

Procedure

Procedure Title	Remote and Flexible Work
Procedure Holder	Executive Director, Organizational Effectiveness
Procedure Approver(s)	Senior Team
Related Policies	Remote and Flexible Work Policy Acceptable Use of IT Policy Health and Safety Policy
Related Procedures	Acceptable Use of IT Procedure Health and Safety Procedure
Appendices	Appendix 1 – Remote Work Assessment Form Appendix 2 – Sample Remote Work Agreement Appendix 3 – Remote Workspace – Self Assessment Form
Storage Location	Website - https://www.confederationcollege.ca/policies-and-procedures
Effective Date	2022-05-30
Next Review Date	2023-05-30

Purpose

To provide parameters with respect to remote and flexible and/or work arrangements.

Scope

Refer to Policy

Definitions

Refer to policy

Governing Laws and Regulations

[The Health Protection and Promotion Act of Ontario](#)

[The Ontario Human Rights Code](#)

[The Ontario Occupational Health and Safety Act](#)

Procedure Statements

1. Responsibilities

- 1.1. The following departments have responsibilities under this procedure to implement, manage and maintain the conditions outlined within this procedure and all supporting documents and processes:

1.1.1. Organizational Effectiveness

- Provide health and safety-related advice and training where required on the implementation of this procedure.
- Review and recommend provisions for safe remote working – including physical and equipment requirements.
- Assist with conducting assessments related to remote working situations that may impact the ability of the employee to safely perform their job, or that may put others at risk.
- Support the process of incident/accident reporting.
- Provide HR-related training and advice where required on the implementation of this procedure.
- Provide clear guidelines for the assessment and determination of eligibility for remote working.
- Devise HR practices that support remote working.
- Provide advice and opinions on questions related to human rights, accommodation, and equity.
- Monitor the remote working process to ensure human rights, equity and accommodation needs are respected and met.
- Participate in the review process for all requests to ensure consistency of application of the policy and procedure.
- Provide training as needed.

1.1.2. Computer Services:

- Provide training and advice on technological support and/or issues, where required on the implementation of this procedure.
- Support the ability of remote employees to perform their remote work effectively and safely-through the provision of guidelines, expectations, and requirements to maintaining the College's confidential data, system integrity and security.
- Provide resource aids to the employees to learn how to implement certain technologies (i.e. how to set up remote access).
- Resolve access issues as they occur.
- Participate in the review process for all requests to ensure consistency in application of the policy and procedure.
- Investigate compliance with IT related institutional policies.

1.1.3. Managers and Supervisors:

- Ensure that all employees within their work team are aware of this procedure and the provisions outlined herein.
- Track any equipment loaned to employees by Confederation.
- Conduct the remote working assessments as required, based on a request, or based on the determination that the job can be/will be a remote working job. Assessments should be conducted using the "Remote Work Assessment" form.
- Work in collaboration with the Computer Services and Organizational Effectiveness divisions to develop and implement remote working arrangements where appropriate.

- Check that appropriate precautions are being taken in accordance with the prescribed control measures to reduce any risks that may arise due to remote working arrangements.
- Ensure necessary records are kept related to remote working arrangements
- Ensure a formal “Remote Working Arrangement” document is completed and agreed to by the employee.
- Manage the performance of the remote worker.
- Ensure ongoing compliance with applicable collective agreements.
- Ensure employees who are working remotely are well connected with the work of the team and the College community.

1.1.4. Employees

- Request access to remote working arrangements.
- Complete the “Remote Workspace – Self-Assessment Form”
- Ensure that they have the appropriate technology in their remote office including but not limited to a stable internet connection.
- Ensure the safety and security of College issued hardware and documents.
- Comply with the conditions outlined in this procedure.
- Comply with the conditions outlined in the Remote Working Arrangement developed and agreed to by the employee and the supervisor/manager.
- Comply with any applicable collective agreements.
- Attend on campus or other locations as may be directed.
- Maintain a strong connection with their work team and the College community through active participation in activities such as meetings, discussions and training.

2. **Types of Remote Work Arrangement.** There are three (3) types of remote work covered under this procedure:

2.1. A time limited, temporary or flexible remote work arrangement.

An arrangement, where the employee works remotely for a specified period. Examples of this type of arrangement include:

- A short term project.
- A special contractual agreement or condition requiring the employee to work from home as a contingency plan requirement, defined by Confederation.
- Short-term emergencies that make it dangerous or creates a situation that prolongs the time it takes getting to work. This may include weather conditions where the campus is closed or other short-term emergencies which make physical presence on campus a risk.

