HUMBER
P O L Y T E C H N I C

People(s) and Culture
205 Humber College Blvd.
Toronto, ON M9W 5L7

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Effective Date:	February 2, 2026
To:	All Employees
From:	People(s) and Culture
Re:	Hybrid Work Guideline and Procedure

Purpose

To provide a consistent framework for implementing the Hybrid Work Model, ensuring employee presence aligns with Humber's academic calendar and operational priorities while maintaining flexibility and engagement.

Scope

This guideline applies to administrative and support staff whose positions are eligible for hybrid work, as determined by their department.

It does not apply to:

- employees whose roles require full on-campus presence (e.g., student-facing frontline services, facilities, security).
- Faculty who instruct fully remotely.

Guiding Principles

- Alignment with Academic Needs: Presence on campus reflects student and institutional needs throughout the year.
- Consistency: All departments apply consistent standards to avoid perceived or actual inequities.
- Accountability: Employees meet expectations and are responsive.
- Leadership Visibility: Managers and leaders model presence and collaboration.

Hybrid Work Schedule

Period	On-Campus Expectation	Flexibility
Fall & Winter Semesters (includes time up to and including convocation)	4–5 days per week	Focus on in-person collaboration, service, and student engagement

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Summer Semester	2–3 days per week	Option for compressed workweeks and hybrid rotations
Reading Weeks (Oct & Feb)	Departmental discretion	Used for strategic team or institutional meetings, and/or team or leadership development

Important: On-campus days are expected to be full working days on campus, not partial days. Leaving early or splitting time between campus and remote work on the same day should only occur with prior manager approval for exceptional circumstances.

Core and Business Hours

- Departments will define and communicate core hours to ensure operational coverage and collaboration.
- Employees are expected to work within these core hours unless alternate schedules are approved through the accommodation process.
- Off-site meetings count as an on-campus day for hybrid scheduling purposes, as they involve in-person engagement.

Departmental Hybrid Work Plans

Each department must submit a Hybrid Work Plan annually to its Vice President for approval, outlining:

- On-campus scheduling approach
- Identified exceptions or operational requirements
  - Team rotation, if applicable, to cover core business hours
- Space requirements

Exceptions outside these parameters require Executive Team approval for consistency.

Expectations When Working Remotely

Employees working remotely are expected to maintain the same level of professionalism, productivity, and availability as when working on campus. This includes:

- Dedicated Workspace: Employees should have a suitable environment for focused work, free from excessive distractions.

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- Childcare and Dependent Care: Remote work is not a substitute for childcare or dependent care. Employees must ensure appropriate arrangements are in place so they can fully perform their duties during work hours.
- Availability: Employees must remain reachable during core hours and participate in virtual meetings with cameras on unless exceptions apply.
- Confidentiality and Security: Employees must protect Humber-owned equipment and maintain confidentiality when working off-site.

Employee Responsibilities

Employees participating in the Hybrid Work Model must:

- Adhering to on-campus expectations, core hours, and departmental schedules; hybrid work is not a substitute for sick or well-being days, and predictable schedules should be maintained for team and stakeholder visibility.
- Keeping managers informed of absences or schedule changes, remaining reachable during core hours, and using cameras in virtual meetings unless exceptions apply.
- Returning Humber-owned equipment used for on-campus work when required.
- Following departmental hybrid plans and understanding that exceptions must go through the formal accommodation process.
- Providing necessary information for family accommodation requests, collaborating on feasible solutions, and providing necessary documentation.

Manager Responsibilities

Managers are responsible for:

- Monitoring attendance and engagement.
- Communicating expectations clearly.
- Creating a shared hybrid schedule where team members indicate remote days for transparency and collaboration.
- Addressing non-compliance through coaching and follow-up.
- If sick time patterns emerge, follow up with the employee to understand concerns and offer support.
- To maintain fairness, if an employee is sick on an on-campus day, that day may be replaced with a hybrid day later to meet expectations.
- Integrating hybrid expectations into performance discussions (Persistent non-compliance may result in temporary and/or permanent revocation of hybrid work privileges).

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- Review family accommodation requests carefully, consistently, and in accordance with legal obligations. Discuss requests with the employee and obtain approval from the VP of the department. Employees may be required to provide information needed to support a fair and evidence-based assessment.

Leadership Presence

Leaders are expected to:

- Be on campus during core hours, unless attending off-site meetings.
- Foster visibility, accessibility, and collaboration.
- Reinforce expectations through communication and example.

Escalation and Corrective Procedure

1. Initial Discussion: Manager meets with employee to understand barriers.
2. Coaching & Support: Agreed-upon steps to restore compliance.
3. Formal Reminder: If issues persist, P&C is consulted.
4. Revocation of Hybrid Privilege: Temporary full on-campus attendance until expectations are met
5. Persistent Issues: May be addressed through the performance management process.

Review and Continuous Improvement

- People(s) and Culture will review this guideline annually, incorporating feedback, operational learnings, and employee engagement data.