

FLEXIBLE WORK  
ARRANGEMENTS  
AND LEAVE OPTIONS:

A GUIDE FOR  
MANAGERS  
AND EMPLOYEES

IC

QUEEN  
HD  
5109.2  
.C3  
F54  
1995

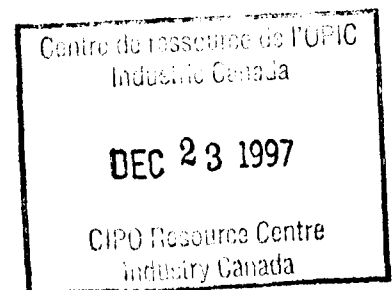


Industry Canada Industrie Canada

Canada

**Flexible Work Arrangements  
and Leave Options:  
A Guide for Managers  
and Employees**

Human Resources Branch  
Industry Canada  
May 1995



Queen  
HD  
5109.2  
.C3  
F54  
1997

# Contents

<b>Introduction</b> .....	1
<b>Part One: Flexible Work Arrangements</b> .....	2
Part-time Employment .....	2
Job Sharing .....	5
Telework .....	8
Compressed Work Week .....	13
Flexible Hours of Work .....	16
<b>Part Two: Leave</b> .....	18
Self-funded Leave .....	18
Leave Without Pay .....	19
What You Need to Know .....	19
Leave for Care and Nurturing of Pre-school Age Children .....	19
Leave for Relocation of Spouse .....	19
Education Leave .....	20
Leave for Personal Needs .....	20
Pre-retirement Transition Leave .....	21
Leave with Income Averaging .....	23
<b>Annexes</b> .....	25
Examples of Part-time Salaries .....	25
Self-funded Leave Calculation .....	28
Benefit Summary: Part-time Employment .....	29
<b>References</b> .....	31

# Introduction

A variety of working arrangements, designed to meet differing needs, reap many positive benefits. Among these are improved productivity, reduced absenteeism and enhanced morale as employees are able to more successfully balance work and family life. For these reasons, together with the need to share available work and reduce employment costs, Industry Canada is committed to promoting flexible work arrangements and leave options. The present environment provides an opportunity for employees desiring increased flexibility to come forward with proposals. Likewise, managers are encouraged to show leadership and creativity by promoting flexible work arrangements.

People tend to think of anything other than a standard five-day work week as an "**alternative working arrangement.**" This suggests something different ... out of the ordinary. As Industry Canada steps into the future, these arrangements will become mainstream. This guide was developed to encourage the flow. It refers to "**flexible work arrangements**" to reinforce the belief that they should no longer be considered as something different.

## The Guide

**Part One** provides information, guidelines and ideas for managers and employees on how to prepare, review and implement flexible work arrangements.

**Part Two** summarizes policies and guidelines on some kinds of leave that result in a more flexible workplace.

**Annexes** contain some information about benefits and examples.

**References** list sources for additional information.

## Remember

Every employee, manager and situation is unique. If flexible work arrangements or a leave of absence are being considered, read the relevant section(s).

Consult with your Human Resources Advisor and your Pay and Benefits Specialist. Things change and new information may be available, particularly regarding the new Pre-retirement Transition Leave and Leave with Income Averaging.

A final note ... the Guide presents pros and cons of various options and eligibility requirements. This detailed information is offered to help managers and employees make thoughtful decisions.

# Part One: Flexible Work Arrangements

## Part-time Employment

*A part-time employee works more than one third but less than the standard number of full-time hours. (The standard work week is usually 36.25, 37.5 or 40 hours.)*

### Rights and Responsibilities

Before approving or denying requests, managers must consider operational requirements, departmental objectives and the personal needs of employees.

Industry Canada recognizes the benefits of part-time employment and encourages managers to create opportunities for part-time employment in order to achieve maximum use of human and financial resources.

***Impact of Switching from Full-time to Part-time:*** If you make the switch, your manager is **not** obliged to offer you a full-time position if you wish to return to full-time employment in the future. Therefore, you may want to ask your manager to approve the arrangement for either a trial period or a specified time-frame. This could give you both time to test the water.

***Legislation Allows Some Benefits for Part-timers:*** See Annex, "Benefit Summary: Part-time Employment." Consult your Pay and Benefits Specialist for further information. In order for an individual to retain "employee" status, there is a requirement to work more than one third of the standard work week.

## THE MANAGER'S PERSPECTIVE

### Benefits

Part-time employment is an excellent means of attracting and retaining qualified staff. It may permit you to benefit from the skills, knowledge and experience of employees who might not otherwise be available. It may also enable you to keep as many employees as possible working and curb job loss through downsizing.

Consider:

- the impact of losing an employee who must be absent from work to care for a parent or child;
- the loss if a well respected, experienced employee chooses to leave rather than cope with the heavy demands of a full-time job and personal obligations;
- the value of having someone work part-time while pursuing studies beneficial to the department.

Consider what it means for Industry Canada to have employees who are motivated and feel acknowledged because the reduced number of working hours enables them to fulfil other personal goals. These are just some of the advantages of part-time employment.

Managers at headquarters who would like to staff a position on a part-time basis may check with the Career Centre, Human Resources Branch, where there is an inventory of employees who are interested. Managers in the regions may check with their Human Resources Advisor.

### **Factors to Consider before Approving a Request**

When considering a request for part-time employment or developing a resourcing strategy, assess the benefits for cost savings and the contribution to employment equity objectives.

Evaluate how service to clients, productivity, communication within and outside the work group, employee morale and the distribution of work would be affected.

