

Hybrid Work FAQ for Employees

1. Do I have a legal right to hybrid work?

No. Hybrid work is a discretionary arrangement based on operational needs. It is not a legal entitlement under the Ontario Human Rights Code or Employment Standards Act.

2. Will summer flexibility remain?

Yes. In the summer months, there may be more flexibility, but this depends on the nature of each role, the work performed by the unit, and the need to support student success. Decisions about scheduling flexibility will be made at the departmental level. Options should be considered for compressed workweeks and hybrid rotations.

3. Is this applicable to part-time employees and work study students?

Yes, this is applicable to part-time employees and work study students. For the most part these roles are already fully on campus, however, if there are some roles currently working hybrid, they should be now under the new program be on campus for all of their part-time hours. If a part-time employee is going to work any part of their job remotely, it will require approval of the VP as part of the department's hybrid work plan.

4. Will there be exceptions to the updated hybrid work model?

Exceptions will be very limited. The expectation is that eligible roles will follow the updated model because collaboration and connection are essential to Humber's success. Exceptions will only be considered in two situations:

- Legal requirements such as family status or medical accommodations under the Ontario Human Rights Code.
- A small number of positions where the nature of the work requires almost no collaboration and is highly independent, for example, specialized roles like

cybersecurity monitoring, where tasks are primarily solitary and do not benefit from in-person interaction.

If you believe you fall into one of these categories, please speak to your manager who can assist you with your situation. Our goal is to ensure fairness while maintaining the collective benefits of being together on campus, because that's how we build brilliance and deliver the exceptional experience our students deserve.

5. What if I need accommodation for childcare or another dependent?

Accommodation is required only when:

- You have a legal responsibility to provide care or supervision for a dependent (such as a child, an elderly parent, or a family member with a disability).
- You have made reasonable efforts to find alternatives.
- Your work schedule creates significant conflict, not just inconvenience.

If this applies to you:

- Read question 4 below. If you still feel you qualify:
 - Speak with your manager.
 - Provide documentation if requested.
 - If your manager believes you qualify, they will seek VP approval and may consult with People(s) & Culture (P&C) for support.

6. What is a family accommodation process?

A process to help employees meet legal caregiving obligations (e.g., supervising a young child, caring for a dependent when no alternatives exist).

- A collaborative discussion between the employee, manager, and P&C (when required) to identify reasonable options.
- An approach that balances employee needs with operational and academic priorities.

What This Is NOT

- It is not an automatic approval for remote work or flexible schedules.
- It is not based on personal preference (e.g., wanting to work from home for convenience or attend extracurricular activities).
- It does not override operational requirements or academic calendar needs.
- It is not a substitute for vacation, sick leave, or other statutory entitlements.
- It is not an automatic right to work remotely because of a long commute.
- It is not insisting on one preferred solution when other reasonable options exist.

Examples of Reasonable Accommodation

- Adjusted work hours or flexible scheduling
- Temporary remote work arrangements
- Shift swaps or compressed workweeks
- Emergency leave for urgent caregiving needs

Examples of What Is NOT Reasonable

- Full remote work when operational presence is required.
- Requests based solely on convenience or lifestyle preferences.
- Creating entirely new shifts or roles.

7. What happens on snow days or severe weather events?

If Humber announces a campus closure due to severe weather (e.g., snow day), employees scheduled to work on campus will shift, where possible, to remote work for that day.

- Employees are expected to remain available during core hours and continue their work responsibilities remotely.
- Virtual meetings should proceed as planned, with cameras on unless exceptions apply.

- If an employee is unable to work due to power outages or other weather-related issues, they must notify their manager and use appropriate leave (e.g., vacation or personal day).
- If children are home due to school closures, employees must still ensure they can work productively and meet their responsibilities. Remote work is not a substitute for childcare.
- If a snow day falls on one of your on-campus days, you will not be required to work another day on campus.

8. What if I live far away and want to work remotely?

Commuting distance is considered a personal choice and does not change the requirement for an employee on campus presence, nor does it qualify as a family status accommodation. Hybrid work decisions are based on role requirements and departmental plans, not location convenience.

9. Can I use hybrid work instead of sick days or vacation?

No. Hybrid work is not a substitute for sick leave, vacation, or other statutory entitlements. If you are sick or need personal time, please use the appropriate leave.

10. What if I'm sick on a day I'm scheduled to be on campus?

If you're unwell, use sick leave. In some cases, your manager may allow you to make up the missed on-campus day later. If patterns of sick time emerge, your manager will follow up.

11. How do medical accommodation requests work?

Medical accommodations are managed through Humber's third-party benefits provider. Speak with People(s) & Culture for guidance. Your privacy will be respected.

12. What are the expectations when working remotely?

When working remotely, you must:

- Be fully available during core hours.
- Have childcare arrangements in place (remote work is not a substitute for childcare).
- Use cameras in virtual meetings unless exceptions apply.
- Maintain confidentiality and security.

13. What counts as an on-campus day?

An on-campus day means a full working day on campus, not partial. Splitting time between campus and remote work requires prior manager approval for exceptional circumstances.

14. Do off-site meetings count as on-campus days?

Yes. Approved off-site meetings/events count as an on-campus day because they involve in-person engagement.

15. Will Humber provide monitors, docking stations, and keyboards for desks on campus?

Neither ITS or your department will not provide new monitors, docking stations, or keyboards for on-campus desks. If you have Humber-owned equipment at home, you must return it to the office. Humber does not supply equipment for home offices. If you choose to work remotely, you are responsible for having the proper IT setup and a safe, ergonomic workspace.

