



FlexTime Works Initiative

Employer Guide

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Introduction to the FlexTime Works Initiative

The FlexTime Works Initiative (FWI) is a work-life balance program designed to position the Tri-County area (Digby County, Yarmouth County, and Shelburne County) as a great place to work and live. It does that by supporting workplaces to implement FlexTime options and recognizing employers that offer FlexTime and awarding them the FlexTime Champion designation. These workplaces care about their staff and their communities and know that FlexTime is not only good for their employees but good for their organization.

The FWI is led by Parents' Place Yarmouth Family Centre, which oversaw community consultations to identify gaps in support for parents to find and maintain employment. The lack of flexible employment opportunities was identified as a significant barrier for many parents. As Parents' Place explored the promotion of FlexTime as one solution, they realized that flexible employment options would benefit many groups in addition to the parents they support.

Parents' Place Yarmouth Family Centre has dedicated staff to lead the FWI program. They are referred to as the FWI team throughout this document.

Parents' place and partners envision a network of Tri-County area businesses and non-profits that are equally and passionately committed to building a regional workplace culture that attracts families and young adults to the area, retains employees at individual workplaces creates opportunities for people to join the workforce.

Purpose of Guide

This FlexTime Works Initiative (FWI) guide proposes a pathway for implementing FlexTime at Tri-County area businesses and non-profits. It presents the benefits of FlexTime, lists options, and describes how workplaces can participate in the FWI, including the process for applying to have their efforts formally recognized through achieving the FlexTime Champion designation.

FlexTime and Work-life Balance

FlexTime options and policies allow employees to adapt or adjust their hours worked and schedules to balance work demands with obligations or lifestyle preferences while still fulfilling the responsibilities of their role. FlexTime is part of a broader group of work-life initiatives that employers implement to help employees create a better balance between the demands of their job and life outside of work. Examples of the other work-life balance initiatives include leaves with or without pay, an extension of maternity and paternity, and offering health care plans.

A great example of FlexTime is providing an employee with the opportunity to take time off or arrive late to work so that they can participate in the lobster industry's dumping day. Dumping Day is a traditional Tri-County area event where families and communities gather to wish the fishermen luck and safety as the lobster season begins. If this is important to your employee(s), they can see their partner or other loved one off to sea and still make up their hours at another time.

FlexTime supports more than families with children. All employees will encounter times when they need workplace flexibility throughout their lives. For example, they may find themselves providing care to an elderly loved one or playing a regular role in caring for grandchildren so that their parent or parents can work. There may be religious or cultural reasons that people need FlexTime. FlexTime is highly valued by young adults.

FlexTime Benefits

FlexTime and other work-life balance initiatives offer the following benefits:

For Employers:

- Positive workplace image and reputation for being a great place to work
- Improved recruitment and retention
- Higher employee loyalty and engagement, leading to increased productivity
- Reduced costs associated with absenteeism, lateness, employee turnover, etc.
- Enhanced workforce competitiveness, for example, becoming a preferred employer for youth or single parents
- Avoids production delays because contingency plans are already in place
- Improves perception of unfairness, written policies applied to all employees help ensure that decisions are not made on a case by case basis; reduces HR time because there will be fewer exceptional cases
- Proactive exploration and implementation of foundational FlexTime policies and more advanced ones can position a company to be more productive in new environments, like the recent response to COVID-19

For Employees:

- Reduces stress, which is increasingly prevalent in today's world
- Allows employees to excel at their roles while fulfilling other obligations
- Increased feelings of their value to the company
- Builds a mutually supportive environment amongst employees

For Tri-County Communities:

- Positions the Tri-County area as an ideal place to live, increasing the attractiveness of the region for newcomers, young adults, and families

Implementation of FlexTime

The implementation of FlexTime at your workplace can have a dramatic effect on employees and their productivity. Implementation requires more planning and management modifications than additional costs. Even when companies invest in next-level work-life balance programs, like on-site daycare, it is considered an investment rather than an expense.