2.2. A permanent remote worker.

This involves regular remote work, where the employee works from home 100% of the time and may never or rarely come to the College. This type of jointly contracted work arrangement is rare and occurs typically under the following circumstances:

- The remote worker is contracted as a remote worker and typically is not required to be on any of Confederation’s campuses.
- The employee negotiates a remote work arrangement during the offer process.

- The result of a divisional/departmental review of operational efficiencies that justify remote working arrangements as a bona-fide solution to institutional issues of space challenges, retention, motivation, productivity, overhead expense and environment imprint management, which would present options around remote work arrangements.

2.3. Critical situation remote work.

An unexpected, undefined and evolving situation that forces all employees or a large percentage of employees to work from home or some other location. Remote working in critical situations may be mandatory as opposed to optional. Such situations are temporary by nature and temporary remote working arrangements are understood not to alter the nature or typical working arrangements of any job. Generally, the timeframe for this work arrangement is undetermined and dictated by circumstances outside the direct control of the College, such as:

- Political situations at a national or provincial level that exposes employees to safety risks if they venture to and from the College.
- Health situations such as a pandemic where relevant Public Health officials have prescribed or directed that employees remain off campus, stay at home or practice physical distancing or have recommended the closure of the College. Example, the Covid-19 pandemic.
- Any act affecting employees' ability to work at College campuses that can be categorized as a force majeure (an act that occurs due to a superior or irresistible force, or an event or effect that cannot be reasonably anticipated or controlled such as a natural disaster).

2.4. For each type of remote working arrangement described above, there are many considerations, specific eligibility and careful documentation requirements. Each of these are described within the supporting guideline documents and forms.

3. Eligibility Considerations. Not all jobs nor situations are appropriate for remote working arrangements. When considering which types of jobs can be considered for a remote working arrangement, the following guidelines are provided to guide the management review and approval process:

3.1. Jobs suitable for remote working arrangements:

- Jobs with a high level of autonomy and minimal requirements for face-to-face interactions.
- Jobs that require reading, writing, research, working with data, or talking on the phone.
- Jobs that can be done off-site without disruption to the flow of work and communication.
- Jobs that are specifically contracted or developed to be executed remotely.
- Jobs that can be executed with minimal disruption to student or employee support services.
- Jobs that can be performed at the remote working location in a similar manner as if it were being performed on campus.
- Jobs for which the output or outcome is measurable and unaffected by working remotely.

3.2. Jobs not suited for remote working arrangements:

- Jobs requiring full-time in-person contact/customer service to support the core functions of the College, such as student and/or employee support services that cannot be provided remotely at the level of service required by the College
- Jobs that rely upon specific equipment or supplies to work on-site which cannot be easily and effectively moved to a remote environment.
- Jobs working with sensitive documents that should not be removed from College premises (i.e. personnel files, files containing medical information)
- Jobs which must comply with rigorous discovery and compliance requirements
- Jobs that rely on close interaction with on-site staff

3.3. Situations not suited for remote working arrangements:

- A diagnosed medical condition, in accordance with Confederation's disability management process and policy that prevents the employee from being physically on Campus. Such an arrangement would not fall under this procedure, but rather would be considered a medical accommodation and would follow the process and procedures for that process.

3.1.1. In determining if a job is a good candidate for remote work, the job should meet at least 3 - 4 of the criteria described above in 3.1. It should be noted that the eligibility considerations provided above are general in nature and would be impacted by remote working arrangements defined in Section 2. It should also be noted that critical situations outlined in 2.4 might require remote work to be performed even for jobs that might not otherwise be suited for remote work in accordance with this Section. In addition, and separate from a remote work assignment, there are situations where employees may request to arrange remote work to focus on critical work or project work on a case-by-case basis, which would not be a regular remote work arrangement.

4. **Determination and Implementation Guidelines, Processes and Forms**

- 4.1. The remote working arrangement is considered an alternative way of working to meet the goals and objectives of the College. While remote working arrangements may advance a commitment to, and a culture of employee well-being and engagement, it is not considered an entitlement and must be supported by the employee's manager and the senior team leader of the area.
- 4.2. Remote workers are expected to meet all responsibilities, perform all duties and comply with all the policies that apply to any employee in similar roles, regardless of location.
- 4.3. All remote working requests from employees will be reviewed and at the direct supervisor/manager level. Requests that are endorsed will be subject to a review process to ensure consistency in application of the policy and procedure.
- 4.4. All endorsed requests will be forwarded to the Senior Manager, Human Resources and Labour Relations who will consult with Computer Services and the Manager to ensure that the correct

process has been followed prior to developing a formal written agreement. The College has the right to refuse remote work requests and to terminate remote work arrangements.

