

Many office-based team members may be eligible to telework for up to three days per week (or up to 60 percent of their normal work time) in accordance with a hybrid work agreement. In cases where a hybrid work agreement is being proposed wherein an employee would telework greater than 3 days per week (or 60 percent of their normal work schedule) managers should consult Appendix I for appropriate approval levels and reporting process.

Any employee may be eligible to for a hybrid work arrangement provided the following key principles are met:

- Hybrid work is **operationally feasible** for that type of function
- there is no loss of production or performance
- it is voluntary
- it does not generate extra costs
- Periodic in-office presence for strategic discussions, training, and other events that benefit from face-to-face interaction is maintained
- it has been approved by management.

In addition to the above considerations, the Position Flexibility Assessment Profile must have been completed to determine to what degree telework is applicable to the employee’s position work profile, bearing in mind that

employees are eligible to telework up to three days per week, or up to 60 percent of their normal work time, unless approval of additional telework in excess of this threshold has been approved by the appropriate delegated authority. Managers should consult with their Human Resources Manager (HRM) if they require assistance in sourcing or completing the Position Flexibility Assessment Profile.

While telework and hybrid work may help employees to respond to their personal needs, these work arrangements are not to be used to:

- replace childcare, after school or eldercare services;
- enable dual employment; or
- replace or interfere with taking annual, personal or other types of leave, to enable employees to focus on their health and wellbeing or that of their family members.

A reduced work schedule or leave provisions may be more suitable than telework or hybrid work to address some employees' situations. The manager should consult with their Human Resources Manager, where appropriate, to consider such options.

In line with the Instrument of Delegation of Human Resources Authorities, employees must make hybrid work arrangements with their delegated manager or higher on a case-by-case basis. While managers can promote interest in telework by sharing their willingness to support it, they cannot require employees to telework. It is also important to note that there is no guarantee that requests for hybrid work will be approved.

If the demand for hybrid work among employees performing similar functions in a work unit is higher than smooth operations require, managers must seriously consider the impacts of creating rotating telework opportunities and apply the guiding principles of fairness, equity and transparency.

## 7. Key Considerations

The following considerations are noted for awareness in applying this Guide:

### 7.1 Seasonality

It is noted that due to seasonality within Parks Canada, there may be instances where the viability or composition of hybrid work arrangements for employees will differ with the on and off season cycle of a given business unit. Managers should take into consideration the operational requirements of both on and off seasons in establishing hybrid work arrangements with employees as agreements may differ in the on and off season.

### 7.2 Occupational Health and Safety (OHS)

The health and safety of employees who perform duties at a telework location is a shared responsibility of the manager and the employee. The telework location must be a suitable work environment and meet the requirements of the [Canada Labour Code, Part II](#) and its regulations.

By establishing a Hybrid Work Agreement, the employee agrees that their telework location complies with Health and Safety Inspection requirements and they have completed all other OHS requirements, such as training and reviewing resource information, as set out in the [Occupational Health and Safety \(OHS\) – Telework Tip Sheet](#).

The employer must ensure that the health and safety of every employee at work is protected (section 124 of the [Canada Labour Code, Part II](#)) and therefore reserves the right to inspect a telework location in the event of an accident or injury.

### 7.3 Cost Effectiveness

Hybrid work agreements must follow the principles of sound human, financial and physical resource management. Unless otherwise stipulated in the applicable collective agreement, terms and conditions of employment or Parks Canada policies, the employee is responsible for all costs to operate and maintain their telework location (other than an alternative government workplace or collaboration space), including but not limited to heat, hydro, insurance, internet and furnishings.

### 7.4 International Telework

Working outside Canada may cause serious security threats for Parks Canada. Only requests due to exceptional circumstances (e.g. duty to accommodate or relocation of spouse or common-law partner on a temporary basis) will be considered and assessed on a case-by-case basis.

Before sending international telework requests for approval to the President & Chief Executive Officer (PCEO), managers must consult with Labour Relations, Security, and Information Technologies (IT) security, and consider any risks related to Occupational Health and Safety, security of information, devices and network, and operational requirements.

### 7.5 Designated Workplace

Whether a position is suited to a combination of on-site work and telework does not depend on the location of the designated workplace. Benefits and conditions associated with relocation, travel, workforce adjustment, hours of work, language of work, statutory holidays and payroll deductions are linked to the designated workplace and not the telework location.

Decisions on the location of a designated workplace should be based on Parks Canada's operational requirements. Temporary or ad hoc changes to the designated workplace location associated with a position are strongly discouraged. Space allocation and availability should be considered and, if necessary, the functional authority of a work place must be consulted prior to a manager committing to a hybrid work arrangement.

### 7.6 Province/territory of Work

When teleworking in a province or territory that is different from the designated workplace, the province of work **will be the one of the designated workplace**. Deductions at source will continue to be based on the province/the territory of work. In addition, designated paid holidays also continue to be based on the province of the designated workplace.

### 7.7 Duty to Accommodate

Managers should contact their Disability Management Advisor in situations where the employee is requesting telework because they are unable to work from an office due to a ground protected under the *Canadian Human Rights Act*.

### 7.8 Long Distance Telework

Long-distance telework might, in exceptional cases and with approval from delegated manager, be a viable option that meets both the employee's and the employer's objectives. If exploring this option, carefully examine the following considerations and ensure approval is sought at the appropriate level of delegated authority (Appendix I):

- Since most hybrid workers must be able to report at the workplace location when required, it must be determined if the employee's position allows for an arrangement that will support long-distance telework possible.
- The isolation aspect of telework is at its peak with this option. Discuss how well the usual communication techniques (such as Microsoft Team, calling, chat.) would reduce the impacts of isolation on the employee.
- You must discuss the fact that any hybrid agreement may be terminated at any time. If the employee chooses to move away from the location of the position, it becomes his/her choice and need to be aware of all possible outcomes. In this case, consultation with Labour Relations should occur.
- Income tax collected at source is based upon the province/territory where the designated workplace is located, not that of the employee's telework location. Therefore, the impact of living in one province/territory and working in another, with different taxation laws or other impacts of being in a different location (such as provincial/territorial health coverage), should be understood and considered prior to entering into a hybrid work arrangement.

### 7.9 Purposeful Use of Workplace

In a hybrid work environment where work teams have a mix of hybrid work arrangements amongst team members, there is still a need for on-site presence at the designated workplace. In determining which tasks are better suited to on-site work, the four C's can be of assistance:

1. Connect (e.g. onboarding, team culture development, performance and career discussions, customer-focused service)
2. Collaborate (e.g. kick-off meetings, team development or learning events, partner and stakeholder engagement)
3. Create (e.g. planning, brainstorming, complex problem solving)
4. Celebrate (e.g. formal and informal recognition)

Managers may also want to consider developing a team charter to balance individual preferences with team needs and operational requirements. A team charter can provide a clear understanding for how everyone can work together when everyone has varying work arrangements. More information on developing a team charter can be found in Appendix H.

## 8. Main Roles and Responsibilities

The following roles and responsibilities are supplemental to the Directive on Telework to encourage successful hybrid work arrangements.

