



**London**  
CANADA

## Hybrid Work Procedure

**Procedure Name:** Hybrid Work Procedure

**Revision History:** April 2022; May 10, 2023

**Last Review Date:** May 13, 2025

**Service Area Lead:** Deputy City Manager, Enterprise Supports

### 1. Procedure Statement

1.1 This procedure outlines supports, responsibilities and requirements associated with Hybrid Work arrangements.

### 2. Definitions

2.1 **Ad Hoc Remote Work:** Work that is performed occasionally by an employee outside of a Hybrid Work arrangement, on an exception basis.

2.2 **Arrangement:** Means the approved Hybrid Work details assigned to an employee. The arrangement includes the defined worker profile, designated workspace(s), number of days eligible to work remotely, hours of work, and the details regarding tools and technology, and communications.

2.3 **Designated Workspace:** Means the approved work location(s) where the employee will carry out their duties (i.e. a designated City workspace or remotely).

2.4 **Hours of Work:** Hours of work are set by the City and may vary by Service Area, Division and Section based on operational requirements and the services provided to our community and clients. Hours of work are defined by practice, an employment contract or by collective agreement terms.

2.5 **Hybrid Work:** A workplace model that enables employees to perform their work duties alternately at city workspaces and remotely.

2.6 **Manager:** Means the immediate supervisor of the employee, recognizing this person may hold a different job title (e.g., Supervisor, Director).

2.7 **Worker Profile:** Means the space and city workplace resources required by an employee to effectively perform their job functions and meet service delivery needs.

1) **Onsite** – Employees who require a city workspace or city workplace resources to perform their job function and work from a city workspace 100% of the time.

2) **Hybrid** – Employees who require a city workspace or city workplace resources and can perform their job functions either in a city workspace or remotely and work from a city workspace less than 100% of the time.

3) **Mobile** – Employees who work at various locations and require flexibility in performing tasks at different sites. While the mobile worker spends most of their time away from a traditional office, they need access to a city workspace or workplace resources to complete specific job functions, collaborate with teams, or handle administrative tasks.

### 3. Applicability

3.1 This procedure applies to employees eligible to participate in Hybrid Work. It

also provides guidance for Managers of these employees. Certain work areas are deemed ineligible for Hybrid Work due to the nature of their work. These work areas may include roles within CUPE Local 101, CUPE Local 107, Dearness Home, London Fire Department, selected City Divisions, or as directed by Council.

## **4. The Procedure**

### **4.1 General Principles**

- a) Directors, in conjunction with Managers within their division, and reviewed by the Deputy City Manager, will determine which positions will be eligible for Hybrid Work and their applicable Worker Profile.

Determining an employee's Worker Profile is determined by job function requirements including:

- Frequency of unplanned in-person meetings at a City workspace
  - Frequency of planned in-person meetings at a City workspace
  - Frequency of required access to corporate shared resources
  - Frequency of required in-person collaborative interaction with City employees
  - Frequency of job activities that are required to be completed at a City workspace
- b) The employee's Hybrid Work arrangement must not compromise the provision of City services, or negatively impact their colleagues.
- c) Hybrid Work arrangements do not set precedent and can be amended at any time as corporate needs require.
- d) Employees are expected to work and be accessible during normal hours of work to maintain core business hours, unless otherwise approved by their Manager.
- e) Working a Hybrid Work arrangement does not affect the employment obligations between the employee and the City. The employee is responsible for complying with all City and Council Policies, Procedures, Programs, legislation, and collective agreements (where applicable).
- f) Hybrid work arrangements or Ad Hoc Remote Work is not a substitute for accommodation where required or requested by an employee.

### **4.2 Roles and Responsibilities**

#### Directors

- a) Implement this procedure in a fair and consistent manner and consult appropriate partners to inform them of their decisions.
- b) Determine which positions will be eligible for Hybrid Work and their applicable Worker Profile.
- c) Define conditions for Ad Hoc Remote Work, as required.

#### Managers

- a) Implement this procedure in a fair and consistent manner and consult appropriate partners to inform them of their decisions.
- b) Determine the Hybrid Work arrangements for eligible positions.
- c) Establish and communicate performance and development expectations with employees.