While some FlexTime options are not suited to all workplaces, many can also be adapted for small, medium, and large workplaces. Thoughtfully designed FlexTime options and supportive policies and procedures, communicated clearly to employees and management, will ensure that they are accessible to benefit employees and the workplace.

Written Policies and Procedures

While many workplaces offer informal FlexTime, capturing how your workplace supports its employees in written policies and putting appropriate processes in place to manage options offers several advantages:

- Supports equitable access for all employees
- Facilitates clarity for your supervisor or management's administration of the program for fairness and cost management
- Ensures open communication with employees
- Serves as a recruitment tool where there is a shortage of talent

Establishing clarity will help managers use FlexTime options in the right place and at the right time. Written policies and procedures are the best way to achieve that clarity. Smaller workplaces may rely on pen and paper, or a software program like Word or Excel to manage their FlexTime, and there are software programs available for larger businesses with more complicated programs and more employees.

The development of policies and procedures can be done in-house by management or a human resources expert. Engaging a human resource consulting firm may be an option for some workplaces. An Internet search can find answers to many of your questions and provide examples of policies and implementation ideas for FlexTime options. The FWI team has compiled policy examples and sources of additional information into one document that can be shared with FWI participants.

FlexTime Options

Time-off for Special Circumstances

Everyone at different times needs time off during regularly scheduled work hours. Time off for unforeseen or special circumstances is the most foundational FlexTime option. It allows employees to make up time for short absences, come in late or leave early. For example, an employee may need to attend a doctor or dentist appointment or even enjoy an extended lunch break with colleagues or friends.

Variable Schedule

There are many examples of variable schedule options that provide employees with the flexibility to achieve work-life balance while meeting the needs of the workplace. The type of variability you can offer will be based on your workplace's requirements and the needs of employees. The most common form of variable schedule is the daily flex-schedule.

Daily Flex-Schedule

A daily flex-schedule allows an employee to set their work hours within limits provided by management. The flex-schedule can be permanent or utilized by employees when needed.

Amy is a welder at a local fish processing plant. The plant's regular shift is from 7:00 AM to 3:00 PM. When her partner's work takes them away from home, Amy is solely responsible for getting the children to daycare and off to school, and the daycare does not open until 7:00 AM. On those days, Amy can start her shift at 7:30 and finish at 3:30, working her full hours and still able to pick up her children before the daycare closes.

The implementation of daily FlexTime needs to consider the following:

- **Core period and minimum staffing:** For many workplaces, there are times when all staff (or a minimum number) are needed to meet client or customer needs. For example, a retailer or print shop might be busiest between 10:00 AM to 1:00 PM when more customers are visiting the workplace. Other workplaces may have times when weekly or daily meetings are scheduled.
- **Limitations:** The policy should indicate the restrictions of the daily flex-schedule; for example, employees can start anytime between 8:00 AM and 10:00 to finish their day after working their required hours. Workplaces may have to offer staggered work hour options, and periodically change those on specific dates if your team member's requests might leave your workplace understaffed at any point during a workday.
- **Eligibility:** Variable schedules may not work for all roles and all employees. Policies should include employee eligibility criteria and consider which roles can accommodate variable schedules.

Year-Round Compressed Workweek

A compressed or intensive workweek allows employees to work the required number of hours over fewer days. For example, an employee could work their required number of hours over four days instead of 5, taking an additional full-day off, or they could do a 4.5-day week and take every Wednesday afternoon off. These workweeks would be beneficial for parents with children who have afterschool activities or an employee whose parents need support at a set time each week, for example, to attend doctors' appointments.

Seasonal or As Needed Compressed Workweek

A compressed workweek could be offered year-round, but it is also common during the summer months when long weekends allow employees more time to enjoy outdoor activities or for parents to spend more time with children during their summer vacations.

Karen is an accountant for a local business. She and her partner are amateur dancers and participate in many competitions in the Maritimes and across Canada throughout the fall and winter. In the summer, she is an avid camper, valuing extended weekends of camping.

When she was hired, her primary consideration was to have a work schedule that would support her other activities. Though where she works now offered her slightly less in pay, her ability to negotiate her workweek over four-days instead of five was a significant consideration when she joined the company.

