



Policies and Procedures Manual
Compressed Workweek Policy
Schedule "A" to By-law No. 2023-08

Policy Statement:

The Township of Algonquin Highlands is committed to service excellence for ratepayers and to the growth and wellbeing of employees. As a progressive employer, the Township recognizes that work-life balance is important to a productive workplace and is a tool for attracting, supporting and retaining talented and dedicated staff.

Purpose:

Workplace modernization through the implementation of a compressed workweek is a mutually beneficial arrangement intended to improve productivity and expand services for ratepayers at no additional cost to the Township.

Definitions:

Compressed Workweek:

For the purposes of this policy, a compressed workweek is a flexible work arrangement whereby an employee works longer hours in exchange for a reduction in the number of working days in the working cycle. For example, an employee may work a standard 70-hour bi-weekly work period in 8 days (instead of the usual 10 days) or the standard 80 hour bi-weekly work period in 8 days (instead of the usual 10).

Scope:

This policy shall apply to all full-time staff located at the Township Office in the Administration, Finance, Fire, Building and By-Law, Planning, Environmental and Public Works Departments (where applicable).

Expansion of the scope of this policy shall be at the discretion of the CAO in consultation with the Human Resources Coordinator and other applicable management staff.

Policy:

The Township of Algonquin Highlands continues to pursue innovative and dynamic employment practices where possible and practicable to do so, to:

- Enhance organization levels of service and productivity with minimal or no cost to the Corporation; and
- Create flexible conditions that help employees integrate their work and personal lives more effectively.

Current Arrangement (Prior to Trial)

Staff working in the Township Office in the Administration, Finance, Fire, Building/By-Law, Environmental and Planning Departments work from 8:30 a.m. to 4:30 p.m. from Monday to Friday, with an unpaid one-hour lunch break. With 7 hours of work per day, staff work a total of 35 hours per week.

Compressed Workweek Arrangement

In the compressed workweek arrangement, staff working in the Township office that work 35 hours per week in the current arrangement, will work 8.75 hours per day, from 8:00 a.m. to 5:15 p.m. from either Monday to Thursday or Tuesday to Friday. Township office hours will be amended daily from 8:00 a.m. to 5:00 p.m., equating to an additional five (5) hours of service delivery per week.

The current unpaid one-hour lunch break will be reduced to 30 minutes per day. An additional 15 minutes will be credited at the end of each employee’s working day in exchange for the reduction in lunch break, enabling staff to leave at 5:00 p.m. when the office closes.

Employees that work at the Township office that work 40 hours per week in the current arrangement, will work 10 hours per day from Monday to Thursday in the compressed workweek arrangement. Public Works staff already work compressed workweeks through the summer months, so this will coincide with their operating schedule.

The difference between the standard workweek and the compressed workweek are outlined below in Tables 1a and 1b:

Table 1a:

	Standard Workweek	Compressed Workweek
Regular Business Hours	Monday to Friday 8:30 a.m. to 4:30 p.m.	Monday to Friday 8:00 a.m. to 5:00 p.m.
Lunch Break	1 hour (unpaid)	30 minutes (unpaid)
Hours Worked Per Work Day	7 hours	8.75 hours
Hours Worked Per Workweek Total	35 hours	35 hours

Table 1b:

	Standard Workweek	Compressed Workweek
Regular Business Hours	Monday to Friday 7:30 a.m. to 4:00 p.m.	Monday to Thursday 6:30 a.m. to 5:00 p.m.
Lunch Break	30 minutes (unpaid)	30 minutes (unpaid)
Hours Worked Per Work Day	8 hours	10 hours
Hours Worked Per Workweek Total	40 hours	40 hours

Maintenance of Business Continuity and Coverage

With the key goal of enhancing levels of service and productivity at minimal or no cost to the organization, it is recognized that potential scheduling challenges brought on by the application of a compressed workweek must have no negative impact on customer service functions and/or business continuity.

To ensure seamless and consistent customer service delivery for all municipal stakeholders, a two-team approach will be utilized with the goal of creating inter and intradepartmental redundancies and contingency planning measures. By pairing employees with overlapping or complimentary knowledge, skillsets and responsibilities, it can be ensured that no impact on productivity or business continuity is realized when employees are out of the office.

Supervisors and Managers may at their discretion, and in consultation with the CAO, ask that staff revert to a standard 5 day workweek for the purpose of vacation coverage.