- d) Verify employee completion of the Remote Work Attestation for employees with a Hybrid Work arrangement or for those performing Ad Hoc Remote Work.
- e) Responsible for employee health, safety and performance.
- f) Provide resources to employees on health and safety requirements for remote workspaces.
- g) Provide suitable resources to employees supporting them in Hybrid Work, including Information Technology Services (ITS) approved technology and ergonomic resources.
- h) Monitor, evaluate, improve and adjust arrangement as necessary.

#### Employees

- a) Make appropriate arrangements and manage personal responsibilities to allow for the successful completion of job responsibilities in a Hybrid Work arrangement.
- b) Complete the Remote Work Attestation confirming that their proposed remote workspace meets City health and safety requirements and keep it updated.
- c) Ensure remote workspace complies with the Remote Work Safety Checklist (Appendix B) health and safety standards.
- d) Report any violation of the City's Occupational Health and Safety Policy, Procedures and Program.
- e) Be available during normal hours of work to report to the workplace.
- f) Ensure suitable resources (desk, chair, internet, etc.), are present to support a remote workspace. The City provides equipment for one workspace. Refer to section 4.9 below.
- g) Ensure the remote workspace is set up appropriately and the environment is conducive to performing work, with the ability to maintain confidentiality and privacy of information.
- h) Perform due diligence to protect the security of the City's data, information, records, and confidentiality while working remotely.
- i) Be collaborative and collectively accountable for procedural and task-based changes that will be required.
- j) Maintain proper office etiquette and foster a welcoming, inclusive and accessible environment for all employees. Refer to the Office Etiquette Guidelines for detailed expectations on behaviour and best practices in shared workspaces.
- k) Voluntarily request a T2200 to deduct employment expenses, maintain and provide documentation that demonstrates hours of remote work.

#### Human Resources

- a) Provide advice related to this program to employees Managers and review and update the procedure and FAQ's as required.

#### Information Technology Services

- a) Provide support as required, related to the necessary tools and technology to support Hybrid Work arrangements, adhering to the Use of Technology Administrative Procedure and the Senior Leadership Team

Technology Investment Strategy processes.

#### Facilities

- a) Provide support as required to ensure that the physical workspaces and resources effectively accommodate Hybrid Work arrangements, adhering to workplace health and safety standards and City of London Space Allocation and Furniture Standards.

### **4.3 Hybrid Work Arrangement Process**

- a) If a Director, in conjunction with Managers in their division, and reviewed by the Deputy City Manager, determines an employee may participate in a Hybrid Work arrangement, this is documented in writing (e.g., email, memo) and contains information such as:
  - Number of days eligible to work remotely and work from a City workspace, and if applicable, the designated days
  - Hours of Work
  - Details regarding City issued tools and technology
  - Details regarding how communications between employee and colleagues (including their Manager) occurs.
- b) If support is required with this process, the Manager will contact Human Resources, Information Technology Services, Facilities and other resources as deemed appropriate.

### **4.4 Reviewing or Amending Hybrid Arrangements**

- a) Hybrid Work arrangements may be amended at any time by the Director. Notice of the amendment will be done in writing (e.g., email, memo) and where possible, with advance notice.
- b) If an employee transfers to a different position or work area, the arrangement is amended, and the applicable Director makes an assessment to determine status of the ongoing arrangement.

### **4.5 Scheduling and Calendar**

- a) The number of days per week working remotely and working at a City workspace can vary in each arrangement.
- b) Employees working remotely are expected to work their normal scheduled shift and weekly hours.
- c) Employees will make requests for time off to their Manager and report to their Manager if they are unable to work due to illness or injury in the same manner as they would if they were working at a City workspace.
- d) Overtime must be pre-approved as per any applicable collective agreement and/or policies and procedures regardless of work location.
- e) Flexible Work Schedule Program and Compensatory Time remain as per collective agreement and/or policies and procedures.
- f) Employees may be required to attend onsite meetings, training, events, etc. Where possible, these requirements will be communicated in advance; however, employees should be flexible, accommodating organizational requirements.
- g) Employees are required to take their work breaks and lunch/meal periods in the same manner as they would while working at a City workspace, ensuring compliance with the *Employment Standards Act* and collective agreement provisions (where applicable).