### 8.1 Senior Managers (Vice-President, Executive Director, Director)

1. Ensure consistency in determining operational requirements that justify refusing a request for hybrid work arrangement.
2. Provide input to the Vice-President, Human Resources and Employee Wellness (HREW) on any revisions to this guide.

### 8.2 Delegated Manager

1. Assess and respond to hybrid work requests by following the steps outlined in [Appendix B](#).
2. Ensure that the [Hybrid Work Agreement form](#) is completed and signed in accordance with these guidelines prior to the commencement of a formal hybrid work arrangement.



3. Apply healthy and inclusive principles of virtual team management
4. Ensure space allocation and availability prior to committing to a hybrid work arrangement, ensuring consulting with functional authority of a work place has occurred, if necessary.
5. Protect the employees' health and safety (see [Appendix D](#)).
6. Provide and maintain equipment (such as laptops, keyboards, computer mice, audio devices, and cell phones) used by employees at their telework location, keep track of the equipment their employees borrow and ensure its return after use.
7. Consult with Human Resources and Employee Wellness, as needed, about questions on the rights and obligations of employees who are conducting hybrid work, particularly with respect to:
  - o Labour relations
  - o Duty to accommodate (see [Appendix E](#))
  - o Occupational health and safety (see [Appendix D](#)).
8. Consult with Information Technology (IT) and the Office of the Chief Security Officer, as needed, on issues of physical security and information security to ensure employees are adhering to the requirements of the Policy on Government Security (see [Appendix E](#)).
9. Review the Hybrid Work Agreements of all their employees once per year.

### 8.3 Supervisor

1. Advise managers of any impact of approving a hybrid work request.
2. Ensure employees fully understand the requirements, principles and considerations of hybrid work, as outlined in this guide, before recommending hybrid work.
3. Ensure hybrid work employees and their colleagues understand the impacts and practical considerations of telework on team dynamics. Encourage all team members to promote team spirit.
4. Assess and respond to hybrid work requests by following the steps outlined in [Appendix B](#).
5. Apply healthy and inclusive principles of virtual team management:
  - a. Remain in contact with each team member during working hours.
  - b. Schedule regular meetings with employees to discuss workload and specific tasks.
  - c. Supervise the employees who telework, in an adapted manner needed.
  - d. Respect Performance Management principles.
6. Review Hybrid Work Agreements at least once per year to assess effectiveness and operational requirements and update the manager regularly on the status of employees' hybrid work arrangements.

### 8.4 Employee

1. Review the factors to consider in [Appendix A](#) to ensure that telework is suitable for their role.
2. Seek management pre-approval of telework, including any ad hoc telework.
3. Fill out a [Hybrid Work Agreement](#) reflecting their designated workplace and telework request.
4. Remain available and reachable during working hours.
5. Communicate regularly with their supervisor/manager to discuss workload.
6. Apply healthy and inclusive principles of virtual team participation:
  - a. Demonstrate respect in their communication with other team members.
  - b. Reach out to colleagues.
  - c. Participate in meetings and team-building events.

7. Provide their manager/supervisor with their current contact information and the information they provided in the Hybrid Work Agreement, such as home phone number and address, personal cell number and personal email address. Make sure their emergency contact information in Peoplesoft is up to date.
8. Assume the costs of equipping and maintaining the personal telework location, such as utilities, internet service, office furniture, and insurance related to their telework location.
9. Assume all time and travel costs to go to the designated workplace when required.
10. Reporting to the designated workplace when required to do so by their manager, including special meetings and in-person training.
11. Ensure the internet service at their telework location has adequate speed to perform their work.
12. Ensure a hybrid work arrangement meets municipal zoning regulations and their residential lease, if applicable.
13. Ensure their telework environment meets the occupational health and safety (OHS) requirements set out in:
  - a. [Part II of the Canada Labor Code](#) and its regulations.
  - b. All Parks Canada tools relating to Occupational Health and Safety, including ergonomic principles.
14. Promptly report any work-related accident or injury that occurred at the telework location to their manager.
15. Respect the terms and conditions of employment and collective agreement, as applicable.
16. Conform with all Parks Canada Information management/Information technology policies and directives.
17. Put in place appropriate security measures to protect Parks Canada equipment and sensitive information. Ensure electronic and paper information is treated securely according to its sensitivity, whether teleworking or on site. Maintain positive control of all Parks Canada assets in accordance with [RCMP Physical Security guidelines](#). i.e., [GCPSG-008\(2022\) Physical Security Considerations for Remote and Telework Environments](#). Also visit Parks Canada's [Return to Office Workplaces - Information Technology \(IT\)](#) page. Employees are responsible for cost of equipping their telework location to meet these requirements.
18. Report any Information Management security incident to their manager and to [Parks Canada Security Team](#).
19. Protect their laptop when travelling. Use a laptop case to reduce the chance of it being damaged. Do not leave IT equipment unattended. The [RCMP guide on transport, transmittal and storage of protected and classified material](#) provides further guidance.

## 8.5 Human Resources and Employee Wellness

1. Review this guide, as required.
2. Provide advice and guidance relating to the information contained in this guide.
3. Provide reports on Position Flexibility Profile Assessments
4. Provide reports on hybrid work agreements.

## 9. Compliance With Statutes, Regulations, Policies and Guidelines

Compliance with all legal obligations as well as policies, directives and guidelines that apply to employees when working from their office or Parks Canada Workplace continue to apply under a hybrid work arrangement.

## 10. Main References

Parks Canada [Directive on Telework](#)

[Instrument of Delegation of Human Resources Authorities](#)

[TBS Guidance on optimizing a hybrid workforce](#)

[TBS Policy on Government Security](#)

[TBS Directive on Security Management](#)

## 11. Enquiries

Responsibility for this Guide lies with the Vice-President (VP), Human Resources and Employees Wellness. Please send your questions and comments relating to these guidelines to your Labour Relations Advisor.

Notes: Enquiries relating specifically to:

- Physical Security, including but not limited to information security should be directed to [Parks Canada's Security Office](#) via the [JIRA Service Desk](#).
- IT issues related to Parks Canada equipment or software may need to be directed to the [Parks IT Service Desk](#).

## Appendix A: Steps and Information for Employees Considering Hybrid Work

Hybrid work requires your manager's approval. While each situation is different, if your supervisor/manager confirms that hybrid work is an option to consider, here are the main steps to follow:

- Step 1: Go through the factors below to determine whether hybrid work is suitable for you.

### Travel

Employees are responsible for all expenses associated with travelling to and from the designated workplace. Should a hybrid worker be required to be present at their designated workplace, Parks Canada will not pay related travel costs as commuting to the designated workplace is not reimbursable. When a hybrid worker is authorized to travel on government business to a location other than the designated workplace, however, travel costs may be reimbursed.

### Income Tax

Income tax collected at source is based upon the province/territory where the designated workplace is located, not that of the employee's telework location. Therefore, the impact of living in one province/territory and working in another, with different taxation laws or other impacts of being in a different location (such as provincial/territorial health coverage), should be understood and considered prior to entering into a hybrid work arrangement.

