

Employee Policy

ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY

Responsibility	<i>Director of Human Resources</i>
Approved by	<i>Board of Directors</i>
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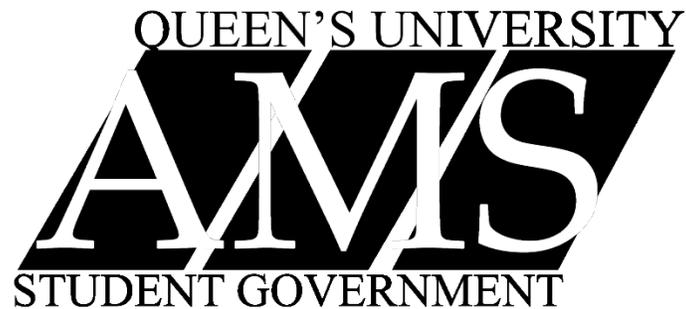


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Purpose

The purpose of this policy is to clearly outline the general terms and conditions of employment for all students, either waged or salaried, who work for an AMS Service, Commission, or Office.

This policy is intended to document conditions that will create harmonious and productive working relationships at the AMS through fair and consistent application of the policy. This policy is also intended to provide employees with a clear indicator of their employment relationship with the AMS.

Terminology

The term “AMS” means the Alma Mater Society of Queen’s University Incorporated and the Alma Mater Society of Queen’s University.

The term “conflict of interest” refers to a conflicting personal relationship that could unfairly influence a decision. Relations which equate to a conflict of interest include a current or former romantic relation, a current, former, or future housemate, or a family member.

The term “Dayforce” refers to Ceridian Dayforce, the Online Human Resources Information System used as the sole system to track employee information, to log hours worked, and to compensate employees.

The term “Executive” refers to the person or persons who have been elected as the President, Vice President (Operations), and Vice President (University Affairs).

The term “Direct Supervisor” refers to the specific Director, Commissioner, Head Manager, or member of the Executive who directly oversees the employee.

The term “Permanent Staff” refers to any staff employed by the AMS on a full-time basis, fifty-two (52) weeks of the year, in a continuous position, and who is not a student.

The term “salaried staff” refers to the Executive, Head Managers, Directors, and Commissioners who work for the AMS and are paid a fixed salary based on their hours worked.

The term “waged staff” refers to any employee who works for the AMS and is paid a wage on an hourly basis.

The term “Senior Management” collectively refers to the Commissioners, Directors, and

Head Managers of the Major Services.

The term “Assistant Managerial Staff” refers to all other managerial staff in the Services, Offices, and Commissions who are not a part of Senior Management.

The term “Universal Demerit List” refers to the list of demerits that apply to all services, both corporate and government. The Universal Demerit List is to be included in all corporate service training manuals and must be approved by the Vice President (Operations) and the Director of Human Resources.

Policy Statement

For all employees, the specific terms and conditions of the employment are detailed in the respective employment contracts. In those instances when the employment contract is silent on a specific policy issue, the terms contained in this Policy will apply.

The AMS is an equal-opportunity employer, striving for diversity and inclusion and endeavouring to protect all AMS employees from discrimination on the basis of race, ancestry, place of origin, color, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, disability, age, marital status, family status, and record of offences. The AMS and all its employees are expected to operate within all applicable legislation including but not limited to the guidelines of the Ontario Human Rights Code, and the Ontario *Employment Standards Act*.

Scope

This policy applies to all AMS waged and salaried employee positions held by students of Queen’s University.

Roles and Responsibilities

All AMS waged and salaried student employees have the responsibility to comply with this policy.

Policy

Staffing

1. Probationary Periods:
 - a. All AMS employees shall be subject to a probation period, not to exceed 90 days, commencing on the first day of their contract.
 - b. Employees may be terminated within the probationary period without pay in lieu of notice.
 - c. Employee's probation Period ends 90 days from hire. It is the responsibility of the supervisor to inform the employee prior to that date, if they choose to terminate employment.

- d. Employees shall be subject to a new probation period at the beginning of each new contract.
2. Terms of Employment:
- a. The term of employment for all AMS employees shall be specified in the employee's contract.
 - b. Students may be employed for some part, or all of the summer term subject to staffing and management requirements.

Work Schedules

1. Hours of Work:
- a. Hours of work for each Service, Office, or Commission shall be set by management, and approved by the appropriate member of the Executive.
 - b. It is the staff member's responsibility to regularly read the schedule and ensure they work all scheduled shifts. If the staff member cannot work a scheduled shift, it is their responsibility to find a suitable and appropriate person to work the shift. All schedule changes must be approved by a Direct Supervisor prior to the start of that shift.
 - c. All shift trades must be done using the AMS scheduling system, Dayforce. If no one shows up to a shift, whoever's name is on the scheduling system for that shift will be held responsible for the missed shift.
 - d. Hours of work for salaried employees shall be stipulated in the terms of the employee's contract and their job description.
 - e. As all employees are students, the AMS will strive to accommodate where specific academic requirements warrant (i.e., not scheduled during class).
 - f. These accommodations are made subject to the approval of the Direct Supervisor and the Director of Human Resources with reasonable advanced notice.
2. Staff Appreciation Closures:
- a. To ensure staff appreciation is standardized across all services, those services whose normal hours of operations extend beyond 7p.m. may close early a maximum of twice per academic year, with preference given to Holiday and Year End socials.
 - b. Head Managers will request approval from the Vice-President (Operations) at least two weeks in advance of the anticipated closure.
 - c. If approved, services must communicate the change in operation of hours at least one week in advance of the closure.
 - d. Walkhome and Queen's Student Constables may not close early or decline working an event for a staff social, in recognition of the need for safety services on campus.
3. Working in Excess of Contracted Hours:

- a. Where the need has been determined for additional hours to be worked beyond the contractual obligations of AMS employees, this section of policy shall apply.
 - b. Hours worked in excess of contractual hours must be approved by the Direct Supervisor in advance of hours worked and shall not be used as an opportunity to decrease work efficiency.
 - c. In an effort to ensure the health and wellbeing of full-time student staff, no more than 10 excess hours beyond contractual hours per week may be approved by the Direct Supervisor and appropriate member of the Executive for an employee to complete work outside of typical duties of their current position.
 - d. Excess hours beyond contractual hours may not be worked without said approval, thus, all excess hours must be anticipated and approved in advance, in writing from the applicable member of the Executive.
 - e. Excess hours worked beyond contractual hours include but is not limited to special projects, events, meetings, major projects, or an assignment that has suffered a setback.
 - f. Employees may require to provide proof of the work completed during the excess hours.
 - g. All Managerial staff should be completing their tasks within the time allotted in their weekly hours. Though there may be busy times during the year where the managerial staff member finds themselves working in excess of their contracted hours, the expectation is that this is not the norm and so, it is the obligation of that employee to notify their Direct Supervisor and collaboratively look for a solution.
 - h. Lieu time in the form of supervisor-approved paid days off may be awarded if a managerial staff member works a significant time beyond their contractual agreements and the 10-hour threshold. This should be planned in advance, must not conflict with the needs of the business, and requires approval by the Executive.
4. Overtime
- a) Where the need has been determined for additional hours to be worked beyond the contractual obligations of AMS employees, and into the realm of overtime, this section of policy shall apply.
 - b) Overtime is defined as any hours worked in excess of 44 hours per week.
 - c) All hours worked in excess of 44 hours per week shall be paid at time and a half as per the *Ontario Employment Standards Act*.
 - d) As per the *Ontario Employment Standards Act*, any completed work that is managerial or supervisory in nature does not qualify as overtime, as it does not deviate from typical duties.
 - e) Overtime must be approved by the Director Supervisor in advance of hours worked and shall not be used as an opportunity to decrease work efficiency.

5. Breaks or Eating Periods

- a. Employees shall be entitled to breaks or eating periods in accordance with the guidelines set out in the Ontario *Employment Standards Act*.
 - i. Once an employee works for more than 5 consecutive hours, the employee is entitled to an uninterrupted 30-minute eating period.
 - ii. An employer and employee may agree orally, electronically, or in writing that the eating period will be split into two periods where both must be taken within every consecutive five-hour period.
 - iii. Eating periods are unpaid breaks
 - iv. Eating periods are not considered to be time worked.

6. Attendance

- a. Every employee is expected to:
 - i. Be in regular attendance during all scheduled hours of work;
 - ii. Report to work ready to start working on time
 - iii. Enter all hours in Dayforce appropriately; and
 - iv. Fulfill any other obligations set out in their contract

7. Transportation

- a. In order to ensure the safety and accessibility of participation in the AMS, taxi chits shall be distributed at the discretion of the supervisor, upon the request of an employee, on the basis of darkness, safety, disability, or unreasonable burden.
- b. Taxi chits shall normally be issued only when Walkhome is for any reason unsuitable and/or unavailable.

Vacation

1. Waged Employee Vacation

- a. All waged employees are entitled to 4% of their gross wages as vacation pay.

2. Paid Salary Vacation

- a. Paid salary vacation offered by the AMS is in excess of the minimum requirements outlined in the *Employment Standards Act*. The employee shall be granted the following paid vacation days off (included in their salary):
 - i. 5 (five) vacation days to be taken between June 1 and mid-August
 - ii. The 4 (four) days designated by Queen's University for Winter Reading Week [subject to change based on the decision of the AMS Executive and General Manager in conjunction with University guidelines and communications]
 - iii. A Winter Holiday Break as determined by the Executive that provides a minimum of a two-week consecutive period that encompasses Christmas Day, Boxing Day, New Year's Day, and two full weekends of which a minimum of 5 (five) days are designated vacation
- b. Notification of intent to take vacation time shall be given to the relevant

supervisor and the Executive a minimum of one week in advance of the vacation time.

3. Statutory Holidays

- a. Employees will only be allowed to work on statutory holidays when the Executive has determined that services and offices shall remain open on that day.
- b. If a waged employee works on a statutory holiday, the employee shall be paid time and a half of the regular waged rate.
- c. All salaried employees are entitled to a paid day off for each of the nine Ontario statutory holidays between May 1 and April 30 or alternative arrangements per Ontario *Employment Standards Act*.
- d. If a statutory holiday is worked by a salaried staff member, that staff member will be provided an alternative paid day off work in lieu.

Leaves of Absence

1. For Waged Staff

- a. The AMS takes the health and well-being of its employees extremely seriously and encourages those that require time off to do so, provided it qualifies under ESA standard leaves.
- b. AMS employees should feel comfortable, should they require a leave of absence, to speak to their immediate supervisor. The Human Resources Office is also available should the need for confidentiality or added direction be required or if the employee feels uncomfortable speaking with their direct supervisor.
- c. Waged employees have the right to take up to three days of unpaid job-protected leave each calendar year due to a personal illness, injury, or medical emergency once they have worked for the AMS for at least two consecutive weeks.
- d. Employees who take sick leave are entitled to the same rights as those who take any approved leave. For example, employees cannot threaten, fire, or penalize in any way an employee who takes or plans on taking a sick leave.