- h) If employees need to be away from work during a remote workday, they will obtain the prior approval of their Manager in the same manner as they would if they were working at a City workspace.
- i) Employees are not permitted to hold in-person meetings at their home. Employees required to have any in-person meetings with colleagues in the same or different Service Area, existing or potential vendors, residents, or customers, must ensure that meetings occur at a City facility or public location.
- j) All other off-site or virtual meetings will be recorded in the employee's calendar, just as they would on days the employee is working at a City workspace.

#### **4.6 Remote Work Reporting Tool**

- a) The Work from Home Reporting Tool will allow the Employee Systems division to efficiently prepare and distribute Declaration of Conditions of Employment (T2200) forms by ensuring:
  - Eligibility is verified.
  - Percentage of time worked from home is accurately calculated and documented in the event of a CRA audit.
- b) Eligible employees must work from home more than 50% to be eligible and potentially qualify for a T2200. (see [Working from Home - Frequently Asked Questions](#))
- c) Employees must complete forms on a bi-weekly basis and review their submissions to ensure all the required forms have been submitted and approved in a timely manner.
- d) Managers must review forms submitted to them.
- e) Employee Systems will conduct quarterly audits and follow up on outstanding forms.
- f) Employee Systems will review the form submission data to calculate the total percentage of time worked from home. If the percentage of time is greater than 50% a T2200 is likely to be issued.

#### **4.7 Costs**

- a) Employees are responsible for costs associated with preparing and maintaining the designated remote workspace. If an employee incurs incremental new costs providing an internet connection, the City will review these new incremental costs for potential reimbursement. The purchase of remote networking hardware is not considered an incremental cost.
- b) The City's insurance does not cover the employee's personal property, only the City's property approved for use at the designated workspace.
- c) For work-related travel required during a remote workday, the standard process for claiming mileage applies. For the purposes of determining mileage costs, distance from the closer of the two locations (designated workspace versus regular onsite work location) is used.

#### **4.8 Designated Remote Workspace**

- a) Employees will have a designated workspace while working remotely allowing them to work safely, effectively, and efficiently, while ensuring confidentiality and privacy. The designated workspace is one that:
  - Allows the employee to work uninterrupted, ensuring privacy while interacting with others on the phone or video conferencing.

- Is not shared during the workday by others.
  - Allows the employee to work safely, including proper ergonomics (see Ergonomic - Office Program).
  - Has access to the tools and technology needed to complete necessary tasks.
- b) Designated remote workspaces must be in the province of Ontario.

#### 4.9 Confidentiality/Privacy

- a) Employees will ensure corporate records, whether in hard copy or digital format, are maintained in compliance with the *Municipal Freedom of Information and Protection of Privacy Act*, and the City of London's Records Retention By-law.
- b) Employees in possession of Corporate Technology must:
- Not leave Corporate Technology unattended at any time unless it has been secured and the user has logged off.
  - Password protect technology and treat passwords as confidential information - do not disclose passwords or store passwords in a place that could be easily accessed by unauthorized people.
  - Immediately report any cases of loss or theft of Corporate Technology to ITS.
- c) Employees dealing with confidential records including records containing personal information, records subject to solicitor-client privilege, litigation privilege or confidential third-party records must follow the following procedures:
- Transmit confidential information and personal information via corporate email or the File Transfer Service.
  - If it is necessary to use a portable storage device, such as a USB or a portable hard drive, ensure it is encrypted, password protected and has been approved by ITS.
  - Do not remove personal information from the office unless it is necessary.
  - Where possible, copies of paper files should be removed, and the originals left at City worksite.
  - Securely store any paper files when not in use – lock files away if possible, and do not leave them in your vehicle.
  - Upon returning to the City workspace, return records to their original storage place as soon as possible and destroy the copies securely at the City workspace.
- d) Do not copy corporate records in digital format onto personal networks or drives or email to an employee's personal email account. Only records being shared with an authorized external party should leave the City network.
- e) Employees will not destroy any original copies of corporate records and will ensure the original records are returned to their regular on-site location after working remotely.
- f) If an employee collects any personal information from a member of the public over the phone or by email (in lieu of at the counter, for example), they must ensure an approved *Notice of Collection of Personal Information* statement is communicated to the individual and a record of such is created.
- g) If a privacy breach, or a potential privacy breach occurs, employees must notify their Manager and the City Clerk immediately and refer to the City's Privacy Breach Protocol provided within the Access and Privacy Policy.