Your employee may request part-time for either a trial or temporary period. Is this feasible? It may offer you both a chance to see how things work out before making a permanent commitment.

Some examples of salaries and a summary of benefits are covered in the Annexes.

### **When You Receive a Request**

Discuss the proposal with your employee. Consider the above factors and reach agreement on how to deal with each element.

Reducing the number of hours of work of an employee will require you (if there is still a full-time workload) to redistribute, change or reassign duties. A part-time employee cannot be expected to carry a full-time workload. The necessary adjustments must be made in advance.

All details of the agreement should be confirmed in writing with your Pay and Benefits Specialist, including the number of days and hours of work, effective date, duration of the arrangement, call-in arrangements if applicable, reductions in workload and implications for benefits (such as pension and insurance).

Encourage your employee to consult the Pay and Benefits Specialist regarding the impact of a change in employment status on pay and benefits. He/she must also be advised of any change as soon as possible so that adjustments will be prompt and accurate.

### **Monitoring Part-time Arrangements**

Experience shows that part-time employment often fails because managers expect full-time production. So, keep track of your employee's tasks to ensure that they can be achieved within the hours scheduled.

## **THE EMPLOYEE'S PERSPECTIVE**

### **Benefits**

Part-time employment may be an attractive solution for someone faced with the difficult task of balancing work and family responsibilities. It may be the ideal option for an employee who wishes to pursue other personal interests such as volunteer work, or who simply wants more free time.

### **Factors to Consider before Making a Request**

If you are contemplating part-time employment, assess your situation carefully. What are the practical and financial implications? You may find it helpful to ask yourself:

- Do I have all the information I need about the implications of part-time status (ie., pay, superannuation, vacation, etc.)?
- How will part-time employment allow me to meet my personal and professional goals and responsibilities?
- What are the advantages and disadvantages?
- Will I want to return to full-time work in the foreseeable future?

By examining your situation ahead of time, you will be prepared to make a well-informed decision.

### **How to Apply**

Discuss the situation with your manager in detail. Talk about the hours and days of work, duration of part-time employment, productivity, turnaround times on tasks, communications within and outside the group and workload. Offer suggestions about how work could be organized, and identify potential advantages to the organization.

Remember that the department encourages managers to promote and support part-time employment.

Make your request to your immediate supervisor.

### **Making It Work**

Identify and address issues as they arise so you and the department can attain maximum benefit.



## **Job Sharing**

*Job sharing involves two part-time employees sharing the duties of one position.*

### **Rights and Responsibilities**

Job sharing is a practical application of part-time employment. The rights and responsibilities that apply to part-time employment extend to job sharing: management should consider requests based on operational requirements and employee needs as well as Industry Canada objectives regarding employment equity. Managers are encouraged to promote and support job sharing.

In order to retain "employee" status, someone must work more than one third of the standard work week.

### **THE MANAGER'S PERSPECTIVE**

#### **Benefits**

In addition to the benefits of part-time employment, job sharing enables a manager to maintain full-time production/service while using part-time employees.

#### **Factors to Consider before Approving a Request**

There are some factors unique to job sharing that you have to take into account: the delineation of the duties of each person, performance monitoring and evaluation, communication between the job sharers and with you, the compatibility and availability of interested employees as well as the potential impact of the departure of one of the job sharers.

Also, look at accommodation requirements (desks, office space, equipment) in the event that more than one incumbent is present at the same time.

One of the benefits of part-time employment -- reduced costs -- does not necessarily apply to job-sharing situations. Expenditures may increase due to requirements for training, office supplies and equipment.

#### **How to Set up a Job Sharing Arrangement**

Appointments are made to the existing position. Although individual skills may differ, both incumbents must be fully qualified.

All details should be confirmed in writing, including days and hours of work, effective date, duration of arrangement, call-in provisions if applicable, details relating to distribution/sharing of work, communication between incumbents, and the implications for benefits (pension, insurance plans, etc.).

## **THE EMPLOYEE'S PERSPECTIVE**

### **Benefits**

Job sharing allows an employee to work part-time in a situation where part-time employment would not otherwise be feasible -- when the organization must maintain full-time production or services.

### **Factors to Consider before Making a Request**

In addition to the factors identified relating to part-time employment, there are some special factors to consider.

Cooperation, communication, flexibility and mutual respect are essential to successful job sharing. People who prefer to work alone or exercise primary responsibility over their work may not find it suitable.

If you are considering job sharing, assess your attitudes and work habits. Ask yourself:

- Can I be counted on to do my fair share of the work (i.e. carry out my share of the more difficult or demanding tasks and/or those jobs that may not be as rewarding or personally interesting)?
- How do I feel about sharing my work space and files?
- How will I handle possible conflicts with my job-sharing partner -- differences in communication styles, work methods or work habits?
- Am I interested in and willing to work as a team member?
- Am I prepared to share credit and take responsibility for my mistakes?
- Am I committed to making the arrangement work?
- Am I willing to be flexible and make adjustments along the way?
- Do I have anyone in mind with whom I would like to job share?
- Have I contacted the Career Centre, Human Resources Branch, at headquarters, or the Human Resources Advisor for my region, to see if there are people interested in job sharing?

## **How to Apply**

Offer suggestions to your manager on how the potential arrangement could work, identify any advantages that you see and find a suitable partner.

Discuss hours and days of work, duration of the job sharing arrangement, and issues relating to productivity, turnaround time for assigned tasks, communication and workload distribution.

Make your job sharing request to your supervisor.

