

Policy No. & Title: P215: Campus-Based Work Policy*Policy Sponsor:* Vice-President, Students, Employees and Culture*Effective:* 2026-09-01*Next Review:* 2031-09-01*Approvals:* Executive Leadership Team

1. PURPOSE

Fanshawe College is committed to supporting an exceptional student and employee experience. This policy establishes consistent expectations for where work is performed and how Work Modes are assigned and managed in alignment with the College's values and operational requirements.

This policy applies to full-time administrative and support employees of Fanshawe College.

This policy does not apply to:

- Faculty, whose work arrangements are governed by applicable collective agreements and academic requirements; or
- Employees working less than full-time, unless otherwise specified in their employment contract.

2. DEFINITIONS

Anchor Day(s): Designated on-campus workday(s) established to support collaboration, service delivery, and other activities that benefit from in-person attendance.

Approved Work Mode: A College-approved designation of a role as Campus-Based, Hybrid or Remote Exception, based on operational requirements.

Campus-Based: A Work Mode in which the role is normally performed on campus or at another College-approved work location, with on-campus attendance expected five days per week unless otherwise approved/directed by the College.

Hybrid: A Work Mode in which a role may include approved on-campus and off-campus work arrangements that support operational requirements. Hybrid work does not guarantee specific off-campus days and remains subject to manager direction and operational needs.

Protected Ground: A requirement of rights protected under the Ontario Human Rights Code that may require consideration through the College's accommodation process.

Remote-Capable Duties: Duties that can be performed effectively off campus without compromising student service, team operations, confidentiality, privacy, records management, supervision, equity, safety, productivity, or access to required resources.

Remote Exception: A rare Vice-President-approved Work Mode in which a role may be performed primarily off campus, with on-campus attendance as required.

Remote Work Location: A College-approved off-campus work location where work can be performed safely, securely, confidentially, and effectively.

Work Mode: The College-defined category that identifies where a role is normally performed: Campus-Based, Hybrid, and Remote Exception. Work Mode approval does not change an employee's hours of work, performance expectations, or obligation to attend campus when required.

3. POLICY

Fanshawe College is a campus-based institution. The standard expectation is that employees work on campus five days per week in support of student service, collaboration, responsiveness, leadership visibility, team effectiveness, and the College's applied learning mission.

Where the College determines that operational requirements support an alternative arrangement, a role may be approved for a Hybrid Work Mode or Remote Exception Work Mode. For roles approved as Hybrid, the minimum expectation is three full days on campus each week. Remote Exception arrangements are rare, role-based, and require Vice President approval.

All Approved Work Modes remain subject to operational requirements. Managers may require additional on-campus attendance or schedule adjustments to support service delivery, team effectiveness, compliance obligations, and institutional priorities. Managers may establish Anchor Days and other on-campus attendance requirements to support service delivery, collaboration, onboarding, training, and operational effectiveness.

Hybrid and Remote Exception Work Modes are not automatic, universal, vested, or permanent. Work Modes may be reviewed and adjusted, suspended, or ended based on operational needs, organizational priorities, or changes to role requirements.

Managers may not reduce minimum on-campus attendance requirements established by this policy unless required through an approved accommodation, employment contract, or other College-approved exception.

3.1. POLICY PRINCIPLES

- **Campus-Based Student Service** – Student service and institutional effectiveness will guide work location decisions.
- **Purpose-Driven Work Design** – Work Modes will be determined by operational and role requirements.
- **Connection as a Priority** – Work arrangements will support collaboration, learning, belonging, and shared accountability.
- **Approved Flexibility with Shared Accountability** – Flexibility may be provided where operationally appropriate and supported by accountability for outcomes.
- **Role- and Service-Aligned Decisions** – Work Modes will reflect role responsibilities, service requirements, and operational needs.
- **Intentional On-Campus Time** – On-campus attendance will be used to support activities that benefit from in-person engagement.
- **Equity, Clarity, and Inclusion** – Decisions will be applied fairly, consistently, and transparently.
- **Leadership, Trust, and Continuous Improvement** – Leaders will model expectations, support implementation, and monitor outcomes for continuous improvement.

3.2. ELIGIBILITY

The standard Work Mode for employees is Campus-Based five days per week.