#### **4.10 Tools and Technology**

- a) Managers, in association with ITS, and in adherence to the Use of Technology Administrative Procedure and the Technology Investment Strategy processes, assess the tools and technology needed to be successful.
- b) Employees must ensure equipment provided to them by the City is maintained and kept in good working order and returned to the City in good working order when requested.
- c) Employees are expected to follow all aspects of the Use of Technology Administrative Procedure and complete all assigned Information Security training.
- d) Employees are encouraged to visit the Information Technology Services page on Team London to understand the tools and technology available and seek assistance through the ITS Service Desk where necessary.
- e) Employees will follow the same policies, procedures, programs and Guidelines regarding use of technology and service provision at all times.
- f) Recognizing the City will provide equipment for one workspace, employees are provided the opportunity for Corporate standard technology (including laptop/desktop, monitor, keyboard, mouse, headset, communication tools) and office chair to be in the remote designated workspace subject to Manager approval.
- g) Employees are responsible for safe transportation and handling of equipment to and from the workplace.
- h) Ensuring the information security of the City, employees are not provided the opportunity to print remotely; however, they are able to send print jobs to corporate printers in City facilities.

#### **4.11 Health and Safety**

- a) Employees must complete the Remote Work Attestation confirming that their proposed remote workspace meets City health and safety requirements and keep it updated.
- b) Employees must ensure the remote workspace complies with the Remote Work Safety Checklist (Appendix B) health and safety standards.
- c) Employees working remotely will follow the same policies, procedures, programs, and guidelines regarding health and safety as if they are working from a City workspace.
- d) Employees are responsible to arrange their designated workspace, ensuring it allows them to work safely, including proper ergonomics.
- e) Occupational Health and Safety Advisors are available to provide guidance, including conducting ergonomic assessments upon request over the phone or via teleconference.
- f) Employees must report to their Manager any work-related incident, as soon after the occurrence as possible, that causes or potentially causes injury or illness to themselves. Employees are required to provide the necessary information to their Manager for completion of the Supervisor's Report of Incident. Any injury or illness resulting from hybrid working will be submitted according to the *Workplace Safety and Insurance Act*.
- g) To investigate the incident, it may be necessary for an Occupational Health and Safety Advisor or representative of the Workplace Safety and

Insurance Board, or the Ministry of Labour, Immigration, Training and Skills development to visit the designated workspace.

- h) Where employees are directed to work remotely due to an emergency, employees may not return to the workplace until advised to do so by their Manager. The temporary working assignment applied during emergencies will continue until the end of the emergency unless otherwise directed by Senior Leadership.