- 4.5. The College may determine that certain work cannot be performed remotely, and in such cases will provide reasonable notice and explanation behind the decision to any employees affected.
- 4.6. Employees approved for Remote or Flexible Work arrangements are not entitled to reimbursement for furniture, equipment, technology, supplies, etc. In addition, Confederation College is guided by directions regarding T2200 tax forms and will follow the Canada Revenue Agency’s (CRA) direction on this item. Generally, T2200 tax forms will not be issued.

This procedure provides a general framework for Confederation’s approach to remote working. While employees and supervisors have the flexibility to develop arrangements tailored to employees and departmental needs, the basic requirements set forth in the accompanying guidelines document must generally be met.

Guidance that is more specific, processes and forms for the determination and implementation of remote working arrangements are set out in Appendix A, “Remote Working Guidelines”. Employees are expected to comply with the conditions outlined in this procedure and the guidelines set out in the “Remote Working Agreement” which the employee, where applicable the Employee’s bargaining agent, and the Employee’s supervisor must sign.

5. Conclusion

- 5.1. Remote and flexible work arrangements are not suitable for all employees. The particulars of the agreement will be reviewed regularly to ensure that all parties are meeting the responsibilities set out in the Remote and Flexible Work Policy and Procedure.
- 5.2. All parties involved in the remote working arrangement should strive to achieve the purpose as detailed within this procedure, while recognizing and taking positive steps to address some of the challenges that arise related to remote working, such as:
 - Difficulty ‘unplugging’ after work
 - Separating home and work
 - Rise in loneliness or other mental health issues due to isolation
 - Difficulty collaborating
 - Difficulty transitioning back to the campus office or workspace when required

Non-Compliance

Failure to comply with the provisions of this procedure or any related policies and procedures may result in the nullification of any remote working agreement.

Revision History

Version	Change	Author	Date of Change
Original		Jeannine Verdenik	2022-05-30

Appendix 1 – Remote Work Assessment Form

REMOTE WORK ASSESSMENT FORM

Instructions: This form is to be completed by the supervisor/manager in consultation with the employee. Sections G and H are to be signed off by the supervisor and employee, respectively. Append this form to the Remote Work Agreement.

Date: Click or tap to enter a date.

A. Employee Details:	
Assessment Date: Click or tap to enter a date.	Employee ID #: Click or tap here to enter text.
Employee First Name: Click or tap here to enter text.	Manager First Name: Click or tap here to enter text.
Employee Last Name: Click or tap here to enter text.	Manager Last Name: Click or tap here to enter text.
Employee Job Title: Click or tap here to enter text.	Manager Job Title: Click or tap here to enter text.
Division: Click or tap here to enter text.	Department/Unit: Click or tap here to enter text.
Employee Group:	Bargaining Agent:

B. Type of Remote Work Arrangement Requested:			
Indicate the type of remote working arrangement being considered. Review types listed under 2.0 of the Remote and Flexible Work Procedure.			
Time limited	<input type="checkbox"/>	Permanently remote	<input type="checkbox"/>
Critical Situation	<input type="checkbox"/>		

C. Work Assessment (Completed by Direct Supervisor):

Check all boxes that apply.

Job has a high level of autonomy and minimal requirements for face-to-face interactions	<input type="checkbox"/>	Job does not strictly require full-time in-person contact/customer service to support core functions of the College	<input type="checkbox"/>
Job requires reading, writing, research, working with data, or talking on the phone	<input type="checkbox"/>	Job does not rely upon specific equipment or supplies which require on-site working	<input type="checkbox"/>
Job can be done off-site without disruption to flows of work and communication	<input type="checkbox"/>	Job works with classified documents and remote working introduces a risk	<input type="checkbox"/>
Job is specifically contracted or developed to be executed remotely	<input type="checkbox"/>	Job has compliance requirements that cannot be effectively met in a remote working arrangement	<input type="checkbox"/>
Job can be executed with minimal disruption to student or employee services	<input type="checkbox"/>	Employee is in good standing (no disciplinary)	<input type="checkbox"/>
Job can be performed remotely in a similar manner as if it were being performed on campus	<input type="checkbox"/>	The employee competently demonstrates the competencies, knowledge and skills required to perform the job remotely	<input type="checkbox"/>
Job has clearly defined and measurable outputs/outcomes	<input type="checkbox"/>	Managing the employee's performance can be effectively done in the remote setting	<input type="checkbox"/>

State any other work characteristics that promote remote working:

Click or tap here to enter text.