2. For Salaried Staff

- a. Should a salaried employee be unable to report work due to circumstances that qualify for Sick Leave, they can notify their immediate supervisor, and/or the Human Resources Office. Employees are not required to share specifics about their illness with a supervisor if they do not feel comfortable.
- b. The AMS offers paid leave in excess of the minimum requirements outlined in the *Employment Standards Act*. The employee shall be granted the following days off:

- i. One business day paid per year to move, if applicable.
 - ii. One business day paid for each workday upon which the employee has an exam as determined by the Queen's Exam Office, if applicable.
 - iii. Ten business days paid per year to be used only for the following categories of leave as defined by the Ontario *Employment Standards Act*:
 - i. Sick leave (i.e., personal illness, injury, or medical emergency);
 - ii. Family Responsibility leave (i.e., leave to support certain named family members for illness, injury, medical emergency, or urgent matters; see Human Resources for details),
 - iii. Bereavement leave (i.e., death of certain named family members; see Human Resources for details)
- c. Requests for leave beyond the above entitlements and that of the Ontario *Employment Standards Act* will be dealt with on a case-by-case basis by the Executive.
- d. Wherever possible, the employee shall endeavor to make requests for time off at least 3 (three) days in advance and ensure the dates do not conflict with peak times or previously determined training sessions and meetings. All time off must be in consultation with the remaining Executive, confidential records of which shall be maintained by the Director of Human Resources.
- e. An employer may require an employee to provide a medical note, in which case managers and supervisors should always contact the Human Resources Office prior to doing so. The Human Resources Office will ensure compliance and consistency in our practices.
- f. The AMS reserves the right to fill any vacancies, on a temporary basis, during a staff absence.

3. Elections

- a. Any managerial employee who seeks elected office during the period of their employment must take an unpaid leave of absence for the duration of the campaign.
- b. The individual, in consultation with their supervisor, shall take steps to ensure that their responsibilities will be adequately covered during the imposed leave of absence, without inflicting undue stress or strain on the service, staff, or patrons.
- c. Should the employee's campaign be successful, if the individual is a Director, or a Commissioner, they may be required to immediately resign by the Executive.
- d. Ultimately, it is the responsibility of the Executive to ensure that the respective department is adequately managed during an imposed leave of absence or resignation.
- e. The Executive reserve the right to hire temporary staff in order to fill any

vacancies during a staff leave.

- f. No managerial employee shall be permitted to take a leave of absence to participate in support of, or against, a campaign in any campus election or referendum.

Accomodation

1. Organizational Philosophy

a. Personal Accomodation

- i. At times life presents personal challenges to AMS employees and the answers to those challenges cannot always be found in our policies and procedures manuals. Because of our commitment to taking care of our staff, an accommodation process may be required. These accommodations are a temporary solution to personal issues and will be made on an individual basis, based on the individual needs or circumstances of that employee. Staff and management will need to weigh the needs of the business while assessing the needs of the employee and agreeing on the proper accommodation. These solutions are temporary and should be followed up on consistently.

b. Medical Accommodation

- i. The AMS will comply with all legislation regarding accommodations, up to the point of undue hardship.
- ii. The AMS is committed to creating a workplace that is respectful of all persons and aims to foster a climate of understanding and mutual respect for the dignity, individuality, and worth of all its employees.
- iii. The AMS values individual differences, respects individual needs, and supports accessibility, diversity, and fairness in its treatment of all employees and recognizes its duty to accommodate under the Human Rights Code, to the point of undue hardship.
- iv. The AMS actively strives to establish a workplace where employees feel comfortable in disclosing information and seeking assistance.
- v. The AMS commits itself to a confidential and timely accommodation process. Managers must never discuss the reasons for an accommodation with other employees. The employee themselves may choose to share those details with co-workers if they so choose.

2. Employer Responsibility

- a. The AMS shall assume responsibility for initiating the planning process for accommodations once the need has been communicated by the employee.
- b. The Human Resources Office and the employee shall find and participate in

implementing a solution that enables the employee to perform their job. The employee's direct supervisor will be involved in the plan to ensure the needs of the Service, Office and/or Commission are being met.

- c. The AMS is responsible for altering or redefining the job duties of the employee to allow the individual to perform all essential duties of the position.
- d. The solution will be approved by both the direct supervisor and the employee.
- e. All accommodation processes shall assume all parties are operating in good faith.
- f. Once an accommodation plan has been implemented, the Human Resources Office shall review it periodically.
- g. The AMS shall not disclose details of the accommodation process to anyone without written consent of the employee, with the exception of the Human Resources Office, immediate supervisor, legal counsel, and the relevant member(s) of the AMS Executive if necessary.

3. Employee Responsibility

- a. It is the responsibility of the employee to notify their supervisor or the Human Resources Office of the need for accommodation.
- b. The employee shall be responsible for disclosing information that is relevant to the need for accommodation including applicable documentation from a health professional outlining specific limitations if necessary and within the guidelines of ESA.
- c. The employee will work collaboratively, in conjunction with the Human Resources Office and their supervisor, if necessary, to develop an accommodation plan that will allow the employee to meet the job requirements/perform essential duties.
- d. The employee shall notify the Human Resources Office and/or their supervisor if the accommodation is not adequately meeting their needs to ensure that their job requirements are met.
- e. The employee and the Human Resources Office will work in conjunction to ensure that modifications to accommodations allow the employee to meet job requirements.
- f. The employee will notify the Human Resources department of any developments or changes to their health or circumstance that may affect whether an accommodation is still required.

Staff Training and Development

1. Waged Staff Responsibilities

- a. Every student employee shall meet their position's training requirements, as required by their direct supervisor, provincial and federal law, and as defined within their training manuals. Failure to do so may result in disciplinary action.
- b. Employees shall be paid at Ontario minimum wage for all mandatory training

sessions.

- c. The AMS is responsible for ensuring that all of its employees are properly trained to deal with duties they are required to perform. This includes the proper use of equipment as well as the liability involved with dealing with customers.
- d. All waged staff shall undergo a presentation on Human Resources, Sexual Violence and Bystander Intervention Training, Self-Care Training, and Anti-Oppression Training.