## **Making It Work**

Attempt to resolve difficulties directly as they arise. Identify solutions to problems and, if necessary, ask your supervisor for support.

## **Telework**

*In telework, employees work away from their official place of work for part or all of their regular work week. Although in most cases employees work from their homes, another location may be chosen.*

### **Rights and Responsibilities**

The following principles must apply to each telework arrangement:

- Telework must be operationally feasible.
- There must be no loss of output.
- Telework must not generate extra costs (except for one-time start-up costs, which can be recouped over a reasonable period of time).
- Telework must be approved by the delegated manager.
- Telework is voluntary.
- Telework must affect neither the Terms and Conditions of Employment nor the provisions of collective agreements.
- A description of the telework arrangement, signed by the delegated manager, must be given to the employee.
- Managers must consult their Human Resources Advisor prior to approving telework requests.

### **Other Considerations**

***Occupational Health and Safety:*** Industry Canada is responsible for providing a safe and healthy workplace for its employees. This responsibility applies to telework. As the employer has no formal control over an employee's telework location (usually the home), employees are asked to voluntarily provide assurance to the manager that the telework location is safe and healthy. In the event that someone is injured on the job, the department will support a request for Workers' Compensation.

***Insurance:*** While the employee is not responsible for insuring equipment provided by the employer, insurance coverage must be reviewed to make sure that using the home as an office does not affect current coverage.

***Related Expenses:*** Increased costs for heat, hydro and so on are the responsibility of the employee. Work-related expenses such as long-distance charges and supplies are subject to

normal approval procedures and, once approved, are the responsibility of the employer. Mileage/travel costs for travel between the telework locations and the official place of work are the employee's responsibility.

**Zoning:** Employees are responsible for becoming informed about any municipal restrictions on telework.

**Equipment:** The department is responsible for providing, installing and maintaining equipment required by the employee at the telework location. Managers will ensure that these services are accessible and provided promptly.

## **THE MANAGER'S PERSPECTIVE**

### **Benefits**

The concept of telework has been around for decades. Studies show that it has resulted in increased productivity and improved employee morale. Telework favours a "management by results" approach.

It may create an expanded pool of workers who may not otherwise be available. Employees with disabilities or those who might have difficulties commuting may continue to work and contribute to an organization. Telework can help to reduce absenteeism. A telework arrangement may enable employees to complete a partial day of work at home rather than be absent from work for a whole day. It may also allow an organization to attract and retain highly qualified workers who like the flexibility telework provides.

### **Factors to Consider before Approving a Request**

Review the principles identified above regarding the rights and responsibilities for telework. As a manager, ask yourself:

- What kinds of jobs are suitable for telework?

Some types of jobs readily lend themselves to telework (speech writing, word processing and policy writing). A careful look at other kinds of positions may reveal additional opportunities.

Can a client service job be performed effectively on a telework basis? What kind of service is required? Who is the client? Where and when is the service provided? What is required to provide it? If project management is the service, is it usually provided at the client's place of business or by telephone? Can the employee visit the client directly without checking into the office first?

Does the work require technical knowledge and experience? Can it be accomplished without the removal of classified documents from the office? Would parts of a job be suitable for telework? Is it possible for someone to work at home one or two days a week?

Careful consideration of these questions may show that telework is viable for a wide range of positions.

- What kinds of employees are suitable for telework?

Suitable candidates normally have a proven track record in terms of quality and quantity of work. They are experienced, self-motivated and able to set priorities.

- What does it take to be a suitable telework supervisor?

Supervisors must be effective communicators, good planners, able to clearly specify objectives, tasks and expectations, able to give effective guidance and performance feedback, and able to focus on results. Supervisors who feel a need to directly observe their employees will have difficulty adjusting to telework.

### **Equipment and Facilities**

The department is responsible for determining the type of equipment that teleworkers require and for providing it. Equipment includes computers, fax machines, modems and so on. In cases where special facilities or equipment are required for particular tasks and it is not feasible or cost-effective to provide them to the employee, arrangements can be made for the employee to come into the office on designated days.

Telework does not necessarily imply that an employee will work away from the office five days a week, 52 weeks a year. In most cases a balance between hours worked at the telework location and at the office is to the mutual benefit of the manager and the employee.

In establishing a telework arrangement:

- Consider each request in view of the key principles outlined above;
- Discuss with your employee the duration of the arrangement, specific days for telework, hours of work including overtime, work objectives and expected results, issues of liability, the requirement to adhere to government policies, rules and regulations, your employee's responsibility for assuming increased costs for utilities and insurance, and conditions for termination;
- Review the arrangement with your Human Resources Advisor, confirm it in writing with the employee and provide a copy to your Human Resources Advisor;

- Arrange for necessary training and provide the employee with a copy of the Telework Policy;
- Monitor the arrangement.

### **Terminating a Telework Arrangement**

Include a termination provision in the telework arrangement. Provide a justifiable reason before suspending or terminating an arrangement.

## **THE EMPLOYEE'S PERSPECTIVE**

### **Benefits**

Telework offers many advantages. Among the most significant is the flexibility it may provide in helping you coordinate work and family/personal responsibilities. This advantage, along with the opportunity to work within the comfort of home, may offer a greater sense of control over your life and help you to alleviate stress.

Other benefits include reduced travel time and costs related to transportation and meals.

Telework may also improve your communication with your supervisor and increase your motivation.

### **Factors to Consider before Making a Request**

Answer the following questions before submitting a request:

- Could the work I perform at the office be carried out as effectively from a telework location?
- What part of the work can be done away from the office? What part cannot?
- What kind of equipment would I need to perform effectively? How many days could I work at the telework location?
- How would I ensure that client service and productivity are not adversely affected?