The CAO may authorize further flexible work arrangements with employees (ie: working from home) from time to time. If approved, such arrangements are considered temporary and may be revoked or amended at any time.

With the work force split into 2 teams, “Team A” will work from Monday to Thursday from 8:00 a.m. to 5:00 p.m. and “Team B” will work from Tuesday to Friday from 8:00 a.m. to 5:00 p.m.

While it is anticipated that Team arrangements will be periodically adjusted at the joint discretion of the supervisor and the CAO, a proposed structure for implementation is outlined in Table 2.

Table 2:

Team A	Team B
Chief Administrative Officer	Municipal Clerk
Deputy Treasurer	Treasurer
Deputy Chief Building Official	Chief Building Official
HR Coordinator	Planner
Tax Administrator	By-Law Officer
Communications Coordinator	Administrative Assistant
Deputy Clerk	Environmental Coordinator
Fire Chief	

Vacation/Lieu Time Allocation

Currently vacation time and lieu days for employees are allocated and conceptualized on a “per day” basis. Each vacation day is based on the employees regular hours worked per day. For example: if an employee works 35 hours per week within 5 days, their vacation/lieu day constitutes 7 hours. For an employee who works 40 hours per week within 5 days, their vacation/lieu day constitutes 8 hours.

Within a compressed workweek arrangement, for an employee who works 35 hours within 4 days, a vacation/lieu day constitutes 8.75 hours. For an employee who works 40 hours within 4 days, a vacation/lieu day constitutes 10 hours.

The differences between vacation/lieu allocation and interpretation within the standard workweek and the compressed workweek are outlined below in Table 3a and 3b:

Table 3a:

Example	Standard Workweek	Compressed Workweek
Total Vacation Hour Allocation	35 hours	35 hours
Total Vacation Day Allocation	5 days	4 days
One Vacation Day (in hours)	7 hours	8.75

Table 3b:

Example	Standard Workweek	Compressed Workweek
Total Vacation Hour Allocation	40 hours	40 hours
Total Vacation Day Allocation	5 days	4 days
One Vacation Day (in hours)	8 hours	10

Paid Sick Leave

Currently, the Township's Sick Leave Policy provides for interpretation and application of paid sick leave for Full-Time employees.

For the purposes of this policy, all provisions of the Sick Leave policy remain in effect. More specifically, within a compressed workweek arrangement, sick days shall constitute the same hours as vacation/lieu days, as previously noted.

It is the expectation of the Township that employees will leverage flexibility of the compressed workweek to avoid personal absences where possible and reasonable. For example: An employee should attempt to schedule a routine medical/personal appointment on either a Monday or Friday, depending on their work schedule to avoid a personal absence.

Bereavement Leave

Currently, the Township's Bereavement Leave Policy provides for interpretation and application of paid bereavement leave for all full-time, part-time and seasonal employees which remain in effect. More specifically "working day" shall constitute the same hours as vacation/lieu and sick days, as previously noted.

Statutory Holidays

For the purpose of this policy, week segments that are impacted by a statutory holiday outlined in the Township's Vacation Entitlements policy, will revert to a standard five-day workweek. "Team A" will work 9:00 a.m. to 5:00 p.m. and "Team B" will work 8:00 a.m. to 4:00 p.m.

For example, on a holiday Monday (Labour Day) employees will be compensated for 7 hours rather than 8.75 hours. Similarly, if an employee opts to utilize vacation or lieu time during a week that contains a statutory holiday, 7 hours of allocated vacation or lieu time would be utilized per day for a 35 hour workweek or 8 hours per day for a 40 hour workweek.

To ensure satisfactory coverage and to avoid confusion among employees with respect to facilitating statutory holiday allocations within the compressed workweek model, the Human Resources Coordinator will circulate an annual schedule to staff that outlines the workweek segments that revert to a standard 5 day workweek.

Interpretation and Conflict Resolution

While this policy is intended to establish broad guidelines for the implementation and application of a compressed workweek, it is anticipated that there will be from time to time, aspects of the policy that are subject to interpretation and may require clarification.

In circumstances where policy interpretation and/or clarification is required, employees will work with their direct supervisor as the first point of contact to work toward obtaining clarification. The Human Resources Coordinator will provide support, in consultation with the CAO, where applicable and/or necessary.

If there is a circumstance where an employee and their supervisor are unable to obtain clarification on a matter relating to this policy, the CAO shall use their discretion to provide the required clarification.