A Hybrid or Remote Exception Work Mode may be considered through the College's approved assessment process and appropriate levels of approval. Remote Exception Work Modes will only be approved in exceptional circumstances where operational requirements support a primarily off-campus arrangement.

Work Mode assessments are made on a case-by-case basis, focusing first on the business needs of the institution, are role-based and operationally determined by the College. Assessment is based on performance expectation and on the Policy Principles, outlined in section 5, of this policy.

Eligibility is not determined by employee preference, commuting distance, seniority, or past practice. Approved Work Modes do not guarantee specific off-campus workdays and may be modified or discontinued based on operational requirements. Work Mode decisions will be communicated to employees once any required review and approval processes have been completed.

Employees are expected to remain reasonably responsive to changing operational requirements and may be required to attend campus on days that would otherwise be scheduled as off-campus workdays. These circumstances will not swap, cancel, or change the otherwise scheduled anchor day or on-campus days.

3.3. PERFORMANCE AND ACCOUNTABILITY

Approved Work Modes do not change performance expectations. Employees are accountable for meeting the duties, goals, timelines, service standards, and behavioural expectations of their role regardless of Work Mode.

An Approved Work Mode may be reviewed, modified, suspended, or ended if:

- Work quality, productivity, responsiveness, or service declines;
- The employee is unavailable or difficult to reach during working hours;
- Confidentiality, privacy, safety, or technology requirements are not met;
- The arrangement has an adverse impact on team operations or student service;
- The employee does not attend campus when required;
- The arrangement is no longer operationally feasible.

3.4. PRIVACY, CONFIDENTIALITY, INFORMATION SECURITY, AND RECORDS

Employees must protect College information, records, systems, and equipment when working on campus or at an approved off-campus work location.

Employees working at an approved off-campus work location must:

- Use College-approved devices, systems, networks, and storage locations;
- Protect confidential conversations and documents from being seen or overheard by others;
- Follow College requirements for records management, privacy, cybersecurity, and acceptable use;
- Report privacy, security, technology, or records concerns promptly;
- Ensure that the remote work location supports confidentiality and professional work.

College records must be stored and managed according to College policy and must not be retained on personal devices, personal storage platforms, or unsecured locations.

3.5. HEALTH, SAFETY, AND ERGONOMICS

Employees are responsible for maintaining a safe and ergonomically appropriate work environment whether working on campus or at an approved off-campus work location.

Employees must:

- Follow applicable health and safety requirements;
- Complete any required safety or ergonomic guidance;
- Report work-related injuries, incidents, hazards, or concerns in accordance with college procedures; and
- Maintain a work environment suitable for the duties being performed.

The College may provide guidance regarding safe work practices and ergonomic setup. Approval of an off-campus work arrangement does not transfer responsibility for the employee's home workspace beyond applicable legal obligations.

3.6. EQUIPMENT, TECHNOLOGY, AND EXPENSES

Employees must have access to the technology and equipment required to perform their role effectively and securely.

The College will determine what equipment, systems, and access are required. Employees must use College-issued or College-approved equipment and must take reasonable care to protect College property.

The College will normally provide required ergonomic equipment at the employee's on-campus workspace. Ergonomic furniture or equipment for an off-campus work location will not be provided under a Hybrid Work Mode or Remote Exception Work Mode, unless otherwise required by law, collective agreement, employment contract, approved accommodation, or College-approved arrangement.

Employees are responsible for maintaining appropriate internet connectivity and an off-campus work environment suitable for professional duties.

Approved Hybrid Work Mode or Remote Exception Work Mode does not provide reimbursement for home office expenses, including but not limited to: utilities, furniture, internet, parking, commuting, or other costs unless required by law, collective agreement, employment contract, or College-approved arrangement.

3.7. SPACE AND WORKSTATIONS

Approved Work Modes should support the effective use of College space. Employees may be assigned to shared workstations, team neighbourhoods, bookable workspaces, or other space models as determined by the College. The College may use appropriate space utilization data, booking information, occupancy patterns, and operational feedback to inform space planning, workspace assignment, and Work Mode decisions.