Managers considering requests will be guided by basic principles relating to feasibility, productivity, costs, impact on operations and personal suitability.

### **Are You Suited for Telework?**

Ask yourself whether you are personally suited for telework. Ideal candidates are people who like to work on their own, who are independent, who are self-starters, who can set their own

priorities and who assess their own performance. They are usually knowledgeable, experienced and reliable with a proven track record. They require little supervision.

Take time to study your work habits, likes and dislikes relating to work, relationships with colleagues and attitude toward your work.

Think about why you are interested in telework. This arrangement will offer you greater flexibility in the way you do your job and will mean that you will be able to save time travelling. It will not provide the same amount of extended free time afforded by part-time employment or job sharing.

This kind of self-assessment, along with performance feedback from your supervisor, can assist you in determining your suitability for telework.

### **Policies and Directives**

Teleworkers are expected to respect Treasury Board policies, directives and regulations as well as provisions of relevant collective agreements and Terms and Conditions of Employment.

### **How to Apply**

Carefully think about the above factors and questions. Address those relevant to your situation with your supervisor. Offer suggestions on how to make the arrangement work.

Once the details have been worked out, your manager will prepare and sign a telework arrangement. You will receive a copy for your review along with the Telework Policy.

### **Making It Work**

Making telework a success takes a little extra effort on both sides, at least initially. Commitment, reliability, effective time management and good work habits will assist you in establishing a routine that works well for everyone.



## **Compressed Work Week**

*Employees may complete their weekly hours of work in a period other than the usual five days.*

### **Rights and Responsibilities**

A manager may approve an employee's request for a compressed work week provided that operational requirements are met and that no additional overtime costs will be incurred.

All arrangements must respect the provisions of relevant collective agreements or applicable Terms and Conditions of Employment as well as Treasury Board policies and guidelines on flexible hours of work.

The earliest starting time is 7:00 a.m., and the latest finishing time is 6:00 p.m. The lunch period must be scheduled for a minimum of 30 minutes and a maximum of 90 minutes.

Managers must ensure that leave is granted on an hourly basis, that the employee's total number of required work hours is accurately recorded and that make-up requirements are fulfilled where necessary.

### **THE MANAGER'S PERSPECTIVE**

#### **Benefits**

Employees who have chosen a compressed work week schedule continue to be entitled to leave for family and other reasons. In practice, they often take care of personal and family matters on their scheduled "day off." This may reduce the need for time off during regular working hours to tend to such matters. The diminished disruption to the daily routine for appointments and so on, combined with reduced stress for employees trying to juggle work and personal/family obligations, can lead to increased productivity and quality of work.

The longer daily hours of work associated with a compressed work can contribute to improved service through longer service hours for clients. Managers with several employees on a compressed work week can plan schedules to extend service hours for the entire work week.

#### **Factors to Consider before Approving a Request**

Managers are responsible for ensuring that operations are not adversely affected by compressed work week arrangements and that no additional costs, including overtime, are incurred.

Also, you must consider the effect of such a schedule on service to clients, productivity, communication within and outside the working group, employee morale and teamwork.

All leave is accumulated and deducted on an hourly basis. For example, if an employee works 8 hours 20 minutes per day and takes a day of vacation leave (other than the scheduled day off), 8 hours 20 minutes will be deducted from that employee's vacation leave credits. When statutory holidays fall during the averaging period, the employee must make up the time between 7 hours 30 minutes and 8 hours 20 minutes by using annual or compensatory leave or by working an additional 50 minutes.

When considering a compressed work week request, address the need for and feasibility of a back-up system to deal with emergencies and client requests when the employee is away.

An employee who is away from the office on a scheduled day off has worked the required number of hours. Therefore, if possible, avoid asking the person to come into the office for meetings or to deal with work-related situations on that day. This may lead to extra costs associated with overtime, stand-by and so on. Unless you cannot genuinely do otherwise, plan meetings and schedule work while your employee is at the office.

### **What to Do When You Receive a Request**

Meet with your employee and discuss proposed hours of work, days of rest and make-up arrangements for statutory holidays. Review your operational requirements to ensure that the request can be accommodated. Consult with your Pay and Benefits Specialist and your Human Resources Advisor for information on technical/administrative arrangements, including the requirement to complete a Compressed Work Week Form (a copy of which is available from your Human Resources Advisor).

### **How to Terminate an Arrangement**

You may terminate or temporarily suspend an arrangement with an employee as a result of changed operational requirements. Before making this decision, consider all other options. If there are none, give as much notice as possible to enable your employee to make any necessary adjustments to child care, transportation, etc.

The change back to regular working hours should occur at the end of the employee's compressed work week schedule. If the employee is on a two-week schedule, wait until the third week to implement the regular schedule. This alleviates the need to adjust for extra hours worked, leave taken and so on.

Remember to advise your Pay and Benefits Specialist of changes.

## **THE EMPLOYEE'S PERSPECTIVE**

### **Benefits**

A compressed work week allows you to arrange your work schedule to meet personal needs. You may develop a schedule that permits you to have a day off every two, three or four weeks, depending on the hours you choose.

The flexibility of this arrangement enables you to schedule appointments, tend to personal/family matters, attend a class, enjoy leisure time, etc., when you would otherwise be required to work. A compressed work week may also reduce transportation costs and difficulties.

You may choose hours of work to accommodate particular work preferences. For example, some people find it easier to concentrate early in the morning or late in the afternoon and adjust their hours accordingly.