2. Managerial Staff Responsibilities

- a. All managerial staff shall be required to participate in all mandatory training scheduled during their term.
- b. Employees may not take vacation during May Training without written approval from the Executive.
- c. May Training sessions shall be scheduled and organized by the incoming Director of Human Resources, in conjunction with the incoming Executives and the Outgoing Director of Human Resources.
- d. All subsequent trainings, including August and September sessions, shall be organized by the Incoming Director of Human Resources
- e. The Incoming Director of Human Resources along with the Incoming Executive can decide who, out of all managerial staff, are mandated to attend May Training and these parties will be made aware of their mandated attendance at least one week in advance of each session.
- f. Any staff member who is not contracted at the time of May Training or who has insufficient hours in which to complete May Training but who is mandated to be in attendance at May Training will be paid Ontario minimum wage for all time spent in training.
- g. The Incoming Director of Human Resources in conjunction with the Incoming Executive and the Outgoing Director of Human Resources shall be responsible for determining which sessions of training are mandatory from year to year.

3. Mandated Government Training

- a. In accordance with the Accessibility for Ontarians with Disabilities Act, 2005 all AMS employees shall receive mandatory training on Accessible Customer Service, Access Forward, and Human Rights 101.
- b. Also, in accordance with the Accessibility for Ontarians with Disabilities Act, 2005, all AMS employees who facilitate training of any kind shall receive mandatory training on Accessible Instruction for Educators.
- c. In accordance with the Ministry of Labour, all AMS employees shall receive mandatory training on Worker Health and Safety.

4. Queen's Student Constables

- a. All employees of Queen's Student Constables shall complete provincially mandated security training and pass the licensing exam.
- b. The AMS shall provide the opportunity for employees to fulfill the in-class component of the training and shall pay associated examination and licensing fees upon presentation for reimbursement.
- c. Employees who are unable to attend the in-class training as arranged by the AMS are responsible for completing this component, on their own time. The AMS will reimburse the cost of the training as well as the associated examination and licensing fees as long as the training is completed by the commencement of their contract and the final reimbursement date, as set by the Queen's Student Constable Head Manager in conjunction with the Vice President (Operations).

5. Performance Appraisals

- a. Consistent with the AMS seeking to provide learning experiences for all its employees, the general intent of performance appraisals shall be to identify strengths and areas of concern to afford employees an opportunity for growth and improvement.
- b. Performance appraisals shall take place twice a year for those on a 12-month managerial contract, and once a year for those on managerial contracts less than 12-months.
- c. The first evaluation shall occur near the end of the first four-month period of a 12-month contract, normally taking place in July and August.
- d. The second shall occur midway through an 8-month contract, normally taking place in October and November.
- e. If the employee has requested a follow-up meeting or the supervisor has deemed it necessary, these meetings shall take place in January.
- f. Performance appraisals shall consist of two components:
 - i. A written, self-evaluation survey and a performance evaluation of the following employees (as applicable):
 - 1. their supervisor(s), direct reports, peers, and the Executive as a team where possible. This survey shall consist of a numerical ranking of skills relevant to the position, as well as an area to comment on strengths and areas of improvement.
 - ii. A performance review meeting with the employee's supervisor.
 - 1. One additional supervisor or equivalent may attend, at the discretion of the supervisor. During evaluation meetings, the employee and supervisor may request a follow up meeting.
- g. All employees shall have an appropriate amount of time to complete the written evaluations.
- h. Executive evaluations shall be administered by the Director of Human Resources. The Director of Human Resources and the General Manager will perform the evaluation meeting of both the Executive as a team and the

individual executives.

- i. Executive Team evaluations shall be administered by the Director of Human Resources and provided to the appropriate supervisor within one week of the evaluation deadline, regardless of whether all evaluations are submitted.
- j. The President organizes and administers the evaluation for the Director of Human Resources.
- k. All other evaluations shall be administered by the Director of Human Resources and provided to the appropriate supervisor within two weeks of the evaluation deadline, regardless of whether all evaluations are submitted.
- l. No employee will be provided the raw data from their own evaluation, but may request a summary of feedback from their supervisor.
- m. No employee who is a supervisor may conduct a performance review meeting until they have participated in their own performance review meeting.

Discipline and Appeals Procedure

1. Discipline Policy

- a. The general intent of disciplinary action shall be to correct and improve employee performance, not to punish.
- b. The standard of conduct expected from waged and salaried employees is full adherence to the terms of employment stated in this manual, the rules outlined in position-specific staff manuals and any employment contract they have signed. All employees shall be provided with a comprehensive list of rules and expectations.
- c. Expectations for adherence to proper conduct standards shall remain in effect for all employees while they are present but off-duty in any AMS service, and for employee interaction with co-workers outside the service in which they are employed.
- d. All disciplinary actions and any record of such shall remain confidential. In the event of the termination of a full-time employee, the Board of Directors or Executive may choose to release a statement of notification.
- e. When a conflict of interest exists between an employee and their supervisor, the supervisor shall remove themselves from any disciplinary process. Responsibility for the process shall be delegated to another AMS employee in a supervisory position to the employee subject to the approval of the Executive and the Director of Human Resources.
- f. The Director of Human Resources, insofar as the position is a resource for both the organization and individual employees, shall not be present in any disciplinary meetings.
- g. The only exception to this is if the Director of Human Resources is the direct supervisor of the employee being disciplined.
- h. In all disciplinary meetings regarding the Talent Acquisition Manager and the

Deputy Director of Human Resources, the General Manager shall serve as a resource for the employee being disciplined.

- i. All written documentation concerning employees shall be subject to review by the Director of Human Resources prior to presentation or discussion with the employee, who shall ensure adherence to AMS policy and legal requirements.