### Language of Work

Employee rights to work in French and English depend on their designated workplace location, not their telework location. If the employee is in a bilingual position and their designated workplace is in a bilingual region, they have language of work rights, including the right to be supervised in the language of their choice.

### Statutory Holidays

Statutory holidays are based on the province or territory of the designated workplace, not that of the employee's telework location.

### Relocation

An employee may be responsible for relocation costs should they be required to move from their telework location to within commuting distance of their designated workplace location.  
Example: An employee who lives in Ottawa, where the position is located, requests to telework full-time from Montreal. Parks Canada approves the long-distance hybrid work agreement and the employee moves at their own expense to Montreal. Parks Canada later requires the employee to work full-time at the designated workplace in Ottawa. The employee would not be entitled to the reimbursement of relocation expenses for moving back to Ottawa.

### Suitable work location

- Is the proposed telework location a suitable working environment that meets the health and safety requirements of the *Canada Labour Code*, Part II, and its Regulations
- Are accommodation measures necessary for the telework location? These must be identified when requesting a hybrid work arrangement.
- Can the safety and security of Parks Canada equipment and information be protected?
- Considerations to be made when assessing security viability of a work location:

<p>All Information and assets whether in the Remote/Telework environment or a Government of Canada (GC) facility should be physically stored in accordance with RCMP lead security agency <a href="#">guidance</a> and the organization's established security practices</p> <ul style="list-style-type: none"> <li>- Is the speed and signal range of the Internet service at the telework location sufficient to effectively use the tools Parks Canada provides, including videoconferences, to perform their work?</li> </ul>
<p><u>Cost savings</u></p> <ul style="list-style-type: none"> <li>- Cost of transportation between home and workplace and availability of transportation.</li> <li>- Money saved on food and clothing expenses.</li> </ul> <p><u>Cost increases</u></p> <ul style="list-style-type: none"> <li>- Cost of setting up and maintaining a pleasant and practical work area, including the cost of utilities, high-speed internet, office furniture, and insurance related to the telework</li> <li>- Possible increase in insurance (liability), compliance with any applicable by-laws (for example required smoke detectors).</li> </ul>
<p><u>Work environment</u></p> <ul style="list-style-type: none"> <li>- Social aspects such as the collaboration and presence of colleagues.</li> <li>- Determine if telework will mean freedom, flexibility, peace and quiet or isolation, monotony, distraction and confinement.</li> <li>- Access to work tools, such as a library, reference books, photocopiers, computers and expert colleagues.</li> <li>- Work-sharing among colleagues, availability for discussions. Maintain work contacts, professional network, visibility.</li> </ul>
<p><u>Performance factors:</u></p> <ul style="list-style-type: none"> <li>- Consider the potential effect of hybrid work on the following factors (in preparation for an eventual discussion with your supervisor): <ul style="list-style-type: none"> <li>o work schedule (for example flexibility, extended hours, part-time, overtime)</li> <li>o work objectives,</li> <li>o performance evaluation criteria.</li> </ul> </li> </ul>
<p><u>Career</u></p> <ul style="list-style-type: none"> <li>- Maintain work contacts, professional network, visibility.</li> </ul>
<p><u>Operational requirement</u></p> <ul style="list-style-type: none"> <li>- Understand requirements for on-site presence.</li> </ul>

- Step 2: Identify your ideal work arrangement (part-time telework, or no telework).
- Step 3: If you wish to pursue full-time telework or hybrid telework, speak with your supervisor/manager about:
  - o Whether the option applies to your work unit.
  - o The duties you could perform via telework.
  - o Potential problems related to security and access to information.
  - o Possible schedule, necessary equipment, general team dynamics.
- Step 4: Identify specifics to your situation in your Hybrid Work Agreement. In this form you will have to read and agree to respect the following:
  - o Ergonomic principles
  - o Occupational Health and Safety section of this Guide (Appendix D)
  - o Safeguarding of information (Appendix E)
- Step 5: Have follow-up discussion(s) with your supervisor/manager about:

- Specific duties, work objectives, supervision and performance assessment.
  - Work schedule
  - Operational requirements such as security, equipment and budget.
  - Telework location (if applicable). **NOTE: The hybrid work agreement applies solely to the agreed-upon telework location.**
  - All employment conditions, which must conform to regular applicable terms and conditions of employment.
  - Any IT equipment needed for telework.
- Step 6: Finalize the Hybrid Work Agreement with your manager.

Step 7: Work with your supervisor/manager to obtain required IT equipment (laptop, keyboard, mouse, monitor, cell phone, myKey encryption, etc.). Visit the [Return to Office Workplaces - Information Technology \(IT\)](#) section for more information.

Note: Working in a virtual context transforms how public servantss communicate with each other. For additional information click on "[Civility and Respect at Work: Do's and Don'ts in Remote Work.](#)"

## Appendix B: Steps and Information for Delegated Managers Assessing a Request for Hybrid Work

To support you in adopting a new work model, the following considerations should help supervisors and managers assess their direct reports' positions and the team's requirements for a workplace presence.

When determining appropriate Hybrid Work Agreements for their employees, a delegated manager will consider factors such as but not limited to:

- the business unit's ability to deliver on its mandate and operational requirements;
- team or business unit requirements (e.g. such as coaching and collaboration within the organization or providing adequate on-site coverage for client service);
- the employee's personal needs and circumstances, including any duty to accommodate or accessibility requirements applicable to the situation;
- whether the requested work arrangement will support the employee's optimal performance to meet business objectives and operational requirements;
- any security and privacy risks related to a proposed teleworkplace and the measures needed to effectively address those risks;
- any occupational health and safety concerns related to the proposed on-site or teleworkplace arrangements;
- whether the requested work arrangement can be established without incurring additional cost to Parks Canada; and
- any space or equipment limitations at the designated workplace, which may limit the number of employees who can work on-site at the same time.

### Assessing a hybrid work request

While each situation is different, here are the main steps to follow:

- Step 1: Upon receiving an employee's initial request for hybrid work, ensure that the Position Flexibility Assessment Profile has been completed and that the hybrid work option applies to the employee's position work profile. Managers should consult with their HRM if they require assistance in sourcing or completing the Position Flexibility Assessment Profile.
- Step 2: Pursue the discussion with the employee on the following important points:
  - o Whether the hybrid work option applies to the employee's position.
  - o What duties could the employee perform by telework, and which require on-site presence.
  - o Potential challenges related to security and to access to information.
  - o Verify with the employee that the telework location is a suitable working environment that meets the health and safety requirements of the *Canada Labour Code*, Part II, and its Regulations.
  - o Possible schedule, necessary equipment, team dynamics.
  - o Expectations about virtual management, specific duties, work objectives, scheduling, supervision and appraisal methods.
- Step 3: Identify an acceptable hybrid work arrangement based on operational requirements while considering the following factors:
  - o For any long-distance telework request (which would be exceptional), refer to the Long-distance Telework considerations section above prior to recommending to appropriate delegated authority for approval.