Time Off in Lieu or Banked Hours

Workplaces often encounter times when working over and above standard hours is required. Compensating overtime with Time Off in Lieu is a common practice that avoids administrative costs by paying an employee a set amount during each pay period. Banked Hours or Time Off in Lieu allows employees to build up overtime hours to take off at a scheduled time in the future without a deduction in pay.

While many workplaces have unofficial Time Off in Lieu policies, they are most successful when captured in written and formal policies managed by set procedures. Employees need to know that overtime is compensated for by time off and is not paid out.

Written policies should define the circumstances that are considered overtime and address the process of recording and taking overtime to avoid the accumulation of Time Off in Lieu and the risk if someone is out of the workplace for an extended period. Policies should include any limits on Time Off in Lieu that can be accumulated (for example, a per week or per month cap) or the limitation of consecutive days that may be taken off. Workplaces may want to avoid situations where vacation time is combined with Time Off in Lieu for extended periods of absence for any employee.

Another form of Time Off in Lieu is a work hour program that states the expected number of hours an employee is expected to work per year, period or season. An annualized work hour program can help a workplace schedule more efficiently during off-peak periods while also providing employees with flexibility. Employees may take vacations or shorten workdays without using paid time off; they can make up time later while receiving predictable pay. It can also help reduce overtime and administration.

Reduced or Minimum Hours

Offering employment options that provide a range of weekly hours of commitment each week can expand the number of people who might seek employment at your workplace. Creating a workplace that supports the participation of additional employees also builds in a resource when employees are off sick or require time off.

There are several ways to accommodate employees who might prefer to work less than a full-time workweek.

Part-Time and Temporary Roles

In addition to increasing the number of employees that you can call on to meet the needs of your workplace, the establishment of permanent part-time and temporary roles is a great way to introduce your workplace to prospective employees and support flexibility for all team members.

Shared Roles

Workplaces may have full-time roles that could be shared, creating opportunities for people who want to work fewer hours. Workplaces can benefit from creating shared roles because it offers an additional employee to cover for a colleague who needs time off, maybe for an in-service school day, or when someone is ill. They can also support the continued employment of a senior and valued employee who might be considering semi-retirement. Establishing shared roles can be part of succession planning for your workplace.

Pat, Terrance, and Lynne have been working with the local HVAC firm for several years and had already been scheduling their shifts together. When Pat began to think about retirement and Lynne decided to teach at a local fitness studio, they wanted to work fewer hours each week. Lynne also wanted to work a split-shift to teach a daily noon-hour class.

The firm hired Vincent, a single Dad, to do a five-hour midday shift Monday to Friday. This role covered off the work that would have been completed by Pat and Lynne when they worked full-time. It also served as the succession plan for Pat's full retirement because Vincent intends to assume full-time hours once his children enter junior high.

FlexTime Pool

Collaborative scheduling or FlexTime Pools allow employees to self-schedule in collaboration with each other. Employers will indicate which periods need to be covered and by how many employees, colleagues then will work collaboratively to meet these requirements. They may also cover each other's shifts when required. A FlexTime Pool might emerge organically at workplaces like restaurants and employers can encourage and support the friendly culture that promotes collaboration by putting this into policy and establishing procedure.

Working from Home

Providing the option for Working from Home or remote working can address many life-work balance challenges that face today's employees. For example, a mother could do the last two hours of her workday from home, being there when her children arrive home from school, or your workplace could allow people to work from home on occasions where they need to be present, for example, when requiring home repairs or service.

The response to the COVID-19 pandemic has demonstrated that many roles can be accomplished from home. Designing and establishing roles which can be worked exclusively from home will no doubt be more common in the post-pandemic environment. Working from home is ideal for some employees; however, employees also value established times to engage with their colleagues. Each role needs to be evaluated for its suitability as an at-home role.

There are additional considerations for permanent at-home positions beyond the scope of the FWI program. Employers may want to build in required times for communication among employees, either virtually or in-person at the workplace.