2. Progressive Discipline

- a. The escalating measures listed below shall generally be followed in the event of a rule infraction, unsatisfactory performance, or inappropriate conduct.
- b. All services must abide by the Universal Demerit List.
- c. For areas in which the Universal Demerit List is lacking, managers may add service-specific demerit allocations. These should be approved by the Director of Human Resources and Vice President (Operations) who must ensure uniformity and fairness among services' demerit systems.
- d. Any employee receiving a demerit(s) shall be informed of this disciplinary action and shall be required to acknowledge it, normally by initialing it in their employee file.
- e. The AMS will do its best to be timely in notifying the employee of disciplinary action.
- f. Managerial staff shall have the discretion to bypass any measure in favour of a more severe one, when in their judgment along with the concurrence of the VPOPs and the Director of Human Resources, an employee's offence is deemed serious enough to justify so doing.
- g. Where disciplinary measures have been taken for a service staff during the May-August period, the head manager shall have the discretion to reset a clean slate for the staff member in the fall, where the manager along with the concurrence of the VPOPs and the Director of Human Resources have determined the existence of extenuating circumstances.
- h. The discipline system should follow the following progression:
 - i. Warning noted in employee's employment file:
 1. The employee shall be informed of the disciplinary measure and advised that the date of the meeting and details of the warning will be retained on file, typically in the form of demerit points.
 - ii. First formal written warning and meeting with employee:
 1. This warning shall be in the form of a letter to be retained in the employee's file and shall be signed by both the employee and the appropriate supervisor. The supervisor shall schedule a meeting with the employee to address areas of concern regarding the employee's job performance. This shall normally occur after the accumulation of four (4) demerit points so as to acknowledge concerns early and allow the employee the opportunity for improvement.

2. An employee who believes they have been disciplined unfairly is entitled to discuss this matter with the Director of Human Resources.
 3. The employee shall be notified during this meeting that if they are to progress to a second formal warning they will not be eligible for rehire.
- iii. Second formal written warning and meeting with employee
1. This warning shall be in the form of a letter to be retained in the employee's file and shall be signed by both the employee and the appropriate supervisor. The supervisor shall schedule a meeting with the employee to address areas of concern regarding the employee's job performance. This shall normally occur after the accumulation of seven (7) demerits points so as to acknowledge concerns early and allow the employee the opportunity for improvement.
 2. An employee who believes they have been disciplined unfairly should, and is entitled to, discuss this matter with their direct supervisor and or the Director of Human Resources.
 3. Any service staff employee who receives a second formal warning, at seven (7) demerits, will not be eligible for rehire in the following year.
 4. The outgoing corporate Head Manager will be responsible for providing a list of all staff who have reached seven (7) demerits to the Director of Human Resources by the application deadline for rehire.
3. Termination
- a. The initial decision to terminate employment shall be made independently by the Direct Supervisor.
 - b. The Director of Human Resources shall be notified as soon as the initial decision to terminate the employee has been made, to ensure that the termination follows policy and procedures and to ensure all legal responsibilities have been considered.
 - c. The decision to terminate shall then be subject to a final review and approval by the VPOPs before any action is taken.
 - d. A decision to terminate a Head Manager shall be made by the Vice President Operations, subject to approval by the Executive.
 - e. A decision to terminate any other salaried staff shall be made by the direct report, subject to approval by the Executive, and in partnership with the Human Resources Office.
 - f. A decision to terminate an Executive Team member shall be made by the Executive, subject to approval by the Board of Directors.

- g. A decision to terminate the Queen's Journal Editors-in-Chief must follow the procedure outlined in the Journal policy.
- h. Causes for immediate dismissal shall include, but not be limited to, willful misconduct, willful neglect of duty, repeated unavailability for work, theft, gross insubordination, harassment/discrimination, and substance use while on duty.
- i. Termination of a part-time employee shall normally occur after the accumulation of ten (10) demerit points, though employment may be terminated sooner, consistent with the discretion afforded head managers to bypass a disciplinary measure for a more severe one.
- j. A head manager shall not be required to automatically terminate employment at the accumulation of ten (10) demerit points, however, any further infraction warranting demerits shall result in automatic termination, at the discretion of the Vice President (Operations) and Director of Human Resources.
- k. An employee who has been terminated shall be notified both in writing and in a meeting with their direct supervisor. There shall always be two (2) individuals present at all termination meetings; the immediate supervisor of the employee being terminated and a second person to act as witness. The employee shall be informed of their right to appeal at the time of termination.
- l. The Board shall receive written notification of any decision to terminate a full-time employee at the next scheduled Board meeting.
- m. A tri-club ban issued to any Queen's Student Constables or TAPS employee shall also constitute grounds for immediate dismissal.
- n. The AMS shall act in accordance with any special reporting considerations for any employees affiliated with the Work Study and Queen's University Internship Program.

4. Appeal of Termination

- a. A decision to terminate an employee will only be subject to appeal in the event that Hiring and Appointment Policy and Procedures, Employee Policy and Procedures, and/or employee contract has been violated.
- b. A decision to terminate an employee may also be subject to appeal if the termination occurred with cause.
- c. An appeal of termination shall be made to a joint committee of the Chair of the Board, Vice President (Operations), and General Manager.
- d. The appeal must be filed in writing to the above within three business days of the employee being notified in writing of the termination.
- e. The submission shall state the grounds for the appeal and shall include any supporting evidence/documentation.
- f. The committee of the Chair of the Board, Vice President (Operations), and General Manager shall overturn a management decision to terminate only where there is clear and compelling evidence that the termination was not in adherence to AMS policies and procedures, or in violation of the employment contract.