- Ensure that organizational processes and procedures are respected.
  - Consider the impacts on operational requirements to ensure that neither productivity nor costs are negatively impacted.
  - Consider barriers to inclusion, including unconscious bias.
- Step 4: Ensure that the employee is informed of applicable policies, procedures and guidelines.
- Step 5: Consult with Human Resources and Employee Wellness, as needed, about questions on the rights and obligations of an employee who teleworks, particularly with respect to:
  - Labour relations
  - Duty to accommodate
  - Occupational health and safety
- Step 6: Ensure that the employee is informed on how to minimize risks when they work with sensitive information away from their designated workplace. Consult with Information Technology (IT) and Security, as needed, with issues of information security to ensure employees are respecting the rules on security.
- Step 7: Finalize the [Hybrid Work Agreement](#) with the employee. **Managers are responsible for ensuring retention of all finalized Hybrid Work Agreement forms.**



## Appendix C: Virtual Performance Management

Review the employee performance agreement to regularly assess performance. Discuss with the employee and ensure he/she is aware of any changes. Consider the following points:

- Managing the performance of a hybrid worker is not very different from managing that of an employee who is working in regions, travels, or who is often gone on field assignments. Similarly, many supervisors are seldom “on the floor” in the immediate vicinity of the staff; hence the supervisor must manage from a distance. The reality in many work units is that not all employees are in the designated workplace every day; some workers are out at meetings or serving clients.
- Management by results (not from visual observation) is the best approach for all employees (not only hybrid workers), as observing employees at their desk or work site does not guarantee that they are performing well. Verify the work they accomplish (outcomes and deliverables), regardless of their work location.
- Remain in contact with each team member during working hours.
- Schedule regular meetings with employees to discuss workload and specific tasks.
- Supervise the employees who telework in an adapted manner, as needed.
- Establish ways to verify the progress of various work assignments. This could include mandatory tracking via input into a progress report, being copied on emails containing draft versions of documents and checking on deadlines.
- For new hybrid workers, you may wish to check in more often at first. This could include using chat (instant messaging), email, videoconferencing and calling.
- Seeking client feedback may be a good way to ensure that the hybrid work arrangement is viable, especially in the initial stages of a new telework trial.
- Ensure that details have been arranged with the work colleagues concerning daily cooperation, meetings, hours of work, telephone calls, online collaboration tools, information management, office functions and activities.
- If some employees are teleworking three days per week or more, keep in mind team-building activities and the need for the employees not to feel isolated.
- Get the hybrid workers to come to their designated workplace to attend important meetings for which actual presence is desired, or for events such as training sessions, or as required.
- Consult the [Performance Management Program](#) site for additional details and guidance.

## Appendix D: Occupational Health and Safety

Under the *Canada Labour Code* (CLC), employers (managers and supervisors) should exercise due diligence regarding their obligations. To meet these obligations, managers/supervisors must provide instructions on how to establish a safe telework environment. It includes the adequacy of a work station and work tools (keyboard, wrist support, proper chair, lighting, etc.). This has been and continues to be specifically addressed by requiring employees to complete specific Occupational Health and Safety (OHS) training before they start teleworking.

The employer is not only responsible for the workplace under his/her control (i.e. the designated workplace), but also responsible for work-related activities an employee performs at a workplace that the employer does not control. This includes teleworking situations. Although this could raise some concerns for management, risks can be minimized with due diligence and implementing appropriate control measures.

Remember, the employer's responsibility towards telework at home is:

- In relation with the employee's tasks and work environment (i.e. workstation, equipment, tools), not their entire home.
- During the agreed-upon hours of work, which is why it is crucial to have a written agreement in place with the precise schedule of work at home.

A frequent point of contention is whether Parks Canada should perform an on-site review of hybrid workers home workstations (with consent) to fulfil its responsibilities and limit liabilities. Though a possibility, Human Resources and Employee Wellness does not encourage it.

The preferred option is also believed to be the most reasonable, efficient and favourable. It promotes giving employees the information they need to set up their home workstation by themselves properly.

Nothing prevents management from seeking an employee's consent to examine the home workstation if a special case raises significant concerns. However, Human Resources and Employee Wellness suggests managers consider all other options first. These options can include:

- a full ergonomic assessment and training session for the employee at a Parks Canada worksite using an available workstation. The employee can then transfer this new knowledge to the home workstation. If an employee requests a home ergonomics assessment, it would be at the manager's discretion to approve
- the regular review and re-signing of the official Hybrid Work Agreement. Encourage managers to discuss all potential issues with the hybrid worker to diagnose and prevent any potential problems.

The employee remains responsible for promptly reporting all work-related injuries or illnesses to the employer to ensure that management can act in a timely fashion.

The employee should review conditions in their home office before starting to work there or when conditions or work processes change. The [Occupational Health and Safety – Remote work Tip Sheet](#) may provide some guidance in that regard.

## Appendix E: Safeguarding of Information

To protect Parks Canada information from high risk, telework should not involve access to **Protected C** or classified information (Confidential, Secret, or Top Secret), whether on a Parks Canada computer or in paper form.

If, under exceptional circumstances, an employee has the requirement to take such information (except Top Secret) home, authorization from the Security Division is required. Requests will be reviewed on a case-by-case basis.

With respect to electronic documents, you must use Parks Canada approved encryption or save them, with proper permissions, in our shared drive. Visit the [Return to Office Workplaces - Information Technology \(IT\)](#)

for more information.

Hybrid workers must:

- Handle hard copies (paper, USB, removable hard drive) containing information categorized as Protected A or B as per Parks Canada policies. It must be secured in a locked container (drawer, cabinet) when not in use. It is therefore imperative that hybrid workers pay attention to the categorization of the information with which they are working and take care to ensure that it is not left unattended or exposed to unauthorized individuals, both at the telework location and during transport or transmittal. Hybrid workers must be aware of all Access to Information and Privacy legislation which would apply to the information with which they will be working, and ensure that they adhere to their supervisor/manager's direction on this issue.
- Transport hard copies containing **Protected A** or **Protected B** information in a single sealed envelope that has no security markings and is addressed to someone authorized to receive it, or in a locked briefcase.
- Employees may not take any sensitive documents outside Canada unless such documents are sent by diplomatic bag: they can be freely accessed (and may be copied) by customs officials of any country to which employees travel.
- When an employee, approved for hybrid work, must hold or transport sensitive electronic documents, only approved secure USB memory sticks with encryption capability can be used for this purpose. Generally, the use of the approved Parks Canada laptop's encrypted hard drive is preferable to the use of Parks Canada USB keys.
- For the purpose of telework, any sensitive document the employee saves using their Parks Canada laptop, and any sensitive information they send by fax or email, must be encrypted.
- Sensitive information must be destroyed only in a GC-controlled area using an approved shredder. Sensitive information must be stored in an appropriate storage container until an approved shredder is available.
- Employees are responsible for and must take reasonable care to protect sensitive government information and assets against unauthorized disclosure, loss, theft, destruction, damage or modification.
- Employees are expected to conduct work within a dedicated space which can be secured from oversight by cohabitants and windows.

