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If you have any questions or would like to discuss these materials, please contact Balancing Act at balancingact@theatredirect.ca.

TORONTO FRINGE FESTIVAL

BALANCING ACT

HYBRID WORK GUIDELINES FOR STAFF

Toronto Fringe operates a hybrid admin/office workspace for permanent, long-term and/or full-time staff and employees. These guidelines outline when, where, how full-time and/or long-term staff and employees can work, and offer a framework that is designed to anticipate remote collaboration and communication. We recognize the benefits of collaborating, meeting, and vibing in-person in our type of cultural industry work, but we also recognize the value of having autonomy to balance our work priorities with our personal priorities. Being able to participate in the organization's work and carry out duties from remote locations when it is feasible to do so allows staff to achieve a more sustainable balance. Full-time, permanent and/or long-term staff and employees are provided with a physical workplace at the downtown office location. During weeks when no festival or public event is actively taking place, there is no weekly quota or prescribed schedule for staff to be in attendance in-person.

These guidelines aim to empower staff to match their location to the work needed to be done. Our approach of accountability through communication and connectedness is focused on outcomes and effort. While staff may work independently, they do so in consideration of other team members, and of the collective objectives and deadlines of the organization.

HOW

All staff who require it are provided with an internal Toronto Fringe Microsoft Outlook email address and OneDrive account, provided access to the Toronto Fringe Slack workspace, provided access to the Toronto Fringe Asana.

SCHEDULED MEETINGS

Any scheduled meeting between staff can be held virtually on Microsoft Teams, which all staff can access with their Microsoft user account.

INTERNAL COMMUNICATIONS AND COLLABORATING

Slack is a closed messaging app which allows staff to communicate directly one-on-one, or to multiple team members in public and private channels. Toronto Fringe maintains topic specific channels that staff are added to as needed.

Asana is a web-based collaborative project management platform which allows staff to organize, track and execute progress on all shared projects. Toronto Fringe maintains organization-wide projects and department-based teams that staff are added to as needed.

OneDrive is a cloud service for storing and sharing files. All staff with a Toronto Fringe OneDrive account can access shared files and folders. Organization and Department specific folders are shared with staff as needed.

SCHEDULING COMMUNICATION TOOLS

Full-time and/or long-term staff should use the following communication systems to indicate their location and schedule:

1. **Outlook Calendar: Staff Office Hours** – where you can indicate your work schedule, sharing pre-scheduled location and approximate hours in attendance/online. Used by all staff, including seasonal part-time and consultant positions.
2. **Slack Channel: office-use-scheduling** – where you can indicate any pre-scheduled in person attendance at Toronto Fringe office. Used by all staff, including seasonal part-time and consultant positions.

3. **Slack Channel: check-in-out** – where you can give daily notice of arrival and departure for the day both in-person at the office and remotely online. Used by all staff, including seasonal part-time and consultant positions.
4. **Slack workspace – individual status** – anyone can use this feature to indicate disengagement from screen, unavailability for meetings, offline completely. Used by all staff, including seasonal part-time and consultant positions.

WHERE AND WHEN

FLEXIBLE CONDITIONS

If job duties require work to be done in a particular location and/or at a particular time, it is expected that work is prioritized and completed accordingly. Remote working is an option for tasks and duties which are untethered of specific location or timing.

CORE HOURS – INTENTIONAL OVERLAP

These guidelines do not specify hours of the workday. Internal check-ins and meetings are scheduled generally between 10am-4pm, Monday-Thursday; Fridays are reserved for asynchronous working for parts of the year, until increased demands require meetings be set. Unless otherwise stated, it is expected that full time staff are available to be present at work on all weekdays. It is understood that staff and employees will be available for scheduled meetings, and that their hours will coordinate with:

- their department,
- their supervisors,
- staff and workers that they manage and/or supervise,
- external vendors and partners they are responsible for liaising with, and/or
- events or activities they are involved with or attending.

WORK MODES

Work modes can help staff decide where they are most likely to be productive, supported and able to work best given the tasks at hand.

Retreat mode:

- decompress, balance, reflect, refocus or reset
- achieved in quiet or private space
- empowered to step away from screen or workspace

Deep work flow mode:

- independent tasks, complex tasks, focus, research, produce, concentrate
- achieved with limiting distractions and well-functioning workspace

1-to-1 mode:

- mentoring, providing feedback, decision making, training, project co-working
- achieved with well-functioning workspace, connectivity, privacy

Small meeting mode:

- planning, brainstorming, sharing and learning, training, connecting and bonding or strengthening relationships

- achieved with meeting space to gather, connectivity

Large meeting mode:
- communicating and updating, collaborating, problem solving, brainstorming, inspire
- achieved with large meeting space to gather, connectivity

Collaborative mode:
- lively work, side-by-side work, impromptu connection, mentor and lead, creation
- collaborative and productive
- includes actively running events and festivals

Fun mode:
- gather, socialize, play, celebrate, de-compress together, shared experiences, team wellbeing and bonding

UNAVAILABLE TO WORK

If a member of staff is unavailable to work on any given day or part of a workday, they must declare it a day or partial day off. If they require a wellness day, they must inform their supervisor and/or the Managing Director.

WHO

The positions which these guidelines apply to include:

Fulltime permanent employees
- Executive Director
- Managing Director
- Communications Manager
- Projects and Operations Manager
- Associate Producer
- Development Coordinator (January 2024)

Fulltime seasonal employees
- Emerging Festival Producer
- Outreach Coordinator

These guidelines may apply to other positions in the future, which will be added as needed.

REGULAR REVIEW

These workplace model guidelines will be reviewed quarterly by the Executive Director and Managing Director, with feedback and input from current staff affected by these guidelines. The model will be assessed to determine which aspects are serving a positive, productive workplace, and which may be impeding it. Adjustments will be made accordingly.

Last updated: December 2023
By: Laura Paduch, Managing Director