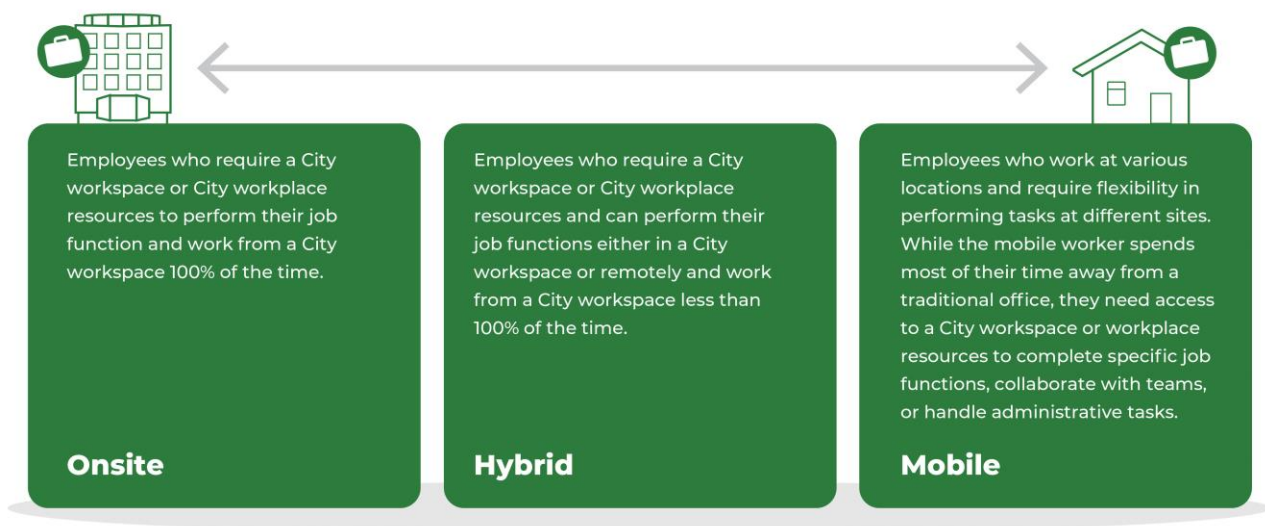
#### **4.12 Accessibility**

- a) Managers will consult with employees with disabilities about their Individual Accommodation Plans.
- b) Each Manager will work with their employees providing appropriate support technology for remote work as required. For more information, please contact [accessibility@london.ca](mailto:accessibility@london.ca).
- c) Employees are encouraged to consult with their Manager regarding accessibility supports and check-ins required while working remotely.
- d) Hybrid Work arrangements or Ad Hoc Remote Work is not a substitute for accommodation where required or requested by an employee.

#### **4.13 Related Resources**

- [Accessibility and AODA](#)
- [Access and Privacy Policy](#)
- City of London Space Allocation and Furniture Standards
- Employee Office Etiquette Guideline
- [Ergonomic Office - Program](#)
- [Information Technology Services Page](#)
- [Personal Information Fact Sheet](#) (Information and Privacy Commissioner of Ontario)
- [Records Retention By-law](#)
- [Remote Work Safety Checklist \(Appendix B\)](#)
- Space Allocation and Furniture Standards Procedure
- [Supervisor's Report of Incident](#)
- [Use of Technology Administrative Procedure](#)
- [Worker Profiles \(Appendix A\)](#)
- [Working Alone Procedure](#)
- [Employment Standards Act, 2000](#)
- [Municipal Freedom of Information and Protection of Privacy Act](#)
- [Workplace Safety and Insurance Act, 1997](#)

## Appendix A: Worker Profiles



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## Appendix B: Remote Work Safety Checklist

The information that follows is intended to assist those working remotely in identifying practices that will enable their work to be performed in a healthy, safe, and comfortable environment.

### Workspace Conditions

- Adequate space to work effectively is available.
- Workspace is organized and free of clutter.
- Workspace and furniture are arranged to support neutral postures to minimize the risks of musculoskeletal disorder injuries.
- Floor surfaces are free of slip, trip or fall hazards (e.g. loose tiles or carpets).
- Aisles, walkways, exits and stairs are clear and unobstructed.

### Lighting

- Work areas are adequately illuminated.
- Light fixtures are in good condition.

### Electrical

- Electrical equipment is free from hazards (e.g. frayed or exposed wires, bare conductors, loose wires).
- Phone lines, electrical cords, and extension wires are properly secured, out of the way, and anchored, when possible, but not kept under rugs/carpets.
- Power bars are used in place of extension cords, where possible, and any extension cords are CSA-approved and grounded by three prongs.
- Adequate outlets are available (i.e. outlets are not overloaded).
- Heat-generating equipment is clear of debris and combustible material.
- Adequate ventilation room is present around all electrical equipment.

### Emergency Systems

- Personal first aid materials are readily available.
- Smoke alarm(s) are present, fully functional, routinely tested and, if battery-powered, the batteries are changed at least every six months.
- A carbon monoxide detector is present and fully functional, if required (i.e. fuel-burning appliance, fireplace or attached storage garage in residential building).
- The ability to call 911 and to check-in with their Manager.