Employee (including supervisors and managers) can seek Security Awareness training from the Canada School of Public Service ([Course A230](#)).

### Information on IT Security

Employees must follow certain important principles to protect their employer's network. The main ones are:

- Connect only Government furnished IT equipment to Parks Canada's network. This will ensure the device connecting to the corporate network meets all security and IT standards. This includes security hardening, hard drive encryption, antivirus, limited access privileges.
- Use only the Government of Canada Secure Remote Access (GCSRA) account solution (using Virtual Private Network, "VPN") to remotely access applications and data on the Parks Canada electronic network.
- Save corporate documents on Parks Canada network resources to ensure appropriate backup, recovery, and shared access of GC information.
- Report all security incidents immediately to the Security Division.
- Take relevant training courses on Information Management.

When material is not in use, or when the employee leaves the Telework location, the employee should:

- Do a quick scan to ensure windows and doors are closed and locked;
- Make sure all documents are stored in accordance with RCMP Lead Security Agency for Physical Security (LSA) guides and Parks Canada procedures and policies;
- Disconnect electronic devices from networks, systems, VPN's and power down the equipment;
- In accordance with the categorization of the information or assets, using the appropriate security container, lock up and separately secure electronic equipment, PKI cards/tokens, or other devices when absent from the Remote/Telework location;
- Close blinds or shades in the work area (if applicable);
- Arm alarm systems (if applicable); and
- If away from the Remote/Telework site for extended periods of time (i.e., vacation) consideration should be made to return and store information and assets at the designated GC worksite. At minimum managers should be made aware of the storage arrangements in the Remote/Telework location.

Visit the [Return to Office Workplaces - Information Technology \(IT\)](#) for more information about IT security.

## Appendix F: Duty to Accommodate

While hybrid work is normally a voluntary desire expressed by an employee, management may propose such an arrangement in certain cases in an effort to accommodate an individual's needs related to a protect ground under the *Canadian Human Rights Act*.

When hybrid work is identified as a suitable option in order to accommodate an employee, the following principles would apply:

- The employee has a right to be accommodated, and has the responsibility to cooperate in the accommodation process (duty to collaborate).
- Most costs associated with accommodation (equipment, transportation of equipment, etc.) are borne by the employer.
- The hybrid work arrangement can be terminated only when the condition for which the accommodation was granted has changed or no longer exists, in a way that eliminates the telework requirement, or else, if another manner to properly accommodate the employee at the workplace is found.
- Performance issues while teleworking must be managed using whatever techniques are required to assess the work output; discussions must be held with the hybrid worker to discuss the reasons for the issues, as per the performance management program principles (that is managers should not terminate the hybrid work arrangement due to performance issues, unless continuing with the hybrid work arrangement will constitute undue hardship for the employer).

For all accommodation requests, including in the context of hybrid work, managers should refer to the [Parks Canada disability management program \(and duty to accommodate information\) page](#) and the Treasury Board of Canada Secretariat (TBS) publication "[The Fundamentals—Duty to accommodate: Roles and Responsibilities](#)" The Labour Relations Team works with the Disability Management Team, collaboratively to provide advice to help manage duty to accommodate cases. Employees are encouraged to discuss with their managers and/or consult with their union representative if they are dealing with any duty to accommodate related concerns.

Note that the questions and answers section of these guidelines is designed to respond to hybrid work situations that do not involve duty to accommodate or specific functional limitations. Hence some of the information therein does not apply.

## Appendix G: Questions and Answers

### Part A: General Questions and Answers

#### **A1. What is hybrid work?**

Hybrid work is an authorized working arrangement in which employees perform all or part of their regular work away from the designated workplace; the work is usually carried out in the employee's home. Hybrid work may be on a full-time, part-time or ad hoc basis.

#### **A2. Part of an employee's duties is to go out and meet with clients at their workplace. Is this teleworking and would the Travel Policy apply?**

No, a client's workplace is not considered a telework location. If an employee is required to report to a location away from their telework location or his/her designated workplace to perform some work, the Travel Policy would apply.

#### **A3. Does an employee have a right to hybrid work?**

No. Hybrid work is not a right. Participation is subject to an agreement between the employee and his/her manager, based on the key principles outlined in this Guide.

#### **A4. Can a supervisor require an employee to have a hybrid work arrangement?**

No. A supervisor cannot require an employee to have a hybrid work arrangement.

#### **A5. Can a supervisor have a hybrid work arrangement?**

The Guide on Hybrid Work Arrangements is intended for all employees. Provided the requirements under the Directive on Telework and basic principles of the Guide are met, any employee can have a hybrid work arrangement.

#### **A6. Is a hybrid work arrangement a substitute for child or elder care?**

No. A hybrid work arrangement is not intended to be combined with the full-time care of young children or elderly people. If extended periods of time are required for care of family members, other options to address the need should be considered, such as a reduced work schedule. While hybrid work does not replace childcare, it reduces commuting time, thereby allowing more freedom to co-ordinate family activities.

#### **A7. What is the Hybrid Work Agreement ?**

The Hybrid Work Agreement is a form that captures basic employee information as well as the employee's preferred work arrangement. It clarifies Parks Canada's expectations and both managers' and employees' responsibilities as they relate to the work arrangement.

#### **A8. For how long is the Hybrid Work Agreement valid?**

The Hybrid Work Agreement is valid for a maximum of 12 months. The agreement is always subject to management approval and operational requirements, and it can be changed or cancelled by the employee or management at any time with reasonable notice.

#### **A9. What if I want to change my telework location?**

If you wish to change your telework location, permanently or temporarily, you must discuss with your manager about potential impact of that change and modify your hybrid work agreement upon management approval.

#### **A11. If I go back to the office will I be going back to the office or cubicle I had before the pandemic?**

The Parks Canada approved space may not be your previous office or cubicle. This will vary depending on your designated workplace.

#### **A12. If I choose the hybrid model but have specific needs in terms of office equipment, will I have all the required equipment provided at both work locations?**

Parks Canada workplaces are equipped with adjustable equipment to support ergonomic requirements and needs. Parks Canada has provided its employees with office equipment to work from home during the COVID-19 pandemic. Our current offerings include monitors, keyboards and mice. Should an employee require a more specialized type of equipment, outside of the standard equipment that is currently provided, then the duty to accommodate may apply to both their telework location and designated workplace. In these circumstances managers should consult with their HRM and/or Disability Management Advisor.

#### **A.13 If I am retiring or I am leaving Parks Canada what will be the process to return the equipment Parks Canada has provided me while under a hybrid work arrangement or working from an alternate work location?**

If you are retiring or leaving Parks Canada, you must follow the departure process.

If you are departing Parks Canada but remaining in the employment of the federal Public Service, and you have technical aid, equipment or support materials provided under a duty to accommodate process, you may take these materials to the new position within the federal Public Service.

If you have equipment that was provided for general ergonomic reasons, you are not entitled to take this equipment with you to the new position within the federal Public Service.

#### **A14. If I hurt myself at my telework location, will I be covered for injury on duty? What are the employer's responsibilities versus mine when teleworking?**

When working at your telework location, only injuries that are deemed work-related will be covered.