In the Fall of 2015, my house caught fire. My family and I had to run through fire and smoke to escape. We lost three beloved dogs and a cherished cat. The house was burned to the ground, and we were without insurance. We recovered physically after a night in the hospital, but mentally, we are still recovering.

Immediately my employer provided me with an additional week-off; I didn't have to dip into vacation or sick days. After an official diagnosis of PTSD (of which included major depressive disorder and hallucinations), my work again supported me, allowing me to work from home when I needed to, and this has significantly helped me return to what is my new normal.

Jamiee Ellis, Program Coordinator Parents' Place Family Resource Centre

Other

Your workplace may offer a unique option that fits with the size of your workplace, your industry, and the needs of your employees. If your workplace pursues the FlexTime Champion designation, you'll include that in your application and self-assessment survey.

FlexTime Works Program Participation

Levels

The FlexTime Works Initiative (FWI) believes that it is essential to support workplaces to implement FlexTime options and policies and to recognize the accomplishments of those flexible workplaces. There are two levels of participation in the FWI program:

Committed

The Committed level of participation welcomes workplaces to the FWI. These workplaces provide written confirmation to the FWI team of their intention to implement FlexTime options, engage their employees, and focus on continual improvement. Committed workplaces signify their intention to become a FlexTime Champion within one year; recognition as a Committed participant expires after eighteen months.

Champion

The ultimate goal of the FWI is to have all workplaces in the Tri-County area participate in a process to achieve the FlexTime Champion designation. This level of participation and recognition requires an application, completion of a self-assessment survey, and review by a Designation Committee.

The FlexTime Champion designation offers external verification of workplaces' efforts and communicates a powerful message to existing and prospective employees. FlexTime Champions have FlexTime options in place that are appropriate to their workplace and industry and the policies and procedures that support their implementation. They demonstrate a commitment to continual improvement and engage their employees in initiatives that promote work-life balance.

Pathways

There are two pathways to FlexTime Champion designation. Workplaces with established FlexTime and supportive policies and procedures may apply immediately for the FlexTime Champion designation. Others may want to work with the FWI team as a Committed participant and apply for the designation anytime within eighteen months.



Sid was looking forward to retirement, but he was also anxious about filling his days after 20 years in a career he loved. At the same time, a local automotive body shop was looking to hire someone who could work a few days a week when extra work came to the shop. It was tough to find that person; most people need 40 hours a week, 52 weeks of the year. Sid was introduced to the owner of the body shop, and they realized that they were a great fit.

Sid says, “FlexTime is beneficial to me because I can make my own schedule, still keep active both physical and mental, supplement my income and feel that I am still involved in my trade.” The business benefited by having a seasoned expert call on for unique jobs and could also meet the delivery dates promised to their customers.

Seven Step Process

If you are new to FlexTime or want to enhance your FlexTime options and policies before applying for the FlexTime Champion designation, the FWI team recommends the following steps:

1. Connect with the FWI team to Participate at the Committed level

The FWI team and its partners are here to support your FlexTime planning, and they are happy to answer your questions. Together they possess the workplace expertise and understanding of families to support your work and to help you find any support your need. When you connect with the FWI team, they will go through the process with you.

The first step is to complete the introductory workplace survey (Appendix A) and meet with the FWI team. At that time, the workplace will join the program as a Committed participant and express their commitment in writing. The FWI team will check-in with the workplace over the coming months as the workplace implements FlexTime options and prepares to apply for FlexTime Champion designation.

2. Form a Committee

The next step for workplaces is to form a committee of management and employees who will work together to understand what FlexTime options, policies, and procedures are currently in place at your workplace (if any) and where there are opportunities for improvement or implementation. They will develop, apply, and monitor implementing a FlexTime action plan and be the group that leads the application for the FlexTime Champion designation.

The size of your Committee will reflect the size of your workplace, but it should have a minimum of three members. If your workplace is unionized, you might have additional considerations.

3. Audit Your Workplace

An audit or assessment involves getting feedback from all or most of your employees to understand the challenges they face and how FlexTime might improve their experience and increase their productivity. You might host an extended team meeting, use a survey, or have one on one conversations with staff.