- g. The onus shall be on the employee filing the appeal to produce evidence and a substantive basis to support the contention that they have been wrongfully dismissed.
- h. The committee of the Chair of the Board, Vice President (Operations), and General Manager shall have the right to immediately dismiss an appeal where it is determined that the
 - i. employee's grounds for appeal are not substantive.
- j. A decision on the appeal should be rendered within one week of receipt of the written submission, barring unforeseen circumstances.
- k. Written notification of the decision shall be given to all concerned parties, including the Director of Human Resources.
- l. At the conclusion of the appeal process, the termination may be upheld or overturned. No other amendments shall be made to the termination decision.
- m. In the event the termination is overturned, the employee shall be eligible for lost wages/salary.
- n. The committee of the Chair of the Board, Vice President (Operations) and General Manager shall report their decision to the Board of Directors for information purposes.
- o. The decision shall be final and there shall be no further right to appeal.

Personnel Records

1. Performance Records

- a. Employee records including performance evaluations and all information relating to demerits and other disciplinary action shall be maintained by individual services, in a secure location, in a standardized format and transferred to the Director of Human Resources for review and storage in April of each year.
- b. If the individual service does not have a secure location for this information and cannot make one available, signed contracts, verbal and written warnings, and confidential medical information should be kept in the Human Resources Office.
- c. All employment records for any employee shall be retained for three years from the end of the year in which they were terminated.

2. Access/Viewing

- a. Performance evaluations are completed primarily for the purpose of improving employee performance and are the property of the Alma Mater Society of Queen's University Incorporated.
- b. Employees may review the contents of their personnel files in their supervisor's office only on submission of a written request or previous arrangement with the supervisor.
- c. Employees will not gain access to the raw data of their performance evaluations for confidentiality reasons.

- d. Former employees may do the same in the Human Resources Office, upon submission of a written request or previous arrangement with the Director of Human Resources.
- e. Employees may request a copy of their contract or any disciplinary documents from the Director of Human Resources.
- f. Any release of these confidential records, other than as described in this policy, shall require authorization from the AMS Board of Directors, unless required by law.

Remuneration Administration

1. Remuneration

- a. Salaries and wages shall be reviewed every three years and established by the AMS Board of Directors as required. This review shall, to the extent possible, be completed prior to the commencement of the annual winter/spring hiring period so as to ensure all applicants have accurate remuneration information for AMS positions.
- b. The Board of Directors shall provide an official, approved copy of the salary grid to the incoming Vice-President (Operations), the Controller, and the incoming Director of Human Resources.
- c. The finalized salary grid will be reviewed by the incoming Vice-President (Operations) and incoming Human Resources Officer prior to the first payroll period of their term in office.
- d. The Outgoing Vice-President (Operations) and Director of Human Resources are responsible for ensuring that all compensation amounts accurately reflect:
 - i. The salary amounts for the contract duration and any other approved benefit;
 - ii. The correct amount of wages paid upon completion of transition.
- e. Should any discrepancies be noted, or changes required, the Vice-President (Operations) shall seek final approval from the Board of Directors.

2. Pay Periods

- a. All staff will be paid bi-weekly, unless extenuating circumstances warrant (i.e., if the end of the fiscal year falls in between a pay period).
- b. All pay will be paid out on the Friday following the conclusion of the pay period.

3. Pay Discrepancies

- a. Any queries or complaints regarding pay cheques should be directed first to the manager, and then to the Payroll Administrator/Controller.

4. Compensation for Personal Property Loss or Damage

- a. The AMS shall bear no responsibility for the loss or damage to any personal

- property of an employee that is not required, or otherwise necessary, for the employee to perform their normal duties in the workplace.
- b. Where an employee's personal property is required in the performance of their duties, and that property is damaged during the normal course of work, that employee's direct supervisor, in consultation with the next level of management, shall have the discretion to authorize financial compensation or replacement as they deem appropriate when the item cannot be repaired or cleaned to an acceptable/usable standard.
 - c. In the event of a disagreement or conflict, the Vice-President (Operations) shall make the final decision.

Injuries

1. Reporting

- a. Any employee who injures themselves during the conduct of duties for the AMS shall report the injury to their supervisor during the shift on which the injury occurs.
- b. In the case where the injured person is in a supervisory role, they shall report the injury to their direct report as soon as possible.
- c. If the supervisor must leave their duties, they will appoint another employee as supervisor in their place.
- d. The supervisor on duty in conjunction with the injured employee should fill out an Incident Report Form relating to any injuries that have occurred during a shift. The Incident Report Form will be sent to both the Director of Human Resources and the Facilities Officer at slc.facilities@ams.queensu.ca.
- e. If the injury results in a Doctor's visit, this will trigger another form (Form 7) to be filled out and sent to the Workplace Safety and Insurance Board (WSIB)
- f. The Facilities Officer is responsible for submitting all required documentation to the Workplace Safety and Insurance Board (WSIB) and informing the Joint Health and Safety Committee of the event at the next meeting.

2. Leave

- a. The AMS shall not knowingly employ anyone with an injury or permanent condition whose health will be endangered by the regular performance of their duties.
- b. In the case where an employee is injured off the job, and unable to perform their duties the employee shall be considered on sick leave as per the relevant sections of this policy.
- c. In the case where an employee is injured on the job, the Facilities Officer along with the Human Resources Office will work with them to ensure all WSIB procedures are followed. They shall be designated on sick leave as per the relevant sections of this policy.

3. Compensation
 - a. The injured employee shall be compensated in accordance with the Leaves of Absence section of this policy.

Staff Layoffs

1. Eligibility
 - a. The AMS may consider all employees in a given service (including management) as eligible to be to be laid off.
2. Employer Responsibilities
 - a. The AMS has the responsibility of ensuring that, when decisions to lay people off are made, staff members affected by this decision shall be notified in a reasonable timeframe, and within ESA guidelines for reasonable notice and length of time the employee is entitled to receive.
3. Notice
 - a. All layoffs proposed by managers/directors shall be subject to approval by the AMS Board of Directors.
4. Returning to Work
 - a. Should conditions change such that additional employees are required following a layoff period then any employees who have been laid off shall have the right of first refusal for said jobs in that year (unless the employee has been terminated for reasons of cause).