##### **Employee's responsibilities**

- An employee must get the medical help that is required, whether first aid or seek medical treatment.
- When working at an alternate work location or in the workplace, the employee must promptly inform the manager or supervisor of all injuries, no matter how small they may appear, as soon as possible.
- You may need to consult the Disability Management Team if your injury is considered disabling<sup>1</sup>.

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<sup>1</sup> *disabling injury* means an employment injury or an occupational disease that

## Manager/Supervisor Responsibility

In accordance with Parks Canada [Occupational Health and Safety \(OHS\) Reporting Requirements](#) and the [Hazardous Occurrence Reporting Flowchart](#):

- The manager/supervisor will ensure that the employee has received the appropriate medical help (first aid or medical treatment).
- The manager/supervisor will inform the local OHS committee or the OHS Representative (OHS Rep) of the employee's designated workplace (i.e. where the employee would normally report to work when not teleworking) within 24 hours of being informed of the injury or illness.
- The manager/supervisor will investigate or appoint a qualified person to carry out the investigation with the participation of the local OHS committee.
- The responsible manager/supervisor will ensure corrective actions are implemented to prevent a recurrence.
- Ensure that the person who investigated the incident/accident has completed the Hazardous Occurrence Investigation Report (HOIR). The OHS committee member who participated in the investigation may provide additional comments/recommendations.
- The manager/supervisor may need to consult the Disability Management Team if the employee's injury is considered disabling<sup>1</sup>.

## Local OHS Committee or OHS Representative Responsibilities

- A member of the local OHS committee or representative will actively participate in the investigation.
- Upon receiving the HOIR, they will review the report, provide any additional comments or recommendations as necessary and either sign/check the attestation box and date of completion.

Follow [Hazardous Occurrence Reporting Flowchart](#) and [Parks Canada Occupational Health and Safety \(OHS\) Reporting Requirements](#) for form distribution guidance.

### **A15. Who will make sure that my telework location complies with the OHS requirements?**

Under the *Canada Labour Code*, Part II, the employer has an obligation to protect the health and safety of its employees while at work, which includes when performing any assigned work-related tasks and activities.

In turn, when teleworking, employees have a duty to ensure their telework environment complies with the occupational health and safety (OHS) requirements set out in:

- [Canada Labour Code, Part II](#) and its regulations; and
- All Parks Canada instruments relating to Occupational Health and Safety, including ergonomic principles.

- 
- prevents an employee from reporting for work or from effectively performing all the duties connected with the employee's regular work on any day subsequent to the day on which the injury or disease occurred, whether or not that subsequent day is a working day for that employee,
  - results in the loss by an employee of a body member or part thereof or in the complete loss of the usefulness of a body member or part thereof, or
  - results in the permanent impairment of a body function of an employee.



The employee must report to their manager/supervisor any deficiencies that need attention by the employee or their manager/supervisor.

**A16. What are my obligations/responsibilities regarding sensitive information at my telework location?**

Employees, in collaboration with their supervisor or manager must put in place appropriate security measures to protect sensitive information while working at an alternate work location. Visit the [Return to Office Workplaces - Information Technology \(IT\)](#) page for more information.

**A17. Will my income tax be based on my telework location or my designated workplace?**

Income tax collected at source is based upon the province/territory where the designated workplace is located, not that of the employee's telework location. Therefore, the impact of living in one province/territory and working in another, with different taxation laws or other impacts of being in a different location (such as provincial/territorial health coverage), should be understood and considered prior to entering into a hybrid work arrangement.

**A18. Will my designated paid holidays be based on my telework location or my designated workplace?**

Holiday are based on the province/territory where the designated workplace is located.

**A19. Am I entitled to deduct certain expenses from my employment income for income tax purposes?**

*The Income Tax Act* provides for the deduction of certain home office expenses and therefore employees should utilize this guidance. Reimbursements for expenses may be deemed a taxable benefit. Employees may be able to claim certain home expenses paid by the employee for tax purposes. Due to the complexity of the Income Tax Act, and the fact that each situation is unique, employees should contact the Canada Revenue Agency (CRA) if they have questions. Employees can find some relevant information on the Canada Revenue Agency website.

**A20. How do I ensure that the telework location is safe?**

Employees are responsible for ensuring that safety requirements are met in their telework location to protect themselves and any equipment provided by the employer. As the employer has no formal control over an employee's telework location, employees are asked to provide assurance to the manager that the telework location is safe and healthy. Through the hybrid work arrangement, the employee recognizes that the employer is only responsible for the telework tasks, not for the whole telework area, hence any accident or professional illness arising from telework would only be considered work-related if arising from a normal performance of the tasks. Managers should remind employees of the occupational health and safety, and information security responsibilities they have while teleworking. Managers may occasionally wish to discuss the occupational health and safety and information security checklists in the hybrid work agreement with the employee to make sure those checklist items are still in place.

**A21. What happens when a designated workplace of an employee with a hybrid work arrangement closes due to inclement weather?**

Should an employee's designated workplace be closed due to inclement weather, and the employee has a hybrid work agreement in place whereby they have the necessary equipment to work from a telework location, then the employee would perform their regular duties from the telework location. Should the employee be unable to work from the telework location on this date then they should discuss utilization of appropriate leave, in keeping with the Collective Agreement, or other appropriate flexible work options with their manager.

## Part B: Operational Questions and Answers for Managers

### B1. What level of management can approve a hybrid work arrangement?

Supervisors are responsible for recommending an employee for hybrid work and for outlining the terms (that is scheduling, equipment requirements, work expectations, and assessment criteria). Final approval must be obtained by the appropriate manager as designated in the Instrument of Delegation of Human Resources Authorities.

### B2. How do I know employees are working if I can't see them?

As with employees in the workplace, whether near or at distance from you, you should know if an employee is working if he/she meets the job requirements on time and up to expected quality, through sound performance management practices, routine check-ins and regular meetings.

### B3. Do I have to take measures to ensure a hybrid worker is in fact at work every day?

As a manager/supervisor you should ensure there are reasonable measures in place to acknowledge any employee's (employees working on site, hybrid workers, employees working at an alternate work location) work status on any given day, whether the employee is at work, on leave, etc. This falls under basic managerial responsibilities on operational requirements, leave management, and as well towards ensuring the health and safety of employees. This can be accomplished in various ways depending on the case, that is with some employees whose work involves constant communications (virtual or otherwise) with their manager/supervisor and/or colleagues throughout the day from start to finish, this may not be an issue. For hybrid workers whose work is done very independently, the supervisor can establish daily contacts as required.

### B4. What if an employee experiences technology issues when teleworking?

IT issues with Parks Canada provided equipment (hardware and software) should be addressed through the [Parks IT Service Desk portal](#) (Jira). More urgent issues (like problems logging in to your computer or a power outage) can go through the Parks IT Service Desk telephone number: **1-844-464-8787**. In the case of persistent or more complex technology issues, teleworkers should advise their supervisors/managers.

Addressing issues with personal technology equipment (such as at home WiFi or personal cell phone) is out of scope for the Parks IT Service Desk.