3.8. ACCOMMODATION

Requests for accommodation related to a Protected Ground under the Ontario Human Rights Code will be considered separately from Work Mode eligibility and in accordance with the College's accommodation processes.

3.9. GOVERNANCE, INTERPRETATION, AND POLICY REVIEW

The College will interpret and administer this policy in accordance with operational requirements, applicable legislation, collective agreements, and accommodation obligations.

Where circumstances are not specifically addressed in this policy, the appropriate manager, with Director-level oversight where required, will determine the appropriate Work Mode based on operational requirements and the principles set out in this policy.

The implementation and effectiveness of this policy and related Work Modes will be reviewed regularly and may be revised in response to operational, legislative, technological, sector, or institutional changes.

Implementation of this policy may require changes to existing work arrangements. The College will provide reasonable notice of changes whenever practicable.

3.10. REFERENCES

This policy should be read in conjunction with relevant College policies, procedures, and resources, including but not limited to:

- This policy supersedes the previous Flexible Work / Hybrid Work policy framework and any related agreement templates, once approved and implemented.
- [P101: Corporate Health and Safety](#)
- [P103: Safe College Campus](#)
- [P204: Accommodation for Employees with Disabilities](#)
- [Miscellaneous Administrative Policies](#)
- [Property Management](#)
- [P207: Employee Code of Conduct](#)
- [C202: Acceptable Use of College Technology](#)

4. ADDENDA

- A1: Work Modes
- A2: Work Mode Assessment and Approval

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Policy No. & Title: **P215: Campus-Based Work Policy**

Addendum: **A1 Work Modes**

Issued by: Vice-President, Students, Employees and Culture

Effective: 2026-09-01

1. PURPOSE

The purpose of this document is to outline responsibilities and accountabilities that support consistent implementation of the Work Mode Policy.

2. EMPLOYEES

Employees within the scope of this policy are responsible for:

- Meeting performance, service, conduct, privacy, safety, and availability expectations;
- Complying with the requirements of their Approved Work Mode;
- Attending campus when required;
- Protecting College information and equipment;
- Maintaining an appropriate off-campus work location where applicable; and
- Advising their manager of issues affecting their ability to meet work expectations.

3. MANAGERS

Managers are responsible for:

- Assessing and assigning Work Modes in accordance with College requirements;
- Establishing schedules and on-campus expectations;
- Ensuring service coverage and operational effectiveness;
- Communicating expectations clearly;
- Managing performance and accountability; and
- Reviewing Work Mode arrangements periodically.

4. HUMAN RESOURCES / ORGANIZATIONAL DEVELOPMENT & LEARNING

Human Resources and Organizational Development & Learning are responsible for:

- Providing policy guidance and tools;
- Supporting consistent application;
- Advising on accommodation, employee relations, and change management matters.

5. FACILITIES, IT, AND OTHER ENABLING FUNCTIONS

Facilities, IT, Privacy, Information Security, Occupational Health and Safety, Accessibility/Accommodation, and other enabling functions are responsible for providing review, input, or support where beneficial or required, including:

- Supporting space planning, workstation models, collaboration spaces, and occupancy insights;
- Supporting technology, cybersecurity, and digital workplace standards;
- Advising on tools and practices that enable effective on-campus and approved off-campus work;
- Coordinating with leaders to align Campus-Based, Hybrid, and Remote Exception implementation with space and technology readiness.

6. SENIOR LEADERS (I.E. DIRECTOR LEVEL AND ABOVE)

Senior leaders are responsible for:

- Ensuring consistent implementation;
- Modeling expected behaviours;
- Monitoring organizational impacts and outcomes.

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Addendum: **A2 Work Mode Assessment and Approval**

Issued by: Vice-President, Students, Employees and Culture

Effective: 2026-09-01

1. PURPOSE

To establish consistent documentation and retention requirements for approved Work Mode arrangements.

2. ASSESSMENTS AND ARRANGEMENTS

Managers must document Work Mode assessments and Approved Work Mode Arrangements using the approved College process.

Documentation should identify:

- The Approved Work Mode;
- Minimum on-campus expectations;
- Any approved off-campus work parameters;
- Availability and service expectations; and
- Review date or conditions for review.

Documentation must be retained by the manager and made available upon request.

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