D. Workplace Safety Assessment:

Confirm the employee has completed the Remote Workstation – Self-Assessment Safety Checklist, and indicate the date completed

Specifics	Date	
The employee has provided a response plan in case of an emergency		<input type="checkbox"/>

The employee has indicated satisfactory working conditions		<input type="checkbox"/>
The employee has indicated satisfactory fire safety conditions		<input type="checkbox"/>
The employee has indicated satisfactory ergonomics conditions and have completed the ergonomic self-assessment		<input type="checkbox"/>
The employee has indicated satisfactory personal safety conditions		<input type="checkbox"/>
Indicate any concerns or supports the employee will require to achieve workspace safety: Click or tap here to enter text.		
Indicate any supports that Confederation will provide: Click or tap here to enter text.		

E. Equipment and Resources: * The College is not responsible for the provision of any furnishings including but not limited to desks, chairs and file cabinets. *****

List all equipment and resources the employee will need to use in the execution of the job (include software, hardware, etc.):	Provided by Employee	Provided by Confederation
Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>
Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>
Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>
Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>
Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>
Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>
Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>
Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>
Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>
Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>
Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>
Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>

Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>
Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>

F. Accommodation Assessment:

Note: If this request for remote working was initiated by the employee and is part of a request for an accommodation, indicate 'Yes' below. No further documentation is required as Accommodation is managed via a different process. The employee should contact:

Elise Demeo
Senior Manager, Human Resources & Labour Relations
807-475-6145
Email: edemeo@confederationcollege.ca

Is this remote working arrangement part of an accommodation request?

 Yes No
G. Employee Attestations:

I have read and agree to adhere to the following policies: <input type="checkbox"/> Acceptable Use Policy <input type="checkbox"/> Health and Safety Policy <input type="checkbox"/> Sick Leave	<input type="checkbox"/>	I understand my commitments and the commitments of Confederation College related to health and safety in the remote workspace:	<input type="checkbox"/>
I understand my commitments and the commitments of Confederation related to the equipment and resources I use in my remote workspace:	<input type="checkbox"/>	I have read and understand the expectations on me as laid out in the Remote and Flexible Work Policy:	<input type="checkbox"/>
Employee Name (PRINT): Click or tap here to enter text.		Employee Signature: Click or tap here to enter text.	
Date: Click or tap to enter a date.			
The Union consents to the foregoing arrangements:			
Union Representative (PRINT):		Union Representative Signature	
Date:			

H. Manager Attestations:

I have completed all required assessments and have met with the employee to ensure the employee understands the requirements for remote working:	
Manager Name (Print): Click or tap here to enter text.	Manager Name (Print): Click or tap here to enter text.
Date: Click or tap to enter a date.	

Appendix 2 – Sample Remote Work Agreement

[Date]
Employee Name
Employee Title
Department/Faculty

Dear [Employee Name]:

Re: Remote/Flexible Work Agreement

This letter confirms your recent discussions with your supervisor and your written request received on [Date] for approval to work remotely.

Upon review of the **Remote Work Assessment Form** (completed with your supervisor) and the **Remote Workspace Self-Assessment Checklist** (completed by you), your request for a remote working arrangement, effective [Date to Date] inclusive, is approved, subject to the following terms and conditions:

Remote and Flexible Work Agreement Details

The type of remote working arrangement you have been approved for is [state one of the four types described in the Policy]

Term

Your remote work agreement will be in effect from [Date] until [Date], and may be renewed with the agreement of your supervisor, [Supervisor name].

Consistent with the conditions of the Remote and Flexible Work Policy, your arrangement is subject to periodic review, and may be terminated sooner at the sole discretion of Confederation College.

Adherence to the Remote and Flexible Work Policy and the Guidelines hereto Appended:

You are required to comply with all conditions laid out in the Remote and Flexible Work Policy which and to commit to all the expectations and conditions outlined in the Remote and Flexible Work Procedure, which are summarized below.

Hours of Work

Your current work hours remain in effect, and it is understood that you will work remotely on the following days/times:

[Day of week] to [day of week] weekly
[start time] to [end time] daily

Work Assignments

During your remote work arrangement, you will remain responsible for fulfilling all of your work commitments as outlined by your supervisor. You will ensure your overall productivity, progress and reporting on assignments.