Hybrid workers must advise their supervisors should there be a delay in their ability to telework on a given day to determine how to adjust (return to the designated workplace, alternative arrangements to get work, etc.). Ideally, the hybrid worker would always have some work set aside that does not require significant IT capacity for this specific kind of situation.

### B5. If an employee is teleworking full-time, does the telework location become the designated workplace?

Full-time telework arrangements will only be put in place in specific exceptional circumstances. In these instances, the employee's designated workplace is the place where the employee would work if there were no telework situation.

### B6. As a manager, what if I believe the arrangement with an employee is not working out?

Either the employee or the manager may end a hybrid work arrangement, with appropriate notice.

### B7. How do I terminate a hybrid work arrangement?

Provisions for terminating a hybrid work arrangement should have been discussed prior to the start of the arrangement. There are several possible reasons for early termination of a hybrid work arrangement. These include but are not limited to:

1. The employee's duties or responsibilities change e.g., due to a promotion, transfer, assignment reorganization;
2. The employee fails to adhere to the Hybrid Work Arrangement or relevant Policy Instruments;
3. There is a breach in security;
4. The employee's employment with Parks Canada terminates; or
5. In the event of a legal strike by the employee's bargaining unit, the Hybrid Work Arrangement may be suspended or terminated by the employer without notice.

**B8. As a manager, can I make an offer of employment that includes a permanent hybrid work arrangement?**

No. When employment is offered, a letter of offer will be issued with an identified work location (Parks Canada worksite) as the employee's designated workplace. However, upon employment acceptance, a manager may accept the terms of a hybrid work agreement which will include specifics such as a start and end date period, details of the agreement, and telework days per week.

**B9. Can an employee telework from a different city than their designated workplace?**

Yes, an employee can telework from a different city within Canada than their designated workplace. In these cases, employees should be aware of their responsibility to commute at their own expense and on their own time when required to attend their designated workplace. Employees should also be aware that hybrid work arrangements can end and in those cases, they would be required to attend on a regular basis at their designated workplace.

**B11. If an employee who teleworks is required to return from their telework location to their designated workplace, are they entitled to claim commuting costs (mileage) or other travel-related expenses (e.g. parking, meals, etc.)?**

No. Personnel who telework and are required to return to the designated workplace to attend in-person meetings for example, must be prepared to commute at their own expense and on their own time (e.g. transportation costs, parking fees, etc. are not reimbursed).

**B12. If a work-related accident takes place in Quebec at the home of a teleworker whose designated workplace is in Ontario or vice versa, which compensation Board is responsible?**

The compensation Board responsible for a telework-related accident is the Board in the province/territory where the designated workplace, not the telework place, is located.

**B13. Can I ask employees to report to the designated workplace?**

Yes, you can ask employees to report to the designated workplace outside of their normal on-site schedule. You should provide employees with sufficient notice so that they can make the necessary arrangements. In considering when to ask employees to report to the designated workplace consider whether in-person attendance will assist the strategic discussion, training or other event by improving communication, increasing comprehension, or building engagement. Consider the challenges for individual employees in reporting to the designated workplace. Discuss with your team how they feel in-person discussions, training and events can best be used to achieve the expected results of the telework directive, including experimenting with new, hybrid work models; providing employees with greater flexibility; and achieving Parks Canada's mandate.

## B14. Will commuting assistance continue to be provided in circumstances applicable under the Commuting Assistance Policy?

Yes. Commuting assistance will be provided in situations where commuting assistance has been deemed necessary and authorized under the Commuting Assistance Policy.

## Appendix H: Team Charter

Developing a team charter can balance individual preferences with team needs, and operational requirements. It provides a clear understanding for how everyone on your team can work together when everyone has varying work arrangements. Team Charters contribute to **trust, empowerment, accountability and equity in the workplace**

It is important to remember that this exercise is about enabling flexibilities. Charters are not set in stone and can be adjusted to promote productivity and successful team results. Keep the conversation open and ask for help or changes if needed.

### What is a Team Charter?

- A Team Charter is a place for all members of a team to agree on **key details of when and how they will work together**.
- This process can **support productive and inclusive conversations** that build **agreement and understanding among team members**.
- No two Team Charters look alike, as there is **no one-size-fits-all solution**; each team works with its own needs, taskings, and people.
- In order to ensure the Team Charter is truly reflective of a team, it is essential that **all team members contribute to the agreement**.

### How do Team Charters Help?

Once completed, the team charter will give you and your teammates greater clarity about expectations for yourselves, and one another.

This can help to improve:

- adaptability, productivity, and job satisfaction
- cohesion across the team
- trust between teammates

### Steps to Developing a Team Charter

#### Step 1: Get to know the team

Getting to know the team starts with a self-reflection exercise that helps everyone better understand and share their work preferences and values. Everyone should identify the environment they like to work in, what they value in a workplace, how they prefer to receive recognition, how they prefer to communicate, their pet peeves, and something they want to share about themselves to help the team learn who they are.

#### Step 2: Team Discussion

Step 2 is a time to reflect on how everyone can best work together. Have an open discussion on what is working well, what can be improved, what lessons have been learned, and what opportunities may exist.

- Understand everyone's working hours/schedules, operational needs, and preferred tools.
- Give everyone a chance to speak and share their ideas.

- You can use the table below to help guide your conversation!

When will we work?	How will we talk to each other?	How will we collaborate?	How will we share information?	How will we meet?	When will we meet in person?
<ul style="list-style-type: none"> <li>• Core hours of work</li> <li>• Focus time</li> <li>• Leave</li> </ul>	<ul style="list-style-type: none"> <li>• Tools (MS Teams, channels, emails, messages, other)</li> <li>• Expected response times</li> </ul>	<ul style="list-style-type: none"> <li>• Distribution of work and tasks</li> <li>• Provide feedback</li> <li>• Asking for help</li> </ul>	<ul style="list-style-type: none"> <li>• Sharing and saving files</li> <li>• Managing access</li> <li>• Information management</li> <li>• Secure information</li> <li>• Technology tools (sharepoint, planners, others)</li> </ul>	<ul style="list-style-type: none"> <li>• Scheduling</li> <li>• Frequency</li> <li>• Expected attendance- in person or remote</li> <li>• Accessibility and inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Specific which meetings do we expect to primarily meet onsite to ensure expectations are clear? i.e.: <ul style="list-style-type: none"> <li>○ Engaging with client</li> <li>○ Team building activities</li> <li>○ Bilats</li> <li>○ Team/dicision meetings</li> <li>○ Onboarding</li> </ul> </li> </ul>

### Step 3: Creating a Team Charter

Taking into consideration the ideas shared in the previous two exercises, fill out the Team Charter Template together.

- As you complete the template, the team may wish to elaborate, clarify, or address missing items. Talk through the decisions and make sure everyone is comfortable and understands what is being agreed on.
- At the end of the exercise, you should better know your colleagues, their work preferences, and understand how the team is going to work together.