### **Factors to Consider before Making a Request**

Begin by developing a schedule that observes the Treasury Board Policy on Hours of Work. Check your collective agreement or Terms and Conditions of Employment. Pay particular attention to provisions that may require you to make up time for statutory holidays.

Also, the number of hours to be worked each day will determine the number of days off in any given 14, 21 or 28 day period. Consider why you want a compressed work week before you propose your daily hours of work. Long hours may require adjusting child or elder care arrangements. Is this feasible? Over a sustained period, longer hours may be tiring. How might this increase your fatigue and lower your energy for activities outside work?

A compressed work week may be suitable for someone who has regular commitments outside of work or who would simply like more "free time."

Assess the impact of a compressed work week schedule on your work. How will this affect client service, internal/external communication, productivity and team work? Take time to review your work including daily activities, type and frequency of client requests and emergency back-up. Discuss these issues with your supervisor.

### **How to Apply**

Once all the details have been worked out and your supervisor is in agreement, advise your Pay and Benefits Specialist in writing.

You may request a trial period. You may find that some adjustments are necessary.

## **Flexible Hours of Work**

*Employees may vary starting and finishing times and the lunch period. Selected hours must remain constant for a reasonable period but they may be altered as circumstances change.*

### **Rights and Responsibilities**

Managers and supervisors are responsible for reviewing and approving or denying employees' requests. Flexible hours of work schedules must also meet Treasury Board requirements:

- Starting times — between 7:00 and 9:30 a.m.
- Finishing times — between 3:30 and 6:00 p.m.
- Lunch periods — 30 to 90 minutes duration.

### **THE MANAGER'S PERSPECTIVE**

#### **Benefits**

Flexible hours of work provide an opportunity for extending service hours. Some employees may choose an early starting time, while others might prefer a late finishing time. Depending on the hours chosen, you may be able to extend service hours from 7 hours and 15 minutes or 7 hours and 30 minutes per day, to as much as 10 hours and 30 minutes per day, including lunchtime coverage.

Flexible hours of work allow employees to meet particular needs. Improved morale and a reduction in late arrivals and early departures can be another benefit.

#### **Factors to Consider before Approving a Request**

Ensure that:

- Operations are not adversely affected by flexible hours of work schedules;
- No additional overtime costs are incurred;
- Arrangements do not adversely affect the needs of other employees;
- Provisions of collective agreements and Terms and Conditions of Employment are observed.

## **Changing an Employee's Hours of Work**

When an employee's hours of work are changed, alert your staff so that everyone knows when that individual may be contacted.

## **Terminating/Changing a Flexible Hours of Work Arrangement**

If operational requirements change, you may have to alter or terminate an approved flexible hours of work arrangement. If this happens, try to meet your employee's needs by considering alternatives such as rotating flexible hours among staff.

## **THE EMPLOYEE'S PERSPECTIVE**

### **Benefits**

A flexible hours of work arrangement enables employees to adjust their hours of work to meet particular needs and/or preferences. It may facilitate transportation as well as other personal arrangements and commitments.

Employees are also able to take advantage of personal peak production times. For example, if you are a "morning person," you may prefer an early starting time.

### **Factors to Consider before Making a Request**

Select a schedule that is best suited to your lifestyle and preferences. When selecting starting and finishing times and your lunch period, carefully assess whether or not you will be able to follow this new schedule. A finishing time of 3:30 p.m. may seem attractive, but a 7:30 a.m. starting time with a 30-minute lunch break may not be the best choice for someone who struggles to get up in the morning and enjoys a good workout at lunch.

### **How to Apply**

Make the request to your immediate supervisor.

### **Making It Work**

A successful flexible hours of work schedule balances organizational and employee needs. Adjustments may be required along the way, but once a schedule has been approved you must respect it.

## **Part Two: Leave**

### **Self-funded Leave**

*Self-funded leave allows indeterminate employees to defer up to one third of their gross salary or wages to fund a period of absence from their work. The maximum period of leave is one year. The minimum is six months. Employees taking self-funded leave must return to their regular work for a period not less than the period of the leave of absence.*

### **How to Apply**

If you are considering self-funded leave, ensure that you clearly understand what is involved. Contact your Human Resources Advisor and your Pay and Benefits Specialist for information.

Make the request to your supervisor.

The advance planning required means that requests will usually be approved. Managers must consider each request in light of operational requirements.

## **Leave without Pay**

### **What You Need to Know**

If you are granted leave without pay for **more than a year**, the department has the right to **fill your position on an indeterminate basis**. If this happens, you will be entitled, during your period of leave and for one year thereafter, to priority consideration. This means that you will be considered for positions in the Public Service for which you are determined qualified. If you are not appointed to a position by the end of your period of priority, you will lose your status as a public servant.

### **Leave for Care and Nurturing of Pre-school Age Children**

*An employee may be granted leave without pay for a minimum period of six weeks and not exceeding five years during his/her total period of employment in the Public Service for the care and nurturing of pre-school age children.*

Leave without pay for this purpose, granted for periods of more than three months, is deducted from the calculation of continuous employment for the purpose of calculating severance pay and from the calculation of service for the purpose of calculating annual leave.

### **How to Apply**

Notify your supervisor in writing at least four weeks before your leave begins, unless this is not possible due to unforeseen or urgent circumstances.

### **Leave for Relocation of Spouse**

*This leave may be granted for a period of up to one year if your spouse is permanently relocated, and up to five years if your spouse is temporarily relocated.*

Leave without pay for the relocation of a spouse granted for a period of more than three months is deducted from the calculation of continuous employment for the purpose of calculating severance pay and from the calculation of service for the purpose of calculating annual leave.