Transition

1. General
 - a. All managerial employees shall be required to create a transition package and submit it to their immediate supervisor as specified. The contents of the transition package will all have separate due dates outlined by the Director of Human Resources.
 - b. All managerial employees shall be required to write a transition manual that outlines their transition into their position. This manual shall be known as Phase I.
 - c. All managerial employees shall be required to create a list of learning outcomes, and then use these outcomes as a guide to transfer knowledge of their role to their successor through transition meetings. This list shall be known as Transition Checklist.
 - d. All 12-month managerial employees shall be required to write a transition manual that outlines the duties for their positions in the summer. This manual shall be known as Summer Summary.
 - e. All corporate managerial employees shall be required to write an operations manual for their service. This manual shall be known as Phase II.

- f. All government managerial employees shall be required to write a briefing document along with procedural documents which act as a comprehensive guide to their positions. These documents shall be known as Phase II.
- g. Intermediary due dates may be added at the discretion of the Executive, in conjunction with the Director of Human Resources, to ensure effective materials are provided for Phase I, Transition Checklist, Summer Summary, and Phase II manuals.
- h. All salaried employees shall be expected to complete a submission for the Annual Report before the end of their term, to be submitted to the Director of Communications and monitored by their direct supervisor.
- i. Before the end of their terms, all employees must return all keys to the Student Life Centre. Failure to do so will result in a forfeiture of their key deposit.

2. Content

- a. Transition Manual Phase I:
 - i. The Phase I transition manual shall include all relevant information regarding the transition process and preparing the incoming staff member for the first day of their salaried or waged employment term. Transition Manual Phase I shall include the following components:
 - 1. Full job description and outline of responsibilities
 - 2. Relevant information regarding the hiring process:
 - a. Positions for which they will be hiring
 - b. Suggested hiring criteria
 - c. Hiring timeline
 - d. Job description and outline of responsibilities for those they will be hiring
 - e. Any additional, necessary information
 - 3. A timeline of the transition period and the list of learning outcomes.
 - 4. Policies and/or documents that the successor will need prior to commencement of position.
 - 5. Explanation of AMS hierarchy.
 - 6. Explanation of internal (i.e. Assembly, Board and committees) or external (i.e. Senate, SOARB) committees they are on, if applicable
 - 7. A list of working relationships that hold relevance to the position.
 - 8. Any budgetary information that will be needed within the first two weeks.
- b. Summer Summary: The Summer Summary shall include a comprehensive monthly list of all tasks and projects completed in the summer months as well as any additional necessary information.
- c. Transition Manual Phase II (Corporate):
 - i. Operations Manual: This manual shall include all relevant information to

the incumbent on how to fulfill their job responsibilities starting from the first day of their salaried or waged term. Phase II Operations Manuals shall include the following components:

1. A timeline of essential tasks, programming, and events, and when they should be completed.
2. Ongoing projects/initiatives that require follow-up or continuation
3. Budget and strategic planning documents
4. Copies of pertinent documents
5. General administrative tasks such as email, phone, vouchering etc.
6. Detailed operational instructions on completing daily/weekly/monthly responsibilities
7. Any long term or strategic plans that require continued implementation as well as an explanation as to why they are pertinent.
8. Head or business managers of AMS Services shall include revised budgetary submissions for the use of their successor that include but are not limited to: budgetary expectations for the next year for operational variables such as volume of sales, cost of goods, staffing costs; explanations of variance levels from budget to actuals; and general budgeting guidelines for the service.
9. Any additional necessary information

d. Transition Manual Phase II (Government):

- i. Briefing Document and Procedural Documents. Phase II shall include all relevant information to the incumbent on how to fulfill their job responsibilities starting from the first day of the contract. Phase II Briefing Document and Procedural Documents shall include the following components:

1. A timeline of essential tasks, programming, and events, and when they should be completed
2. Ongoing projects/initiative that require follow-up or continuation
3. Budget and strategic planning documents
4. Copies of pertinent documents
5. General administrative tasks such as email, phone, vouchering, etc.
6. Detailed operational instructions on completing daily/weekly/monthly responsibilities
7. Any long term or strategic plans that require continued implementation as well as an explanation as to why they are pertinent
8. Any additional necessary information

- e. Transition Meetings and Learning Outcomes:
 - i. These meetings shall take place between each salaried employee and their successor to ensure exhaustive knowledge transfer of the job's duties as outlined in the relevant list of learning outcomes in Transition Checklist.
 - ii. The list of learning outcomes shall specify the elements of the job that the incoming salaried employee shall understand after the completion of transition meetings with the relevant outgoing employee.
 - iii. Salaried employees shall hold transition meetings with their successors in order to educate them on the elements of their job as specified by the list of learning outcomes. The responsibility for scheduling and conducting these transition meetings shall lie with the incumbent salaried employees. Salaried employees shall be required to review and update the relevant list of learning outcomes throughout the term of their contract.
 - iv. Upon commencement of their contract, incoming salaried employees shall review the relevant lists of learning outcomes and ensure that they exhaustively capture the knowledge of the role that must be transferred between themselves and their successors.
 - v. Incoming and outgoing employees will meet with their immediate supervisors to ensure that the incoming employee is knowledgeable enough in their position to complete transition. This is known as a Transition Sign-Off Meeting.

3. Confidentiality

- a. The relevant Transition Package for each individual position shall be considered confidential documents. A separate non-disclosure and confidentiality agreement will be signed by all incoming employees in advance of receiving any transition documents in cases where the incoming employee has yet to sign and accept their offer of employment.