### Step 4: Validate

Give team members an opportunity to validate the content before finalizing/approving the Team Charter. Once approved, revisit the charter as a team on a periodic basis and include the Team Charter as part of your onboarding process with new employees.

Team Charter Example

As a Team, we agree to the following:

<b>When will we work?</b>	Our core hours are from 9:00am to 3:00pm Eastern Time. Our focus time is from 7:00am to 9:00am, and 3:00pm onwards.
<b>How will we talk to each other?</b>	We will use MS Teams to communicate informally. Taskings and formal requests will come through email and MS Planner.
<b>How will we collaborate?</b>	We will use MS Planner to keep our work tasks organized. We will connect with each other using MS Teams for daily tasks. We will connect onsite for complex tasks, if needed.
<b>How will we share information?</b>	We will use GCDocs to share and save files. We will aslo work from MS Teams on documentation.
<b>How will we meet?</b>	We will have weekly meeting every Tuesday We will have weekly check-in for managers only on Monday.
<b>When will we meet in person?</b>	
<i>Describe in detail the specific activities that the team and employees commit to holding primarily onsite to ensure clarity of expectations of team members.</i>	
<p>The team will meet onsite for all weekly team meetings, bi-weekly for divisional meetings as well. Unit managers will meet onsite for the field debrief meetings. We will meet in person, when possible, for all new employees coming in the team, to ensure a smooth onboarding process. Unit managers and above will meet onsite for specific meetings (insert applicable) and other committees when needed. Brainstorming sessions and collaborative meetings will be onsite. They should be done every two weeks. Employees will also meet onsite for social activities such as lunch, special events and divisional activities.</p>	
<b>Summary of Onsite Activities:</b>	
<i>In addition to detailed descriptions above, please check off the activities your team will be conducting primarily onsite. If an activities does not appear or fall into one of the categories listed below, please indicate it in the section above.</i>	
<input type="checkbox"/> Bilats <input type="checkbox"/> Performance Reviews <input type="checkbox"/> Team meetings <input type="checkbox"/> Divisional Meetings <input type="checkbox"/> Onboarding <input type="checkbox"/> Training <input type="checkbox"/> Social Activities	<input type="checkbox"/> Other internal committees <input type="checkbox"/> Project kick-off /Project milestones <input type="checkbox"/> External clients and stakeholder meetings <input type="checkbox"/> Information sharing (i.e. learning, presentation, shadowing) <input type="checkbox"/> Idea generation (i.e. creative work, brainstorming) <input type="checkbox"/> Scrum meetings <input type="checkbox"/> Corporate events (i.e. tours, town halls) <input type="checkbox"/> Onsite operational requirements

## Appendix I: Exceptions to Hybrid Work Model

### Direction on Hybrid Work Model Exception Requests

#### **Purpose:**

In order to ensure a common approach to hybrid work at Parks Canada, the following direction sets out requirements and approval authority of delegation for granting exception requests when applying the hybrid work model.

#### **Implementation:**

- Full implementation of hybrid work model, including minimum attendance requirements of 2 days per week (or 40% of regular work schedule) is to be in place by March 31, 2023.
- Exceptions authority levels noted within this direction are as identified in the [Instrument of Delegation of Human Resources Authorities](#).
- Approval and documentation of exceptions must be completed via the [Exception Request Form](#).
- Once approved by the appropriate delegated authority, a copy of all Exception Request Forms in which an exception was applied must be submitted to [Corporate Labour Relations](#) for tracking purposes with one of the below exception rationales selected on the form. The original document must be maintained by the business unit. For Parks Canada-wide exceptions where a pre-approval has been granted by PCEO, individual employees still must have a documented hybrid work arrangement agreement.
- Those employees who are eligible for an exception, will still be expected to attend in-person activities when directed by their manager.
- In the event that management is faced with a situation where an exception may be necessary despite an employee's preference, the manager must consult with their Labour Relations Advisor.

#### **Exceptions:**

Exceptions may only be granted in the below noted circumstances.

##### **1. Parks Canada wide exception**

This exception will be based on operational concerns, an analysis of specific function and/or where there are specific recruitment or retention concerns that could have a significant impact on the operation of a specific function. Such exceptions are to be discussed at the Senior Management Committee and pre-approved by PCEO by group and level and can then be applied to individuals within the specified function as required utilizing the Exception Request Form.

##### **2. Equity, Diversity & Inclusion Exception**

To allow Indigenous public servants whose location is critical to supporting the essential principle of cultural continuity. Approval for this exception is delegated to the Vice-Presidents for National Office (Level 2 management authority) and Executive Directors within Operations Directorate (Level 2a management authority).

##### **3. Exceptional Situations**

Exceptional situations, on a case-by-case basis. Approval for these exceptions is delegated at the PCX level such as Functional Directors or Field Unit Superintendent (Level 3a management authority, in consultation with Labour Relations as needed). The following is an exhaustive list of types of exceptions under this category:

- a) **Work Space Allocation Shortage\***
- b) **Short-Term Operational Requirement\***

c) **Employees hired to work remotely prior to March 2020**

d) **Extenuating circumstances\*\* - Examples (non-exhaustive):**

- Isolated case of recruitment and retention that could impact a key function with significant operational impact
- Specific cases that would support recruitment and retention in Parks Canada's commitment to diversity and equality

\*These exceptions are intended to be time-limited. The approving delegated manager should have a plan for resolution of these exceptions to bring the applicable employee(s) within the hybrid work model

\*\*Mandatory consultation with the Vice-Presidents for National Office (Level 2 management authority) or Executive Directors within Operations Directorate (Level 2a management authority) prior to the exception being approved.

4. **Distance-Based Exception**

This exception applies to:

- a) employees who were hired between March 2020 and December 16, 2022 to work remotely at a distance of 125 km or more from their designated worksite.
- b) employees (with management approval) who worked remotely at a distance of 125 km or more from their designated worksite between March 2020 to December 16, 2022.

Clarifying points:

- Approval for these exemptions is delegated at the PCX level such as Functional Directors or Field Unit Superintendent (Level 3a management authority, in consultation with Labour Relations as needed).
- With respect to concerns with the 125km threshold in parks/workplaces where employees travel significant distances between worksites, it's important to keep in mind that in many operations-based locations, the "workplace" is defined not as one office location or worksite but is defined by the management authority (Level 3) in such a way that makes sense based on operations and where an employee may normally be performing their duties. In practice, a Parks Canada "workplace" could be a single office location, OR it could be an entire field unit, a region within a field unit, or a conglomeration of Parks/Sites/Offices. As such, employees who would normally be operating within a geographically large workplace, as defined by management, should have no expectation of a distance-based exemption based on the furthest distance between their telework location and a worksite within their "workplace".

5. **Duty to Accommodate**

Exemptions may be granted as appropriate in an effort to accommodate an individual's needs related to a protected ground under the *Canadian Human Rights Act*. Approval for these exceptions is delegated at the PCX level such as Functional Directors or Field Unit Superintendent (Level 3a management authority, in consultation with Labour Relations and Disability Management as needed).

**Questions and Reporting**

Questions regarding this direction can be directed to operational Labour Relations Advisors.