[add any specific details of the work expectations and performance expectations]

Remote Work Readiness

In advance of [date remote working arrangement commences], you must discuss with your supervisor all actions required to implement the supports outlined in the Remote Work Assessment Form, so that you will be ready to continue to work from the date your remote arrangement commences. This includes: expected work hours and work expectations, remote working duration, responsibilities for supplies, equipment and services, reimbursement, emergency contact information, overtime treatment, security, expected means of communication, and an incident reporting process as a minimum content requirement.

Note that any costs related to, furnishing (such as chairs, desks, filing cabinets, etc.) or maintaining (such as high-speed internet, electricity, heat, hydro, etc.) your workspace will not be reimbursed by

Confederation College and will be your responsibility. T2200 tax forms will not be issued as this is a voluntary arrangement and is not a condition of employment.

Elise Demeo
Senior Manager, Human Resources and Labour Relations

[Signature]

[Date]

Acknowledgement

I understand and agree to all the above stipulated remote working arrangement terms and conditions as well as those outlined in the Remote and Flexible Work Policy and Procedure hereto attached.

[Employee Name]

[Employee Signature]

[Date]

Where the employee is represented by a Bargaining Agent (Remove if not applicable):

[Union Representative Name]

[Union Representative Signature]

***Attach copies of the Remote and Flexible Work Policy and Procedure and copies of all forms**

Appendix 3 – Remote Workspace – Self-Assessment Form

REMOTE WORKSPACE – SELF-ASSESSMENT CHECKLIST

This checklist is provided to assist employees in conducting a readiness assessment on their remote or home workspace as a pre-requisite for remote working arrangements. This assessment MUST be completed prior to the commencement of the remote working arrangement, and it forms part of the Remote Working Assessment. Once completed, this checklist must be forwarded to the employee’s direct supervisor.

Date: Click or tap to enter a date.

Employee and Supervisor/Manager Details	
Employee First Name: Click or tap here to enter text.	Employee Last Name: Click or tap here to enter text.
Manager First Name: Click or tap here to enter text.	Manager Last Name: Click or tap here to enter text.
Division: Click or tap here to enter text.	Department: Click or tap here to enter text.
Remote or Home Location Address: Click or tap here to enter text.	
Brief Description of Work: Click or tap here to enter text.	

Workplace Conditions	Satisfactory	Not Satisfactory	Action Required
Designated workspace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Area is tidy and free of clutter and slip, trip and fall hazards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shelving and cabinets are securely braced	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No sharp edges on desks and cabinets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate number of electrical outlets (no overload risk)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Power cords in good condition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Power bars plugged directly into the wall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electrical panel covered and readily accessible	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Receptacle plates in good condition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Exits are clear and unobstructed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stairs (if applicable) are clear and unobstructed and have a handrail	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Fire Safety	Satisfactory	Not Satisfactory	Action Required
A fire safety plan is known	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Functioning carbon monoxide detector (tested regularly) and within a reasonable proximity to the workspace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Location is equipped with smoke detectors (tested regularly) and within a reasonable proximity to the workspace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Ergonomics	Satisfactory	Not Satisfactory	Action Required
The workspace is well ventilated, temperature controlled, with adequate lighting and controlled noise levels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Keyboard, mouse and monitor (as applicable) are properly placed for optimal use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> The laptop/monitor is positioned so that the screen can be viewed without tilting your neck 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> The keyboard and mouse are placed so that wrists are kept in a natural position 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> The work surface is positioned 5 cm above elbow height for writing and reading paper documents 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The chair meets ergonomic requirements and is in good repair.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Personal Safety	Satisfactory	Not Satisfactory	Action Required
The workspace or home is free from any risk of violence, harassment, or danger	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other Hazards: Indicate any hazards and assess them	Satisfactory	Not Satisfactory	Action Required
Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Click or tap here to enter text.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Emergency Procedures
Detail the steps you would take in case of an emergency: Click or tap here to enter text.
Detail backup contact information- such as a secondary phone in case of an emergency: Click or tap here to enter text.

Employee Attestation:	
Employee Name (Print): Click or tap here to enter text.	Employee Signature: Click or tap here to enter text.
Date: Click or tap to enter a date.	

A copy of this Remote Workspace Self-Assessment Checklist, once completed and signed, will be retained by the supervisor and attached to the Remote Working Assessment Form in the employee's personnel file.

Once the remote work arrangement starts this form will be submitted by the employee monthly as a part of an overall health and safety program.