You may learn that employees are not aware of what FlexTime options are currently offered or that a lack of flexibility has contributed to turnover. An example of an employee survey is shown in Appendix B of this guide. An anonymous survey could be a productive way to gather feedback.

For example, if you learn that employee lateness is related to daycare or school hours, considering flexible day start and end times is something for your workplace to consider.

4. Build an Action Plan

When you understand the challenges facing your employees, you can start to decide which FlexTime options and policies would work for your employees and your workplace. The action plan will help you set FlexTime objectives and set targets for their implementation.

Remember that your plan needs to be realistic and consider the realities of your business or non-profit organization. For example, if you operate a community kitchen that provides a meal to seniors every Friday, it may not be possible to offer your team extended weekends during the summer. However, hiring students might be a great way to increase the number of long weekends available to your year-round employees.

5. Implement and Track Progress

The action plan could be a one-page list of things to do or a longer, more detailed document. In either case, someone should be responsible for implementation, and a timeline for completion is essential. Implementation involves writing the policy, designing a plan for the policies implementation and management, and communicating changes to all staff.

Managers need to understand how to implement and manage the options and apply it fairly across all employees. Another essential item to include in your plan is how you will ensure that your workplace will maintain an on-going focus on work-life balance. Establishing an annual review that reengages your team is an ideal approach.

6. Apply for FlexTime Champion Designation

Once you have achieved all of your objectives, or are well on your way, and can apply for FlexTime Champion designation.

Your business does not need to offer all of the FlexTime programs listed in this guide to apply and receive the designation. The FlexTime Champion designation establishes or externally verifies that you have the FlexTime options in place that are appropriate to your workplace size and industry and that you are committed to continually improving the lives and overall wellbeing of your employees and community.

How to Apply to be a FlexTime Champion:

1. Submit the FWI application form (Appendix C)

Applicant workplaces are required to submit an application form via email or regular mail to the FWI team. Workplaces will be asked to provide the name of an employee to act as a reference. The application form is available online, or workplaces can call the FWI team to receive a hardcopy.

2. Complete and submit the Self-Assessment Survey (Appendix D)

The Self-Assessment Survey provides workplaces with the opportunity to evaluate their FlexTime options and policies and is a tool to track progress. For more information on the survey's uses, please see the Self-Assessment Survey on page 12 of this guide.

If your workplace has distinct groups of employees, please complete a self-assessment for each employee group.

3. Engage with the FWI Team

The FWI team may have questions for you about your application form or self-assessment survey and may require additional information.

Once your application and self-assessment survey have been received, the FWI team will initiate the following steps, the process could take between three weeks and a month.

1. Review the application and self-assessment survey for completeness
2. Organize a meeting of the Designation Committee (Committee), checking for any conflicts of interest
3. Provide the Committee with a copy of your application and self-assessment in advance of the meeting
4. Follow up with your workplace if the Committee requests additional information or verification of anything provided by you
5. Interview the employee reference that you name as your reference on the application form
6. Host the meeting (in person or virtually), providing a summary of the employee reference interview
7. Record the Committee's decisions
8. Ensure that the Committee's decision is communicated to you

4. Celebrate

Your FlexTime Champion designation will be announced at a public event (if you so wish), and you will be provided with a framed certificate to display at your workplace. You will also receive a digital logo that you can use on your website and other company communications - including those designed to attract people to your workplace. Appendix E contains a sample of the recognition certificate.

Designation Committee

The Designation Committee (Committee) will be composed of five members who together understand the diversity among workplaces and industries, and the challenges facing many families.

In their deliberations, the Committee will consider your self-assessment survey, the information provided in your application, and the unique circumstances and size of your workplace. They may ask for verification of some aspects of your application, such as an opportunity to review your written policies.

The work of the Committee is supported by terms of reference and a set process. All Committee members must commit to confidentiality and declare any conflicts of interest related to individual workplace applications. You can find the Committee members' names and the Terms of Reference on the Parents' Place website.

Jessica is a busy mom with three wonderful boys. Like all moms, she wants to provide for her children and was excited to take part in a program that would help her join the workforce. The program offered her a job placement, which led to a job offer at a local retailer.