16. Will more office space be available?

No new administrative spaces will be created. If additional space is needed, hoteling areas have been identified at North Campus:

- B105 (BUS + FHSW Part-Time Faculty Office Space)

- E206 (Longo FOB)
- LRC 5th Floor East (FLAS)
- Building M First Floor (FMCAD)
- Building NX 4th + 5th Floors (FAST)

17. What about roles that don't require frequent collaboration (e.g., Systems Security)?

Hybrid eligibility is based on role requirements and operational needs, not just collaboration frequency. Even independent roles benefit from being on campus for security, coordination, and quick response.

If a role truly requires minimal in-person interaction and can be performed effectively offsite without impacting service delivery, this must be documented in the department's Hybrid Work Plan and approved by the VP and Senior Executive Team.

18. Why are we doing this when some other colleges are still almost fully remote or have fewer on-campus requirements?

Every institution makes decisions based on its own mission, priorities, and operational realities. At Humber, our commitment to student experience, service excellence, and collaboration requires a strong on-campus presence.

Unlike some colleges, Humber has a large and active campus community, extensive student-facing services, and complex cross-functional operations. Being on-site ensures:

- Accessibility and responsiveness for students and stakeholders.
- Timely decision-making and coordination across departments.
- Enhanced engagement and innovation through in-person collaboration.

While flexibility remains part of our hybrid model, our approach reflects Humber's unique scale, academic calendar, and strategic priorities. This is about delivering the best possible experience for students and maintaining operational excellence.

19. How will this change impact employee morale?

We understand that increasing on-campus requirements may feel challenging for some employees. Our goal is to balance flexibility with Humber's commitment to student success, operational excellence, and collaboration.

The four-day in-office model is not about reducing flexibility, it's about ensuring predictable coverage, timely decision-making, and stronger engagement with students and colleagues. Employees still benefit from:

- Hybrid flexibility (one remote day per week during Fall/Winter, more in Summer).
- Well-being days for personal needs.
- Formal accommodation processes for individual circumstances.

Research and experience show that in-person collaboration fosters stronger relationships, innovation, and career development opportunities, which are key drivers of engagement and morale.

20. Will this change cause us to lose talented employees?

We understand this change may raise concerns. The decision to increase on-campus presence supports Humber's mission and priorities: student experience, service delivery, and collaboration.

Flexibility remains part of our hybrid model; employees still have remote work options during the week and additional flexibility in summer. We also continue to offer well-being days (Administrative employees) and formal accommodation processes.

Industry trends show employees value purpose, community, and growth opportunities. In-person collaboration strengthens engagement, innovation, and career development, key factors in attracting and retaining talent.

21. Was remote work always intended to be temporary? Why is now the time to return and what does this mean for all of us?

Yes. Our hybrid model was introduced as a temporary measure during the pandemic. From the start, our goal was to bring our teams back together because collaboration, creativity, and connection are at the heart of Humber's success. Now is the right time because the higher education landscape is changing rapidly.

Students have more choices and higher expectations for engagement, innovation, and support. To stay ahead, we need to lean into what makes Humber exceptional: our people and our culture. When we're together, ideas flow faster, decisions are more collaborative, and relationships that strengthen our community are built every day.

This isn't just about being on campus, it's about creating an environment where students thrive and where we, as a team, can do our best work. Every role matters. Every person contributes. By embracing this change, we position Humber to lead, innovate, and deliver the exceptional experience our students deserve.

Let's make this transition a shared commitment to building brilliance together.

22. How many post-secondary jobs are truly suited for remote work, and why does in-person matter so much?

Very few roles in a post-secondary setting are primarily suited for remote work. While many positions include tasks that can be done virtually (such as writing reports, analyzing data, or planning projects), these tasks usually make up only part of the job, not the entire role.

The majority of our work depends on collaboration, quick decision-making, and relationship-building, all of which happen best in-person. Remote work doesn't replicate the spontaneous conversations that spark creativity or the informal exchanges that lead to breakthrough ideas. These interactions are essential for our success and for creating an environment where students thrive.

That's why our updated model keeps one virtual day each week. This day is ideal for focused work that benefits from fewer interruptions, like drafting documents, processing data, or completing administrative tasks, while ensuring the rest of the week is dedicated to the collaboration and connection that make Humber exceptional.

23. Does this apply to faculty?

Faculty are expected to be on campus based on their in-class teaching schedules and may work remotely when delivering virtual instruction or performing duties that do not require physical presence. This approach ensures alignment with academic delivery while maintaining flexibility for faculty responsibilities.

24. How will compliance be monitored?

Managers are responsible for monitoring attendance and engagement. Persistent noncompliance may lead to revocation of hybrid privileges and, if necessary, performance management.

25. What happens if someone doesn't follow the on-campus expectations?

Hybrid work is a privilege, not a guarantee. If expectations are not met, the following steps will be taken:

- Your manager will discuss the concern with you.
- Coaching and support will be offered.
- A formal reminder may be issued with P&C involvement.
- Hybrid privileges may be temporarily revoked.
- Persistent issues may lead to performance management.

If widespread non-compliance occurs, Humber may remove the hybrid option and return to full on-campus attendance (five days per week), as before COVID. Our goal is to keep hybrid work sustainable for everyone.