### **How to Apply**

Notify your supervisor in writing.

## **Education Leave**

*An employee may be granted education leave without pay for periods of up to one year, which can be renewed by mutual agreement, to attend a recognized institution for studies in some field in which knowledge is needed to meet work obligations more effectively, or to undertake studies in some field to provide a service that the employer requires or is planning to provide.*

At the department's discretion, a request for education leave without pay may be approved. The employee may receive an allowance in lieu of salary of up to 100 percent of the annual rate of pay, depending on the degree to which the education leave is considered relevant to organizational requirements. For some collective agreements, the range of allowances is from zero to 100 percent and in others from 50 to 100 percent.

### **How to Apply**

Make the request to your supervisor. Consult with your Human Resources Advisor.

## **Leave for Personal Needs**

*An employee may be granted leave without pay for personal needs twice during his/her total period of employment in the Public Service for a period of up to three months and for a period of more than three months but not exceeding one year.*

It is understood that at the end of this leave, the employee will return to his/her substantive position.

Leave without pay for personal needs granted for a period of more than three months is deducted from the calculation of continuous employment for the purpose of calculating severance pay and from the calculation of service for the purpose of calculating annual leave.

### **How to Apply**

Notify your supervisor in writing.



## **Pre-retirement Transition Leave**

*An employee may take pre-retirement transition leave to reduce his/her work week by up to 40 percent (two days out of five) with a commensurate reduction in pay. This leave may be taken for a maximum of two years immediately prior to retiring.*

Pension and benefits coverage continue to be based on full-time salary, and there is no change to contribution rates for this coverage.

### **How to Apply**

Make the request to your supervisor.

### **Eligibility Criteria and Time Frame**

This option is **not** available to employees whose positions are surplus. It is available to indeterminate employees who are within two years of becoming eligible for a pension that is not reduced on account of early retirement (i.e. employees who are at least 53 years old and have at least 28 years of pensionable service or are at least 58 years old with at least three years of pensionable service).

Pre-retirement transition leave should be available following the 1995 budget legislation on a pilot basis for three years. It is subject to management approval, and the employee must agree to resign/retire at the end of the leave.

This option is accessible at any time during the three-year period, provided that the eligibility criteria are met.

## **THE MANAGER'S PERSPECTIVE**

### **Benefits**

Pre-retirement transition leave can allow you to save money in your budget, reduce the need to lay off employees and, over time, plan for the departure of experienced people from your organization. It can also help to create placement opportunities for other employees.

### **Factors to Consider before Approving a Request**

Ask yourself:

- Will approving a request help me save a job that might otherwise be lost through downsizing?
- Can I eliminate any non-essential tasks or organize work differently to accommodate a request and still meet operational requirements?

- If I have to reassign tasks to other employees, what will be the impact on their workload?
- Can I create a placement opportunity, possibly part-time, for someone whose position may become surplus?
- Can I arrange for an employee wishing to take this leave to act as a mentor for other staff?
- Will supporting pre-retirement transition leave contribute to a more flexible, open and creative work environment?

## **THE EMPLOYEE'S PERSPECTIVE**

### **Benefits**

This leave may help you prepare gradually for retirement while continuing to contribute to Industry Canada as well as give you more time with your family or for other interests. Although your salary would be reduced based on the number of hours worked, all of your other pension and benefits coverage would remain the same.

### **Factors to Consider before Making a Request**

Your rate of contribution to your pension and other benefits would not change. It would continue to be based on a full-time salary, even though your pay would be adjusted to reflect your reduced hours of work. This means that salary deductions for pension and benefits would comprise a higher proportion of your income than if you had continued to work full-time.

### **How to Apply**

Make the request to your immediate supervisor.

Identify any advantages to the organization that you see. Offer suggestions about how your job could be adapted to accommodate your interests and those of the department.

### **Making It Work**

Consult with your Human Resources Advisor as well as your Pay and Benefits Specialist. Once the details have been worked out between you and your supervisor, your Pay and Benefits Specialist must be notified in writing.

## **Leave with Income Averaging**

*This leave permits an employee to reduce the number of hours worked in a year by taking blocks of consecutive leave without pay of at least five weeks and up to a maximum of three months. Reduced income is averaged out over 12 months so that an employee continues to receive a cheque while on leave.*

Pension and benefits coverage continue to be based on full salary, with no change to an employee's contribution rates for this coverage.

### **How to Apply**

Make the request to your supervisor.

### **Eligibility Criteria and Time Frame**

This option is **not** available to employees whose positions are surplus and is subject to managerial approval. Leave with income averaging should be available following the 1995 budget legislation on a pilot basis for three years, provided that the eligibility criteria are met.

## **THE MANAGER'S PERSPECTIVE**

### **Benefits**

Approving this leave may allow you to reduce layoffs and create short-term employment opportunities. By supporting employees who seek a better balance between their work and personal lives, you may also contribute to a work environment that values flexibility and is responsive to individuals' needs. This may have a positive impact on morale and productivity, as employees use the leave to renew their enthusiasm for work or to develop new skills.

### **Factors to Consider before Approving a Request**

Ask yourself:

- Are there peaks and lows in the employee's workload? If so, could leave be scheduled at a low period?
- How could the workload be redefined or redistributed? Would this result in a disproportionate amount of work for other employees?
- Could the work be done differently to accommodate the employee's wishes?
- What will be the impact on operations and client service?