She was over the moon until she realized that the employer was not able to provide her with scheduling that would let her be home by 5:00 for her children. She was heartbroken that the chance at independence slipped away.

Jessica remains optimistic, though, that the work of FWI will create opportunities for her and other parents like her in Yarmouth.

Self-Assessment Survey

One important part of the designation process includes the applicant's completion and submission of a self-assessment survey. The self-assessment survey provides an opportunity for workplaces to evaluate their FlexTime options and policies. It is also one tool that the Designation Committee will use when it reviews applications for FlexTime Champion designation.

The self-assessment survey asks workplaces to rate themselves on fourteen questions related to FlexTime for a maximum score of 50. It weights the areas of continual improvement and employee engagement more heavily to demonstrate their importance in the success of any FlexTime initiatives.

In addition to prioritizing continual improvement and employee engagement, for each of the FlexTime options presented in this guide, the highest score is received when policies are written. There are established procedures that support FlexTime management.

A bonus question about community involvement is included to encourage workplaces to think about their commitment to their communities. Today's employees want to work with employers who demonstrate that commitment.

The total score of the self-assessment survey is considered along with additional information provided by applicants. Applicant workplaces are encouraged to share the nuances of their operations so that the Designation Committee has a full understanding of the uniqueness of the workplace and can fully consider qualitative as well as quantitative information.

Diversity of Workplaces

Tri-County area businesses are very diverse. The self-assessment survey is designed for workplaces with employees, and it is utilized by all workplaces that apply for the FlexTime Champion designation. It is a tool that can be used by a workplace to track its implementation of FlexTime options and one consideration of the Committee. If you are renewing your FlexTime Champion designation, your new self-assessment will be compared to earlier self-assessments.

The Committee's comparison of the self-assessment surveys of workplaces that are similarly sized or operate in the same industry may be helpful in the designation process. For example, if some accounting or other service firms offer the daily-flexitime option, a service firm that does not provide that option may receive the FlexTime Champion designation and be encouraged by the Certification Committee to consider the implementation of that FlexTime option. Whether or not the workplace is open to the public or serves a visiting client base is another workplace feature that will be considered.

The size of the workplace and the industry it operates in is also a consideration. Smaller workplaces may not have the need or opportunity to implement some FlexTime options. However, even workplaces that employ under ten employees should demonstrate that FlexTime options have been explored through engagement with employees and reviewing the available options. As smaller workplaces grow, there may be increased opportunities to expand FlexTime.

There may be FlexTime options that are available to some employee groups and not others. For example, a processing plant could have fewer FlexTime options available for plant workers but be in a position to provide additional opportunities to its office staff. In some cases, this situation will be unavoidable and is best addressed through open communication and the adoption of as many FlexTime options for each group of employees.

Renewal

Parents' Place Yarmouth Family Centre and its partners are excited to support you as you work to provide a flexible and rewarding workplace for your employees and contribute to the Tri-County area being recognized as an area with positive and progressive workplace culture.

Achieving the FlexTime Champion designation is important and will establish your workplace as one focused on people and continual improvement. We look forward to seeing you through your first designation and reengaging with you in the future.

Questions and Answers

When can we apply for the FlexTime Champion designation?

Once your workplace commits to creating a FlexTime culture, you can join the FWI as a Committed participant. Once your action plan is in place, it can take up to a year to fully implement your FlexTime action plan.

However, if you and your workplace committee are well on its way, and you can point to progress, you can apply for FlexTime Champion at any time. Your contact at Parents' Place can help you decide when to apply for FlexTime Champion.

Do we have to implement all the possible FlexTime solutions listed in this guide or implement them all at once to achieve the FlexTime Champion designation?

Based on what is best for your workplace, you can adopt a few options in a few months or a year and implement other options in the future. The Designation Committee will be looking to see that a workplace has in place, or is considering, FlexTime options that fit with that workplace.

Some FlexTime options listed in this guide may not work at your workplace, and the primary objective of the FWI program is to have employers take a continual improvement approach to improve their workplace.