4. Transition Period

- a. Transition shall occur between March and April for those employees whose contract begins between May and September 1.
- b. For those who have irregular start dates (i.e. December 1st), transition shall occur in the month preceding the commencement of their contract.
- c. Meeting shall normally be spent in the equivalent of an on-shift transition format. The nature of the transition shall be dependent on the position, however in all cases the two employees shall spend the time in their place of work.
- d. The outgoing managerial employee shall be responsible for ensuring their incoming counterparts fulfill the necessary transitional hours to effectively complete their job duties. This will be verified via the Transition Meetings and Learning Outcomes meetings. The outgoing supervisor shall be responsible for ensuring outgoing employees are educating the relevant incoming employee

according to the relevant list of learning outcomes.

- e. Where there is sufficient evidence that there is a need for additional transitioning, a former employee may be paid hourly to provide additional assistance where necessary, during the month of May. This shall be capped at a maximum of 10 hours, unless extenuating circumstances require additional time. In all cases, this additional time shall be approved by the Executive and General Manager.

5. Monitoring/Failure to Comply

- a. The relevant supervisor, outgoing Executive, Director of Human Resources, General Manager, Operations Officer, and Information Officer shall be responsible as a team for monitoring and ensuring compliance of outgoing employees with regards to expectations surrounding Transition. For purposes of clarity transition responsibilities shall be in four parts:
 - i. Transition Manual Phase I with Transition Checklist
 - ii. Summer Summary
 - iii. Transition Manual Phase II
 - iv. Learning Outcomes Meetings
- b. The relevant incoming and outgoing supervisors shall be responsible for monitoring and ensuring compliance of incoming and outgoing employees with regards to Outcomes Based Transition Meetings. Incoming supervisors shall be expected to regularly meet with their incoming employees during the transition period in order to monitor this progress.
- c. The Human Resources Office shall be responsible for tracking submission of all transition materials, ensuring completion of transition meetings and coordinating corresponding remuneration with the AMS Payroll & Administrative Assistant.
- d. The Director of Human Resources will inform and confirm the status of transition documents and meetings with the respective member of the AMS Executive.

6. Contracts

- a. Contracts for all managerial staff shall outline all transition requirements, including the submission of a transition package and one-on-one transition meetings with the relevant incoming employee.
- b. Contracts shall clearly outline the total salary for the position.

7. Storage

- a. Transition manuals shall be collected by the Director of Human Resources for electronic storage.
- b. All transition documents will also be located on the AMS network and OneDrive in the employee's respective account.

Contracts

1. Signing

- a. All AMS employees shall be required to sign an employment contract detailing the terms and conditions of their employment.
- b. The contract signing period will be determined by the Incoming Vice President (Operations) and the outgoing Director of Human Resources.
- c. Salaried employees shall be notified of this requirement at the time an employment offer is extended to them. It shall be the responsibility of the Incoming Vice-President (Operations) with the assistance of the outgoing Director of Human Resources to ensure that the relevant incoming employees have signed their contract normally no later than the last day of April or prior to the commencement of their salaried employment term.
- d. Prior to commencing work, all employees and appointees shall be made fully aware of their job descriptions, any remuneration, time requirements, and all relevant rules and regulations.
- e. Employees shall be made aware of this Policy and informed as to how to access it at any time.
- f. All employees will be given five (5) business days to review their contracts and consult legal counsel.
- g. The review and approval process of the salary grid must be completed prior to contract signing and provided by the incoming Vice President (Operations) to the Administrative & Payroll Assistant no later than March 31 prior to the processing of the first payroll in May.

2. Extended Signing

- a. If the employee is hired after the designated signing period it is the responsibility of their direct supervisor to have the employee sign a contract before they begin their term.

3. Contract Content

- a. The content of all contracts shall be subject to approval by the AMS Board of Directors, General Manager, Director of Human Resources, and legal counsel.

4. Contract Access

- a. All contracts should be stored in the AMS Human Resources Office. An employee's contract may be viewed by that employee with 24 hours advanced notice. That viewing will be done on site in the presence of someone from the Human Resources Office.

Resignation

1. Salaried Staff

- a. In the event that a salaried staff member resigns, they shall be expected to give at

least two weeks' notice.

- b. The AMS may choose to forgo the notice period and accept immediate resignation.
- c. If at all possible, an effort shall be made to participate in the facilitation of the transition of their replacement, in a manner to be determined by their direct supervisor.
- d. A staff member who has resigned shall inform their immediate supervisor. It is then the responsibility of the immediate supervisor to report the resignation to the Executive and the Director of Human Resources.
- e. The DHR shall confirm that proper notification is given to the AMS Administrative and Payroll Assistant to ensure remaining pay is administered appropriately.
- f. All staff of the appropriate service shall be notified of the resignation via email and, where applicable, a notice may be posted on the AMS website.

2. Waged Staff

- a. In the event that a waged staff member resigns, they shall communicate this to their direct supervisor. The Manager/Director/Commissioner shall then communicate this information to the Director of Human Resources. The DHR will ensure that the AMS Administrative and Payroll Assistant is also informed of the details of the resignation to ensure accurately reflected in the payroll.

Recruitment

1. Employee Recruitment

- a. All AMS managerial staff shall support and participate in recruitment efforts as determined by the Director of Human Resources and the Executive.

2. Information Sharing

- a. All AMS staff shall provide the same relevant information and advice about their positions to all potential applicants who approach them.

Monitoring

Monitoring for compliance with this policy will be carried out by the Director of Human Resources on an ad hoc basis and periodically during the academic year.

Contact person	Director of Human Resources
Date of next review	[Review period determined on initial approval and revised as needed. It is advisable to conduct an annual review for a new policy. After a few years of review and revision, a review every three years is usually sufficient.]

Related policies, procedures and guidelines	[List of documents with or without hyperlinks]
Policies superseded by this policy	[List of policies]