- Will it generate opportunities for temporary employment?
- Can I create short-term work opportunities for someone else while meeting operational requirements?

## **THE EMPLOYEE'S PERSPECTIVE**

### **Benefits**

Leave with income averaging may help you achieve a better balance between your work and personal life. By planning for and managing a short-term change in your life, you may also prepare yourself for future adjustments.

### **Factors to Consider before Making a Request**

Your income will be reduced based on the duration of your absence and averaged over a one-year period. Your rate of contribution to pension and other benefits would not change. This means that salary deductions for pension and benefits would comprise a higher proportion of your income than if you had continued to work full-time.

### **How to Apply**

Make the request to your supervisor.

### **Making It Work**

Consult with your Pay and Benefits Specialist and your Human Resources Advisor. Discuss your proposal with your manager. Offer suggestions about how your work could be adapted to accommodate your absence.

# Annexes

## Examples of Part-time Salaries

### CR-4 (annual salary \$29 950)

Province of residence and work: Ontario

	Gross (bi-weekly)	Potential net
37.5 (week)	\$1 148.04	\$803.63
30.0 (week)	\$957.45	\$670.22
22.5 (week)	\$718.09	\$502.66

\* Bi-weekly gross includes 4.25 percent premium in lieu of pay for statutory holidays (30 and 22.5 hours per week).

These examples are solely for illustration purposes. Individual situations need to be confirmed with a Pay and Benefits Specialist.

### AS-1 (annual salary \$37 980)

Province of residence and work: Ontario

	Gross (bi-weekly)	Potential net
37.5 (week)	\$ 1 455.84	\$1 019.09
30.0 (week)	\$1 214.17	\$849.92
22.5 (week)	\$910.62	\$637.43

\* Bi-weekly gross includes 4.25 percent premium in lieu of pay for statutory holidays (30 and 22.5 hours per week).

**AS-4** (annual salary \$46 569)

Province of residence and work: Ontario

	Gross (bi-weekly)	Potential net
37.5 (week)	\$1 785.07	\$1 249.55
30.0 (week)	\$1 488.74	\$1 042.12
22.5 (week)	\$1 116.56	\$781.59

\* Bi-weekly gross includes 4.25 percent premium in lieu of pay for statutory holidays (30 and 22.5 hours per week).

These examples are solely for illustration purposes. Individual situations need to be confirmed with a Pay and Benefits Specialist.

**CO-2** (annual salary \$66 963)

Province of residence and work: Ontario

	Gross (bi-weekly)	Potential net
37.5 (week)	\$2 566.81	\$1 796.77
30.0 (week)	\$2 135.59	\$1 494.91
22.5 (week)	\$1 601.69	\$1 121.18

\* Bi-weekly gross includes 4 percent premium in lieu of pay for statutory holidays (30 and 22.5 hours per week).

**EX-1** (annual salary \$84 000)

Province of residence and work: Ontario

	Gross (bi-weekly)	Potential net
37.5 (week)	\$3 219.87	\$2 253.91
30.0 (week)	\$2 575.90	\$1 803.13
22.5 (week)	\$1 931.92	\$1 352.34

These examples are solely for illustration purposes. Individual situations need to be confirmed with a Pay and Benefits Specialist.

### Self-funded Leave Calculation

Classification and Level		CR4 (max)	AS1 (max)	AS4 (max)	CO2 (max)	EX1 (max)
<b>Basic Salary</b>		\$29 150	\$37 180	\$45 769	\$66 163	\$84 000
<b>Bilingual Bonus</b>		\$800	\$800	\$800	\$800	N/A
<b>Gross Yearly Earnings (GYE)</b>		\$29 950	\$37 980	\$46 569	\$66 963	\$84 000
<b>Percentage Deferred</b>		20%	20%	33 1/3%	33 1/3%	33 1/3%
<b>Break down</b>	<b>Deferred % of GYE</b>	\$ 5 990/yr	\$7 596/yr	\$15 522	\$22 320	\$28 000
	<b>Remaining % of GYE</b>	\$23 960	\$30 384	\$31 047	\$44 643	\$56 000
<b>Period of Deferral</b>		2 years (i.e. 01.06.95 to 31.05.97)		1 year (i.e. 01.06.95 to 31.05.96)		
<b>Period of Leave</b>		6 months (i.e. 01.06.97 to 31.12.97)		6 months (i.e. 01.06.96 to 31.12.96)		1 year (i.e. 01.01.96 to 31.12.96)
<b>Earnings during deferral period</b>	<b>Annual</b>	\$23 960	\$30 384	\$31 044	\$44 643	\$56 000
	<b>Per Pay (Gross)</b>	\$918.43	\$1 164.67	\$1 189.97	\$1 711.25	\$2 146.58
<b>Deductions</b>	<b>All regular deductions continue; however, income tax and CPP/QPP deductions are based on your reduced salary. As a result, careful consideration should be taken when determining the percentage of salary to be deferred.</b>					
<b>Salary before deferral period (per pay)</b>	<b>Gross</b>	\$1 148.04	\$1 455.84	\$1 785.07	\$2 566.81	\$3 219.87
	<b>Net (approx. value 70%)</b>	\$803.63	\$1 019.09	\$1 249.55	\$1 796.77	\$2 253.91
<b>Salary during deferral period (per pay)</b>	<b>Gross</b>	\$918.43	\$1 164.67	\$1 189.97	\$1 711.25	\$2 146.58
	<b>Net (approx. value 70%)</b>	\$642.90	\$815.27	\$832.98	\$1 197.88	\$1 502.61
<b>Salary upon return to duty</b>	<b>Same as for earnings before deferral period (subject to revisions, etc.); however, superannuation deficiency arrear payments should be taken into consideration (i.e. first three months single rate -- recovered over a period of six months -- remaining months at double rate -- recovered over a period twice the length of the LWOP -- that is, if employee chooses to count LWOP for pensionable service).</b>					