We are a new workplace with only a few employees (or part-time employees). Is it still important for us to focus on work-life balance and to certify?

New and smaller employers may face challenges in implementing some work-life balance options and policies. It may not be possible to introduce others, and whether your workplace has two or a hundred employees, their overall wellbeing matters. If you implement FlexTime policies now that are appropriate to your workplace, and enhance them as your workplace grows, you'll develop a good reputation, and it will be much easier to attract employees.

How does the Designation Committee account for differences between small, large, and small workplaces?

FWI and its Designation Committee members will consider diversity among workplaces in the designation process. The Committee will look at applications for evidence of a focus on continual improvement and implementing solutions that make sense for the workplace and your industry.

What are the critical success factors in the implementation of work-life balance policies?

In addition to a focus on continual improvement, management must ensure that everyone takes equal advantage of work-life balance policies and understands its importance. Management must be supported to ensure that the policies and initiatives are managed for the good of the workplace and individual employees. When employees see their importance, they will start supporting one another and recommending you as an employer.

Can we promote our designation and participation?

Please do!

We will provide you with a framed certificate and a digital logo for your web site, letterhead, newsletter etc. and we will recognize you too.

The more you promote your participation, the more potential employees will notice you, and the more other workplaces will follow your leadership.

Appendices

Appendix A: Introductory Workplace Questionnaire

Workplace Name:

Workplace Contact:

1. How long have you been in operation? What is the industry of your workplace?
2. How many employees do you have?
 - Part-time ____
 - Full-time ____
3. Do you experience labour shortages or have on-going human resource issues related to the challenges families and individuals face in achieving work-life balance?
4. Do you have a process in place to gather feedback from your employees?
5. What are some ways your company promotes work-life balance?
6. Are you familiar with the idea of work-life balance and FlexTime?
7. Have your employees (past or present) ever asked for FlexTime policies?
8. What is your experience with FlexTime policies? If you have tried to implement them in the past, how successful were you, and what challenges did you face?
9. Are your FlexTime policies in written form?
10. If you do not have FlexTime policies in place, what challenges do you anticipate implementing FlexTime policies?
11. How could the FlexTime Works Initiative support you in adopting FlexTime policies?

Appendix B: Employee Survey

Employees should have the option of completing this survey anonymously. Each employee could complete the survey, or the questions could be asked in a team meeting setting.

1. Are you familiar with the idea of work-life balance workplace policies? Can you provide a couple of examples?
2. Are you familiar with FlexTime and its advantages?
3. What work-life balance challenges do you face, and how could FlexTime policies help you address those challenges?
4. If you have ever asked for FlexTime support, were we able to help you?
5. Do you know the policies we have in place to help you and your colleagues achieve work-life balance? How have they benefited you or your colleagues?
6. What FlexTime policies could we implement that could help you achieve work-life balance?

In advance, you should have a good idea of the FlexTime options and policies that could be offered in your workplace and explain any constraints to your team.

Appendix C: FlexTime Champion Application Form

Workplace Name:

Contact Person:

Is your business a small, medium, or larger employer? Please check one box.

Small 1 to 99 employees

Medium 100 – 499 employees

Larger 500+ employees

How long has your workplace had FlexTime policies in place?

How have your FlexTime policies helped your workplace?

How have your FlexTime policies helped your employees?

What challenges did you face in implementing FlexTime policies?

What are the other work-life balance programs and policies in place at your workplace?

How will your workplace maintain a focus on continual improvement in work-life balance policies and programs at your workplace?

What should we consider when reviewing your survey?

What, if any, work-life balance objectives do you have in place for the coming one to three years?

What is the name of the employee we could interview if required, as part of the Designation process?

Appendix D: Workplace Self-Assessment

Add survey

Appendix E: Recognition Certificate

Add certificate

This guide was developed based on consultations with families, employers, employees, and the Yarmouth and Area Chamber of Commerce, work-life balance research, and reference to Work-Life Balance: An Employer's Guide developed through a collaboration between Avante Women's Centre, le Centre Femmes Cantons and the Conférence régionale des élus (CRÉ) de la Montérégie Est.y