### Benefit Summary: Part-time Employment

Benefits	Employee/Employment Type		
	Indeterminate	Term Appointments	
		More Than 6 Months	3 Months and More
<b>Superannuation</b>	Yes, if 12 or more hours per week are worked.		N/A Persons appointed to a term of 6 months or less do not contribute.*
<b>Death Benefit</b>			
<b>Public Service Management Insurance Plan (PSMIP) (if applicable)</b>	Yes, if working <u>more than</u> one third of the full-time hours of the normally scheduled work week (NSWW) for his/her occupational group, as defined in relevant Terms and Conditions of Employment (i.e. if the NSWW is 37.5 hours, then one third of the NSWW is 12.5 hours. **		N/A Must be employed for an indeterminate period, or for a term of more than 6 months, or have <u>completed</u> 6 months of continuous employment.
<b>Disability Insurance (DI/LTD)</b>			
<b>Public Service Health Care Plan (PSHCP) (formerly GSMIP)</b>			
<b>Dental Care Plan</b>	Yes, if working <u>more than</u> one third of the full-time hours of the NSWW for his/her occupational group, as defined in relevant Terms and Conditions of Employment (see above). **	Same as for indeterminate; <b>however, must have completed 6 months of continuous employment first.</b>	N/A Must be employed in a term position and have completed 6 months of continuous employment.

Benefits	Employee/Employment Type		
	Indeterminate	Term Appointments	
		More Than 6 Months	3 Months and More
<b>Union Dues</b>	Yes, if assigned work week hours are in excess of one third of the NSWV for his/her group, as defined in the relevant Terms and Conditions of Employment. **		N/A Persons employed for less than 3 months are excluded from collective bargaining.
<b>Annual Leave</b>	Yes, as above. Entitlement is pro-rated.		
<b>Sick Leave</b>			N/A As above; however, pro-rated sick leave is accumulated and if the employee becomes subject to collective bargaining (employed at least 3 months) then she/he is entitled to use the accumulated credits.
<b>Paid Statutory Holidays</b>	No, part-time employees are not paid for designated holidays but rather, are paid a percentage of all straight-time hours worked (ie: 4.25% PSAC and 4% PIPSC).		N/A No entitlement.
<b>Bilingual Bonus</b>	Yes, pro-rated.		N/A No entitlement.

\* Part-time workers who work one third or less than the NSWV for the position are accorded the Terms and Conditions of Employment of the relevant collective agreement; therefore, application of annual, sick and statutory holidays is the same as for those part-time employees who work more than one third of the full-time hours of the NSWV. If the initial appointment and subsequent appointment are both less than 6 months, but the two periods combined (continuous) total more than 6 months, superannuation commences on the sixth month anniversary date. Death benefit commences on the first of the month the employee becomes a contributor to superannuation. If a second appointment is for a period of more than 6 months, even though the initial appointment may be less, then superannuation commences on the effective date of the second appointment, and death benefit commences on the first day of the same month.

\*\* "More than one third of the full-time hours of the NSWV" is based on:

- for a work week of 36.25 hours, one third is 12.08 hours
- for a work week of 37.50 hours, one third is 12.50 hours
- for a work week of 40.00 hours, one third is 13.33 hours.

# References

For additional information, some key references are listed below. This guide summarizes various working arrangements and some leave options. If there are differences between the information summarized in the guide and the wording of specific collective agreements, legislation, Treasury Board policies and/or applicable Terms and Conditions of Employment, these documents take precedence. For this reason, check with your Human Resources Advisor. Your union representative may also be a helpful source of information.

## 1. Flexible Hours of Work

*Treasury Board Manual*, Human Resources Volume, Chapter 2-2  
Collective Agreements

## 2. Compressed Work Week

*Treasury Board Manual*, Human Resources volume, Chapter 2-3  
Collective Agreements

## 3. Part-Time Employment

*Treasury Board Manual*, Human Resources Volume, Chapter 2-1  
Collective Agreements

## 4. Job Sharing

*Treasury Board Manual*, Human Resources volume, Chapter 2-1, Appendix A  
Collective Agreements

## 5. Telework

Treasury Board Telework Pilot Policy  
*Treasury Board Manual*, Human Resources volume, Chapter 2-4

## 6. Self-funded Leave

*Treasury Board Manual*, Compensation volume, Chapter 1-6

## 7. Leave for Care and Nurturing of Pre-school Age Children

Collective Agreements

**8. Leave for Relocation of Spouse**

Collective agreements

**9. Education Leave**

Collective Agreements

**10. Leave for Personal Needs**

Collective Agreements

**11. Pre-retirement Transition Leave**

*People in Transition: Knowing your Options*, Treasury Board Secretariat, February 1995

*Executives in Transition: Knowing your Options*, Treasury Board Secretariat, March 1995

**12. Leave with Income Averaging**

*People in Transition: Knowing your Options*, Treasury Board Secretariat, February 1995

*Executives in Transition: Knowing your Options*, Treasury Board Secretariat, March 1995

**13. Other References**

Terms and Conditions of Employment Regulations

*Public Service Staff Relations Act*

Industry Canada, *Delegation of Human Resources Signing Authorities*

*Public Service Employment Act*